



The Southern Nevada Human Resources Association

BEST PLACES TO WORK 2008

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“I believe the more fun people have at work, the less stress they will have in their personal lives.”

Meeting challenges at work and home

Bill Oakley | Market President | Mutual of Omaha Bank

In today’s turbulent economy, we are challenged every day to find enjoyment in the workplace and balance in our lives. Discussions have migrated away from “Can you believe the wealth that company created?” to “Who is going under next?” All employees are under added stress because they are concerned about job security, personal finances (including retirement funds) and the well-being of friends, families and customers.

Though it should be easier to maintain work/life balance in a booming economy, people rather tend to focus on production and customer service. Unless companies assist their employees through creative benefit packages and programs that encourage and support personal development/ fulfillment, most achievers will

tend to weigh down the work scale.

At Mutual of Omaha Bank, we take pride in encouraging our employees to maintain a work/life balance. We actively support our communities and encourage our employees to volunteer for causes in which they believe. We provide ample time off and a variety of benefits that show our team members we care about them as individuals and appreciate their service to the organization.

The successful integration of work and life is a juggling act. The optimum balance varies for each individual and changes with time. I believe the more fun people have at work, the less stress they will have in their personal lives. Mutual of Omaha Bank is proud to sponsor an award that promotes work/life balance. The 2008 honoree can be found on page 5.



Our initiatives impact Nevada's future

Douglas T. Geinzer | Founder | Recruiting Nevada



It is known that great companies are made up of great employees. Obviously, all of the winners and nominees of this year's Best Places to Work awards have not only attracted but retained great employees.



Congratulations, to you all. Attracting the best employees requires sourcing the best applicants from both near and far. By operating the largest network of employment Web sites in Nevada, Recruiting Nevada has helped great companies source the best talent for 15 years.

When it comes to understanding the recruiting and recruitment advertising landscape in the Las Vegas market, no one knows it better than Recruiting Nevada. Our initiatives are recognized by industry and state leaders for the direct impact they make on Nevada's future.

Our network of employment Web sites

produces more than 1.2 million monthly page views and has helped solve critical workforce shortages in the areas of nursing, education and engineering. Additionally, our trailing-spouse program helps family members of these critically needed professionals find meaningful, gainful employment with other great Las Vegas employers.

What sets Recruiting Nevada apart from all other local and national job boards is our protected résumé database. We don't think your great applicants should be accessible to your competitors or nonrelated third-party recruiters. By minimizing unnecessary turnover, we strengthen Nevada's economy and build more great companies like those being recognized today.

Again, we applaud all of the Best Places to Work companies and thank you for making Las Vegas the best place for all of us to live, work and play.

Our commitment is to employee quality of life

Steve Younger | President | National Security Technologies



We are so pleased to be a sponsor and a part of this year's "Best Places to Work" publication. It's great to be a part of this annual competition among workplaces in Southern Nevada.

As a relatively new company, NSTec took over management and operations of the Nevada Test Site in 2006 with three guiding principles (Vision, Service and Partnership), a focus on the importance of our mission, and a commitment to employee quality of life.

I am proud to say that we have reduced employee cost and increased the variety of health and welfare benefits during a time when many saw costs go up. We created a family scholarship program to help our employees' children go to college and we increased education aid for employees working toward a degree.

We recognized employee volunteerism by donating \$5 for every hour an employee



volunteered and the NSTec Education Development Fund just passed \$1 million in education grants. Team NSTec has been recognized as the largest corporate team at Walk MS, the Candlelighters Race for Our Kids, and Run For A Wish. We even helped Las Vegas set a world record — at least for a few days — at the Great Santa Run.

At NSTec, we believe the best way to improve our business is to improve our workforce. So most of all, we share this honor with our employees who perform with excellence every day and who are bringing the "CAN DO!" spirit back to the Nevada Test Site.

NFCU earns annual Work/Life Balance Award

Nevada Federal Credit Union has created a work environment that allows its employees great flexibility in juggling the demands of both professional and family life.

The company partners with Work Care Options Group to provide employees with emergency child and eldercare options. It also offers an extended illness bank that allows employees the opportunity to “bank” time off to be used in the event of their own illness, the illness of a child or dependent or for bereavement leave. Through the extended illness bank,



employees can rest assured that full pay and benefits will be maintained while away from work.

An extended leave of absence is also available for both full- and part-time employees in the event unusual or

unavoidable circumstances warrant a significant amount of time away from the job.

Further, NFCU recognizes that employees sometimes need assistance in coping with financial and personal life challenges. As such, a confidential employee assistance program is in place as is a Balance Financial Fitness program, which provides resources to help employees effectively manage personal finances.

By Lisa McQuerrey

Previous Best Places to Work winners

	Nonprofit	Government	Micro companies	Small companies	Mid-size companies	Large companies	Gaming companies
2007	1 Opportunity Village	Las Vegas Convention & Visitors Authority	Custom Benefit Consultants	McCarthy Building	KLAS-TV	Ernst & Young	Black Gaming
	2 Nevada Public Radio	University Medical Center	Geotechnical & Environmental Services	Mercury LDO	Focus Property Group	ROEL Construction	Hooters Casino Resort
	3 Nevada Federal Credit Union		Millenium Staffing	Poggemeyer Design Group	Faith Lutheran	Desert Radiologists	Palms Casino Resort
	Nonprofit/Government	Micro companies	Small companies	Mid-size companies	Large companies	Gaming companies	
2006	1 Nevada Federal Credit Union	Custom Benefits Consultants	Orgill/Singer and Associates	Southwest Title Company	Pulte Homes/Del Webb	MGM Grand	
	2 Opportunity Village	Geotechnical & Environmental Services	The Tan Factory	TWI Group	Ernst & Young LLP	Station Casinos	
	3 Nevada Public Radio	Consultants in Marketing	University of Southern Nevada	Lionel Sawyer & Collins	Desert Radiologists	Palms Casino Resort	
2005	1 Nevada Public Radio	Custom Benefits Consultants Inc.	Orgill/Singer and Associates	TWI Group Inc.	Pulte Homes/Del Webb	MGM Grand	
	2 Las Vegas-Clark County Library District	Johnson Jacobson Wilcox	Nevada First Bank	Centex Homes	Sierra Health Services	MGM Mirage	
	3 Las Vegas Convention & Visitors Authority	Virgen Advertising	Southwest Title Company	Colonial Bank	Sunterra Corporation	New York-New York Hotel Casino	
2004	1 Nevada Federal Credit Union	Houldsworth, Russo & Co.	Nevada First Bank	JMA Architecture Studio.	Pulte Homes/Del Webb	The Venetian	
	2 Nevada Public Radio	Shred-It Las Vegas	Systems Research & Development	Cintas Corp.s	PBS&J	Station Casinos	
	3 Las Vegas Valley Water District	Johnson Jacobson Wilcox	Vanguard Integrity Professionals Inc.	R&R Partners	Desert Radiologists	MGM Grand	
2003	1 Las Vegas Chamber of Commerce	Johnson Jacobson Wilcox	Orgill/Singer & Associates Inc.	Nevada Federal Credit Union	GES Exposition Services	The Venetian	
	2 Nevada Public Radio	Lawrence/Kreeft & Associates	Desert Radiologists	Lionel Sawyer & Collins	Manpower Inc. of Southern Nevada	Golden Nugget	
	3 Opportunity Village	Colours Inc.	Credit Acceptance Corp	Silver State Bank	Golden Gaming Inc.	Hotel San Remo	
	Government	Nonprofit	Small companies	Mid-size companies	Large companies		
2002	1 Las Vegas Clark County Library District	Nevada Federal Credit Union	Consultants in Marketing	Rainbow Medical Centers	The Venetian		
	2 Nellis Air Force Base	Endeavor	Behavioral Healthcare Options	Nevada Corporate Headquarters	Hotel San Remo		
	3 Las Vegas City Firefighters	Las Vegas Chamber of Commerce	Wieczorek & Associates	Loomis, Fargo & Co.	Southwest Airlines		

Meet this year's judges

Chana Anderson, CCP, SPHR-CA, is a tenured human resource professional with more than 15 years of experience in employee and labor relations, performance management, leadership development and organizational effectiveness. She is the director of human resource for Casa de las Campañas, a San Diego full-service retirement community. Most of her career has been spent in not-for-profit organizations where she focused on developing and implementing employee initiatives. Anderson consults with corporations and provides coaching on supervisor and manager development.

Javier Lozano, MBA, SPHR-CA, GPHR, is the human resources manager for Bakersfield, Calif., and leads in strategically transitioning the city as a first choice employer. Prior to this, he served as vice president of rewards and systems for PRC, a call center company in Florida. There, he managed employee relations and performance management, including the development and implementation of initiatives and processes to enhance organizational capability. Lozano also managed benefits and compensation programs for the corporation's 10,000 employees.

Jean Premutati, PHR, is the management services administrator at Marina Coast Water District in Marina, Calif. She has held senior human resources positions in the public sector for 22 years, specializing in recruiting, employee benefits, workers'

compensation and risk management. For three years, she served on the Central Coast Human Resources Association board of directors and is currently the president. She has also served on the Monterey Bay advisory council and is a member of SHRM.

Nancy C. Nelson, SPHR-CA, is a senior human resources practitioner with over 20 years of experience. She is the principal of HRProse LLC, providing human resources generalist services for small-to-medium-sized organizations with special emphasis in developing human resources infrastructures, policies and processes; advising management on a variety of human resources issues and employee communication programs and materials. For more than 10 years, she was human resources director for Ultra Clean Technology in Menlo Park, Calif.

Travis Gregory, M.Ed., SPHR, is the associate dean of human resources at Imperial Valley College and president of the Imperial Valley chapter of the Society for Human Resource Management. Following service in the U.S. Marine Corps, he served in human resources management positions, including hospitality and casino gaming, health care and higher education. Gregory was the 2006 president of the Southwestern Arizona Human Resource Association and has also earned the designation of senior professional in human resources.

About the SNHRA

The Southern Nevada Human Resources Association is the premier professional association for human resource professionals in the region.

SNHRA has more than 600 members representing more than 400 organizations. SNHRA provides a wide variety of professional development and networking opportunities for human resource professionals in the Las Vegas Valley and has a diverse membership representing consultants as well as corporations and organizations of various sizes.

The organization's objectives are:

- > To provide opportunities for people engaged in human resource management to discuss current challenges and provide a medium for their mutual self-improvement
- > To work for the betterment of human resource management practices including, but not limited to, recruitment, employment, compensation, training, labor relations and personnel research, which are mutually beneficial to the employee and the employer
- > To raise standards of performance in all phases of human resource management and to aid in career guidance within the educational systems of the Las Vegas area

To apply for membership, log on to www.SNHRA.org or contact Denyse Wortham at (702) 362-0388.

2008 nominees

AARP — Nevada State Office
American Media Corporation
Aspire Cosmetic MedCenter
Bank of George
Bank of Nevada
Big Brothers / Big Sisters of Southern Nevada
Boys & Girls Clubs of Las Vegas
Branch-Hernandez & Associates Insurance Services
Caltrol Inc.
Clark County Legal Services Program Inc.
Cricket Communications
Custom Benefit Consultants
Desert Radiologists
Desert Springs Hospital Medical Center
Enterprise Rent-A-Car
Ernst & Young LLP
Fair, Anderson & Langerman
Faith Lutheran Jr./Sr. High School
Four Seasons Hotel

Gensler of Nevada
Geotechnical & Environmental Services Inc. (GES)
GES Exposition Services
Harrah's Entertainment
HELP of Southern Nevada
Holiday Systems International
Hooters Casino Hotel
Houldsworth, Russo & Co.
Hutchison & Steffen
Impress Communications
Jerry's Nugget Casino
Johnson Jacobson Wilcox
Kelly Services
KLAS-TV
KS Design / KlingStubbins
Las Vegas Area Council, Boy Scouts of America
Las Vegas Chamber of Commerce
Las Vegas Valley Water District
Leavitt Insurance / Leavitt Group Benefits
Liberty Mutual Group

Lionel Sawyer & Collins
Martin-Harris Construction
McCarthy Building Companies Inc.
MDL Group
Medco Health Solutions of LV
Mercer
Mercury-LDO
Moneytree Inc.
Nathan Adelson Hospice
National Multiple Sclerosis Society / All America Chapter
National Security Technologies
Nevada Federal Credit Union
Nevada Public Radio
Opportunity Village
Palms Casino Resort
Payroll Solutions
Poggemeyer Design Group Inc.
PostNet
Quest Diagnostics
RE/MAX Associates
Regional Transportation Commission

Resources Global Professionals
RSJ Architecture
ScripNet
Securitas USA
ServiceMax Commercial Cleaning Systems
SH Architecture
Southern Nevada Junior Golf Association dba The First Tee of Southern Nevada
St. Rose Dominican Hospitals
Sunrise Children's Foundation
The Greenspun Corporation
The Idea Factory
University of Southern Nevada
TWI Group
University Medical Center of Southern Nevada
University of Southern Nevada
Welles Pugsley Architects LLP
YMCA
YWS Architects
Zappos.com



why join?

SNHRA ENCAPSULATED

As the premier professional association for Human Resource Professionals in the Las Vegas valley, SNHRA provides great opportunities for HR professionals to network and learn from each other. At our monthly meetings, top speakers bring current HR topics to life.

SNHRA also provides tremendous opportunities for members to advance their HR careers through our PHR/SPHR study groups, along with earning recertification credits at designated monthly meetings and at our annual state conference.

sign up @
SNHRA.ORG
or call
702.362.0388



MEMBER BENEFITS

Chapter Meetings

held every month (except during special event months)

Fantastic, Topical Speakers

reflect on current issues impacting the field of human resource management

Certification Review Courses

enhance your career by certifying as a Professional in Human Resources (PHR) or Senior Professional in Human Resources (SPHR)

Member-to-Member

this program provides valuable communication between members for advice or problem-solving

Membership Directory

available exclusively in our "Members Only" area of SNHRA.ORG

"Resources"-Our Monthly e-Newsletter

chock full of helpful HR info and tips (and some humor thrown in for good measure!)

SNHRA.ORG

our ever-growing online resource

HR JobLink • Networking

HR Vendor Fairs

and so much more!

SOUTHERN NEVADA HUMAN RESOURCES ASSOCIATION

1 Nevada Federal Credit Union



NFCU cares about employees' development

Nevada Federal Credit Union is recognized for having one of the most extensive internal and external training and professional development programs in the state.

- > Corporate Training University has a mission of “developing, launching, managing and cultivating a learning enterprise that strategically supports its positive culture and furthers its organization’s competitive advantage.”
- > The Mentor Assistance program pairs seasoned employee mentors with mentees.
- > The Proactive Leadership program takes employees, nominated by their managers, through a yearlong program of leadership development training.
- > A master training plan offers, on average, 60 classes throughout the year.

When possible, NFCU has a policy of promoting from within. The majority of positions at the credit union have defined criteria for promotion eligibility. In the event an employee is not selected for a job opening, it is NFCU’s practice to provide that employee with information on how to acquire the specific skills required for promotion or career advancement.

Nevada Federal Credit Union gives its employees the opportunity to receive the same financial information made available to its customers. The NFCU Group Benefits Department conducts seminars as a result of its partnership with Balance, a financial fitness program. The program provides a series of classes on how to achieve financial goals. NFCU offers these classes to its employees as lunch-and-learn sessions.

In addition to its personal and professional development opportunities, NFCU offers employees a number of medical plans from which to choose:

- > Premium HMO
- > Premium POS
- > Health reimbursement account
- > Prescription plan coverage
- > Dental, orthodontic and vision coverage
- > Flexible spending accounts
- > Life, long- and short-term care insurance

From the Judges

The generous benefits package and the emphasis on health and wellness is impressive. The company appears to make a concentrated effort to communicate with staff, from the CEO on down to the line staff.

Nevada Federal also has its own employee wellness committee that is charged with providing employees with programs that promote a healthy lifestyle. The company offers discounted gym memberships and conducts an annual health fair that includes on-site vendors and services.

In addition to 11 paid holidays and up to 26 days of paid time off per year, NFCU employees enjoy a wide range of employee-focused programs and benefits:

> **Extended Illness Bank:** Employees can “bank” time off through this program and receive 100 percent paid leave for their own extended illnesses, certain illness for qualifying dependents and bereavement time off.

> **Tuition Reimbursement:** Nevada Federal pays up to \$5,000 for graduate degree programs; \$2,500 for degree programs related to the business or finance fields or directly related to an employee’s current job within the credit union; \$1,500 toward any preapproved associate, bachelor or master’s degree from an accredited university or college and \$5,000 for approved graduate degree programs.

> **Emergency/Backup Child or Elder Care and Referral Services:** Nevada Federal, in partnership with Work Care Options Group, provides in-home or on-site child care in the event an employee’s normal child care provider is unavailable or a child is mildly ill; in-home elder care is provided in the event of an emergency.

> **Employee Assistance Program:** A confidential program designed to assist employees in resolving personal problems.

> **Personal Financial Education:** NFCU’s Balance financial fitness program offers



a variety of tools and resources to assist employees with effectively managing their finances.

> **Incentive Pay:** Every Nevada Federal employee is part of an incentive program that allows them an opportunity to enhance base pay.

> **Leave of Absence:** A leave of absence is granted to full-time, part-time or prime-time employees at the company’s discretion, for up to six months in instances where unusual or unavoidable

circumstances require prolonged absence.

> **Employee Account-related Benefits:** Credit Union account-related services provided at no cost or reduced cost.

NFCU’s employee intranet was created to keep team members apprised of all aspects of company operations. The intranet contains information on current events, links to forms, policies and procedures as well as information on recognition, recruitment, payroll and benefits, training and development. Additionally, NFCU President/CEO Brad Beal hosts an online chat room where employees may ask questions and gain information on current organizational changes. Town hall-style meetings provide an opportunity for senior managers to interact with employees on a variety of topics, such as the credit union’s financial perspective, goals and overall strategic plan progress, company growth and expansion plans, overall working conditions, compensation and benefits and any other questions or concerns employees want to discuss.



Brad Beal

Nevada Federal Credit Union

2645 S. Mojave Road, Human Resources, Bldg. C, Las Vegas

Top Executive: Brad Beal, President

Human Resources: Michael Traficanti Sr., VP of Human Resources

Industry: Credit union/financial services

Primary Services: Financial services

Employees: 299 (284 in Las Vegas)

Approximate Annual Revenue: \$59.6 million



Michael Traficanti Sr.

2

Opportunity Village

Opportunity Village employees are charged with supporting people with intellectual disabilities. A full-time recruiter is responsible for finding employees who are able to perform the essential duties of their position while “living the mission” of the organization.

In an effort to significantly decrease employee turnover, OV has implemented a number of programs:

- > **Retention Incentive Program:** A multifaceted program consisting of a combination of salary and/or nonmonetary rewards designed to attract and maintain top-quality staff. The retention incentive program consists of several plans:
 - > Salary adjustments that increase the wages of staff working directly with OV clients
 - > Sign-on incentives with a monetary award designed to attract top-quality applicants
 - > Longevity incentive plans that recognize

From the Judges

Opportunity Village demonstrates a strong emphasis on employee retention. The homebuyer assistance program is extremely generous and innovative.

and show appreciation to direct-care staff for their long-term commitment to OV.

- > **OK Bucks:** This recognition program offers OK (Opportunity Knocks) Bucks to employees demonstrating OV’s values. OK Bucks can be traded for anything from movie tickets to a two-day hotel stay.
- > **Down Payment Assistance:** After one year of service, any full-time OV employee is eligible to borrow \$10,000 toward the purchase of a home, and for every year of service thereafter, \$2,000 of the loan is forgiven.

Other benefits include:



- > Health, dental and vision insurance
- > Flexible spending accounts
- > 403(b) retirement plan
- > Paid time off and 10 paid holidays each year

An Employee of the Month program recognizes employees who demonstrate OV’s core values. All nominees get two movie tickets and a recognition certificate and are invited to a special luncheon. Winners, in addition to the above, receive a gift certificate for dinner for two at a favorite restaurant. They are then in the running for Employee of the Year. The winner of the Employee of the Year award receives \$1,500 for travel anywhere in the United States and a paid, one-week vacation.

Opportunity Village hosts a number of other employee-focused events throughout the year, including a lavish, annual dinner party, an employee picnic and in-service training days. Employees are also given free tickets to the OV Magical Forest, discounted tickets to OV special events and discounts at the OV Thrift Store.



It's What's Inside That Counts.

At McCarthy, we know nothing matters more. Our passionate employee-owners make us who we are...for our communities, our clients, our business.

(702) 990-6707



Opportunity Village

W. Sahara Ave., Suite A, Las Vegas

Top Executive:
Edward Guthrie,
Executive Director

Human Resources:
Leonard Wilson
Jr., Chief Human
Resources Officer

Industry: Training,
education and
rehabilitation

Primary Service:
Training and
employment for people with
disabilities

Employees: 1,000

Approximate Annual Revenue:
\$20 million



Leonard
Wilson Jr.

3

University Medical Center

University Medical Center of Southern Nevada is the only public, government-owned hospital in Nevada. UMC is home to the only Level I Trauma Center and burn care center in the state. More than 350 people are treated each day in UMC's three emergency departments.

When UMC underwent a change in leadership, it quickly began holding human resources-facilitated strategic planning meetings involving employees, managers and top administration. The process solicited input on organizational strengths, weaknesses, opportunities and threats associated with the future of UMC. Work is under way to implement the plan at individual, team and department levels.

Recognizing that change can create workforce fear and uncertainty, UMC established the Outlook Committee to dispel rumors and improve communications. The committee's mission is to keep employees informed, promote pride and share accomplishments. Through the committee's efforts, UMC's administration has held ice cream socials, sponsored an employee dinner and recognized departments with gift baskets. The committee continues to function (without the use of public dollars) by improving communications and sponsoring new recognition events. Other employee communication and morale boosters include:

- > UMC newsletter, The Pulse, which includes all birthdays for the month and stories that highlight individual and department achievements or milestones while also communicating job-related information.

University Medical Center

1800 W. Charleston Blvd., Las Vegas

Top Executive:
Kathleen Silver

Human Resources:
John A. Espinoza,
Chief Human
Resources Officer

Industry: Medical

Primary Service:
Health care

Employees: 4,200 John Espinoza

Approximate

Annual Revenue: Not provided



From the Judges

Kudos to the strategic planning that is taking place ... UMC is committed to employee participation as evidenced by the involvement of all teams, departments and individuals.

- > The Employee of the Month program, sponsored by the Patient Employee Excellence Through Recognition and Service committee, recognizes employees who demonstrate exemplary customer service.

Additionally, UMC has established leadership objectives for employees and developed a Supervisory Bootcamp and Leadership Academy to strengthen management and leadership skills.

*The Las Vegas-Clark
County Library District
thanks its caring,
capable and
committed staff.*





1 Custom Benefit Consultants



Pro-active employees lead to CBC's success

From the Judges

It is encouraging to see the support employees receive to pursue higher education, telecommuting and the programs available when home life requires the need for time off.

Custom Benefit Consultants has a policy of actively involving its employees at every level of the corporate structure to gather input, set goals, assist in professional development and create buy-in to the company's overall mission and strategic plan. This approach has helped the company achieve substantial growth over the last three years, growing its annual revenue by 200 percent.

Employee satisfaction is part of almost every business decision in which CBC is engaged. Performance management is a direct outgrowth of its regular strategy and planning sessions. Employees actively participate in



Robin Sylvia

the development of their own deliverables and the company's compensation structure is designed to reward employees for performance and attaining strategic goals. Administrative and support staff receive bonuses and salary increases relative to their performance. Inside sales staffers have a two-step bonus structure that promotes teamwork and individual performance:



Custom Benefit Consultants

7660 W. Cheyenne Ave., Ste. 109, Las Vegas

Top Executive: Robin Sylvia, CEO

Human Resources: Kenneth W. Bahl, Executive Vice President

Industry: Employee benefits and human resources outsourcing

Primary Services: Employee benefits and human resources outsourcing

Employees: 30 (17 in Las Vegas)

Approximate Annual Revenue: \$4 million



Kenneth W. Bahl



Keeping work fun

How CBC promotes teamwork through lighthearted exercises

In an effort to maintain a family atmosphere in its workplace, CBC engages employees and their families in activities, community events and other interactions to maintain a fun and familial atmosphere. In each of its corporate meetings, management retreats and training sessions, CBC leverages the opportunity to give employees the opportunity to work together and get to know one another through lighthearted exercises:

- > **Famous People:** Each employee must identify the name of a famous person taped to his or her back by asking “yes” or “no” questions of their colleagues.
- > **CBC Bucks:** Employees reward one another for participation in meetings by paying colleagues CBC bucks. At the end of the day, the employee with the most bucks wins a prize.
- > **The Good and the Bad:** Team members have the opportunity to write on the board anything they have perceived to have been “good” for the company and “bad” for the company year to date.
- > **Autobiography:** Each employee picks a partner with whom they share stories about their first automobile and what it meant to

them. The partners then share with each other what they want to get out of the training session or meeting in which they are participating.

- > **CBC Jeopardy:** CBC Jeopardy is a game show-style contest that lets employees compete against each other for prizes on the basis of their knowledge of company systems, policies and procedures.
- > **The Lineup:** Employee teams compete against one another by lining up in the order as determined by the theme of a given competition. They may line up by height, shoe size, hair color, home state or any one of many themes that help the team interact and get to know one another better.

Additionally, CBC hosts a number of employee recognition and sales programs, celebrates numerous holidays with parties and community support initiatives and acknowledges special occasions among its staff.

and work/life balance.

The company offers work schedule flexibility and allows for work-from-home time, children’s school event attendance and flexibility for continuing education needs. Teams alternate weeks of working four 10-hour days to ensure two three-day weekends for each employee every month.

An essential component of CBC’s human

resources plan involves encouraging professional development. CBC deploys an interactive training program with all employees and has systems in place that pay for licensure, certifications and other forms of professional development.

All new employees receive specific training and materials that help them assimilate while learning the systems and applications that are used for daily tasks.

- > Each employee is evaluated on a quarterly basis based on attainment of specified deliverables as part of the performance management plan. For example, if a person reached 90 percent of stated quarterly goals, then the employee receives 90 percent of the bonus for which he or she is eligible.
- > At the end of the year, employees are eligible for salary increases in the same manner by receiving a raise that is proportionate to performance and relative to reaching the goals that they helped to establish.
- > Agent bonuses are structured in two parts. The first is the bonus that all agents can receive for reaching the specified quarterly sales goals. A second bonus is available to agents based upon individual performance and the amount of sales they close.

Because CBC is in the benefits business, it offers a comprehensive employee benefit plan.

- > CBC provides 100 percent coverage of employees’ medical, dental, vision, life and short-term disability insurance.
- > CBC retirement program with 401(k) and pretax flexible spending accounts
- > Paid time off includes vacation, sick leave, medical and bereavement leave and jury/witness duty leave.

Working mothers founded CBC, and it places high emphasis on family values



2

Geotechnical and Environmental Services Inc.

Geotechnical and Environmental Services Inc.'s entry-level training program is legendary in the civil engineering industry. The company recruits for attitude and aptitude and trains for the rest.

In January 2007, GES established a unique monthly coaching process as a pilot program for its management staff. As a human resource practice, the program has proven to be a remarkable tool for motivating and rewarding staff members, furthering business goals through continuous improvement, developing careers and enabling staff members to consider higher career aspirations than they had previously considered. The program's key elements link the day-to-day staff member performance goals with the business' strategic goals in a way that motivates employees to drive performance, improve overall client service and learn new technology and techniques.

> During its six-month cycle, program

From the Judges

The monthly coaching process lends itself to regular communication among employees and gives management a snapshot of career aspirations of those they supervise. Strong emphasis is placed on training and development.

meetings begin with a coaching worksheet, which, during the cycle's first month, is completed by an employee's direct supervisor. The supervisor uses the worksheet to describe expectations and performance measurement standards, while outlining the staff member's areas of strength and areas for improvement.

- > Employees and their supervisors mutually agree on developmental goals.
- > The staff member completes a personal development plan, which sets the career development pace and allows for selection

of individual job-related goals.

> During subsequent monthly meetings, the staff member completes an input sheet describing the monthly progress, setbacks and successes.

With this information, the supervisor suggests career-mapping ideas to fit a staff member's individual framework for growth in terms of new responsibilities and/or promotions. Supervisors also coach staff members daily on a less formal basis.

GES' performance management system is paired with its approach to communication and morale. The company boasts daily announcements, quarterly parties, occasional potlucks, toasts to celebrate successes, quarterly newsletters and an open-door policy. The company also has numerous venues for soliciting employee input and feedback.

In addition to collectively celebrating major company milestones, GES has a number of recognition programs in place to acknowledge employee achievements:

- > **Hard Hat Recognition:** Supervisors reward staff members for going above and beyond, for bringing successful ideas or solutions to the workplace, demonstrating leadership skills and helping co-workers do the same.
- > **Staff Stars:** A barbecue and town meeting format is featured where news and information is shared and outstanding performance is recognized.

As good corporate stewards, GES staff members attend high school job fairs, speak at elementary and middle schools and connect with students at its adopted middle school. The company also participates in Corporate Challenge.

Geotechnical and Environmental Services Inc.

7150 Placid St., Las Vegas

Top Executive:

Gregory DeSart,
President

Human Resources:

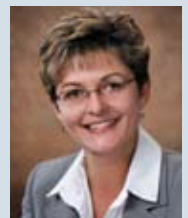
Marie La Camera,
PHR

Industry:

Engineering

Primary Service:

Civil engineering



Marie La
Camera

Employees: 35 (31 in Las Vegas)

Approximate Annual Revenue:
\$5.5 million

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3

Johnson Jacobson Wilcox

Johnson Jacobson Wilcox has created a workplace environment designed to help employees feel welcome and valued from the first day of employment. From a comprehensive prehire personality assessment to ongoing mentoring and professional development training, JJW demonstrates a vested interest in the ongoing success of its employees.

- > Every new hire is assigned a “buddy” who greets him or her at the front door on their first day at JJW. This buddy eases the new team member’s transition into the JJW culture.
- > Every employee undergoes a two-week orientation where every day is carefully scheduled and structured, including lunch with peers and partners. This provides opportunities for training, socialization, orientation and actual client work.
- > JJW’s mentoring program pairs less experienced team members with more

seasoned professionals.

In addition to a comprehensive benefits package and competitive salaries, JJW offers profit sharing and 401(k) plans, a flexible spending account and a \$6,000 recruiting bonus. The firm demonstrates its commitment to providing a work/life balance by offering flexible

From the Judges

By having team members identify their expectations and having candidates assessed on compatibility, JJW demonstrates a refreshing approach to recruiting. New hires are made to feel as if they are a part of the team before they begin work.

and work-at-home scheduling options. JJW also provides extensive ongoing professional development training far exceeding industry standards.

Further, employees participate in a year-end bonus pool. Throughout the year, all of the firm’s financial statements are made available to employees via the company intranet. Employees are able to see how their contributions affect the company’s bottom line.



Johnson Jacobson Wilcox

7690 W. Sahara Ave., Las Vegas

Top Executive:

Gary Johnson, President

Human Resources:

Midge Hall, Firm Administrator

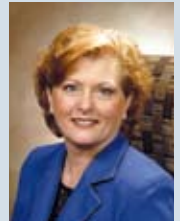
Industry:

Public accounting

Primary Service: Accounting, audit, tax and consulting

Employees: 24

Approximate Annual Revenue: \$5 million



Midge Hall



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1

TWI Group Inc.



Flexibility, benefits key for workers at TWI

From the Judges

TWI did a great job of demonstrating how it addresses work/life balance through a variety of programs.

As a specialist in international trade show logistics, TWI Group Inc. employees are often called on to work unusual hours and in destinations far across the globe. As a way of showing appreciation for what might be viewed as a hectic life, TWI Group has gone above and beyond in creating a “work hard, play hard” environment for its employees.

- > While TWI Group’s core hours are 8 a.m. to 5 p.m., at least 20 percent of its employees are on flexible work arrangements or are permitted to work from home.
- > TWI provides employees with laptops and cell phones and/or Blackberrys to stay connected while meeting the demands of both their personal and professional lives.
- > TWI offers overtime compensation in excess of federal standards: Nonexempt employees are paid time-and-a-half for hours worked in excess of an eight-hour day; double time is paid for time in excess of 12 hours per day or any time in excess of eight hours on the seventh day worked in a

week.

Due to the nature of its international venues, TWI Group prides itself on offering employees and their families exceptional travel opportunities paired with their professional responsibilities:

- > TWI encourages employees to take a paid day or two during their travels to absorb and enjoy the locale. Upon their return, they are also given comp time to rest and recuperate from the often lengthy travel.
- > Employees who travel abroad are provided an international phone number in order to stay in touch with friends and family, and spouses often travel with TWI Group employees to popular destinations.
- > TWI frequently rents houses in locations where employees are often sent that provide a home away from home rather than an impersonal hotel room.
- > Employees are allowed to keep their airline miles for personal use.



TWI Group Inc.

2725 E. Desert Inn Road, Suite 200,
Las Vegas

Top Executive:
Steve Barry

Human Resources:
Layla Holt

Industry:
Logistics

Primary Services:
Logistics services

Employees: 85

Approximate Annual Revenue:
\$30 million



Steve Barry

Additionally, TWI Group offers a generous vacation plan, personal and sick days as well as 10 paid holidays a year. TWI pays 100 percent of its employee medical, dental, vision, life insurance and disability premiums, as well as 50 percent of dependent premiums. Flexible spending accounts are available as well.

TWI is 33 percent employee owned and offers an employee stock ownership plan and a 401(k) plan. Employees are immediately 100 percent vested. To promote employee ownership and accountability, TWI also has a quarterly bonus program giving employees another avenue in which to share in the company's profits.

In an effort to encourage employees to have a fit and healthy lifestyle, TWI offers a Gold Membership at 24 Hour Fitness. The company provides free enrollment and discounted monthly fees for family members.

TWI Group believes that employee communications and morale go hand in hand. TWI employees are involved in building the business and shaping the company's culture:

- > The TWI Connection employee newsletter is written primarily by TWI employees and provides articles on shows, travel tips, photos and employee recognition.
- > TWI's suggestion committee is overseen by a group of employee volunteers. Quarterly, the committee reviews input, provides an employee/committee viewpoint and submits recommendations to management.
- > TWI is proud of its diversity, representing employees of varying

ethnicities, religions and backgrounds. Its team has employees who speak Spanish, Italian, Arabic, French, Tagalog, Mandarin Chinese, German and English.

TWI Group also boasts a number of employee-recognition programs, many of which were implemented through its suggestion committee:

- > Employee of the Quarter is someone who has been nominated by fellow employees and selected by the company CEO. Two \$250 awards are given per quarter. Their photos are published in the TWI Connection newsletter.
- > Birthday bonuses include a signed card from the CEO and a \$50 gift card.
- > An annual holiday party, paired with

an annual company meeting, features a different theme each year.

> Additional holiday celebrations, teambuilding events and outside activities are held throughout the year.

With a commitment to employee development, TWI Group offers a variety of classroom and Web-based training programs. The company also provides job-related training in accounting, payroll, logistics and sales, as well as job-specific training programs and certification classes.

Additionally, TWI provides management and leadership classes and offers an annual \$500 education reimbursement program to qualified employees.





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2 ScripNet Inc.

ScripNet Inc. is a workers' compensation pharmacy benefit management company that helps insurance companies control medical costs through electronic communications with its network. The company attributes its 11 years of successful Las Vegas operations to teamwork as well as employees with great attitudes.

ScripNet boasts an open-management policy. Semiweekly staff meetings share company information, including finances, and everyone has the opportunity to contribute and ask questions. The company has found that staff involvement leads to better-quality teamwork and a lower turnover rate. In an effort to ensure everyone's effort is rewarded, 15 percent of ScripNet's profits are returned to employees quarterly.

Additional company benefits include:

- > Flexible schedules to accommodate 24/7 ScripNet hours as well as family and school schedules

From the Judges

Great scheduling, flexibility, compensation and bonus systems.

- > Annual salary and performance evaluations with salary adjustments as the market dictates
- > Mileage reimbursement
- > Two-thirds company-paid medical and dental insurance
- > Company-paid life insurance, short-term disability, long-term disability and employee assistance
- > Pretax savings on medical, dental, day care and additional optional insurances
- > Matched contributions on 401(k) plan
- > Paid time off accrued per pay period
- > Perfect attendance award of eight paid time off hours every six months
- > Seven paid holidays

The company also offers a monthly reimbursement for gym/weight



management programs, logo wear for all employees, individual anniversary luncheons and company celebrations for birthdays, holidays and promotions. Additional benefits include paid jury duty, paid bereavement leave, a \$200 employee referral fee and casual Fridays.

ScripNet supports numerous levels of employee training and professional development. Upon hire, each employee is provided an extensive training program conducted by a senior staff member. The company also offers additional training and/or paid courses to assist employees in achieving personal and professional development goals. ScripNet promotes a policy of promoting from within when possible.

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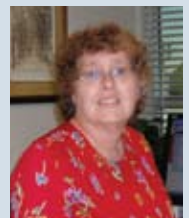
ONE PURPOSE

ScripNet Inc.

10050 Banburry Cross Drive, Suite 290, Las Vegas

Top Executive:
Dennis M. Sponer,
President/CEO

Human Resources:
Sharon Planchunas,
Executive
Assistant/Human
Resources Director



Industry:
Pharmacy benefit
manager

Sharon
Planchunas

Primary Service: Prescriptions for injured workers

Employees: 58

Approximate Annual Revenue:
\$38 million

3

Poggemeyer Design Group Inc.

Poggemeyer Design Group believes planning, paired with a comprehensive human resources strategy, is key to balancing client needs with company resources. The company provides its staff with opportunities to work on a diverse range of projects, thereby growing both an individual's experience and the firm's résumé. Regular e-mail blasts are sent to everyone to share the latest company news.

From the Judges

At Poggemeyer Design Group, human resources planning and strategy are vital to balancing the needs of clients with their resources, demonstrating how the organization views human resources as a valued business partner.

The company also places a strong emphasis on cross-training, job sharing and mentoring. Poggemeyer Design Group reviews its benefits package annually.

Current benefits include:

- > Flexible spending account
- > Life, short-term and long-term disability insurance
- > Eighty percent company-paid health and dental premiums for employees and their families
- > A 401(k) and profit-sharing plan

A suggestion box is located in the PDG break room, and comments are reviewed on a weekly basis. The break room is also equipped with a 42-inch LCD television for viewing during breaks. Birthday cake is served once a month and The Fruit Guys visit on the first Tuesday of the month to provide a healthy snack.

Poggemeyer observes both Administrative Assistants Day and Take Your Child to Work Day. The company also encourages employees to give back to the community through participation in charity walks/runs/bike rides, blood drives, food drives and by sponsoring families during the holidays.



Poggemeyer Design Group Inc.

6960 Smoke Ranch Road, Suite 110, Las Vegas

Top Executive:

Larry V. Carroll, P.E.,
Managing Principal

Human Resources:

Kim M. Webb

Industry:

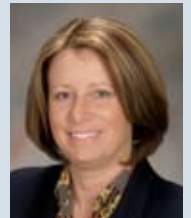
Engineering

Primary Service:

Civil and structural engineering, surveying and landscape architecture

Employees: 273 (67 in Las Vegas)

Approximate Annual Revenue: \$25 million



Kim M. Webb

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1

University of Southern Nevada



Innovative USN encourages staff growth

From the Judges

USN demonstrates innovative practices for attracting and retaining key talent in a competitive environment as well as many positive examples of inclusion and involvement.

To recruit and retain top educators, University of Southern Nevada has created a number of innovative resources. The University Planning, Priorities and Resources Committee established a recruitment/retention discretionary fund to provide unit heads with additional monies to be used as incentives. The UPPRC also utilizes an intramural research grant to provide up to five, \$10,000 seed grants for new research projects to fund faculty scholarships. This approach encourages educators to explore scientific areas of interest beyond their teaching duties. In addition, USN provides competitive salaries for both faculty and staff positions as well as a generous benefits package that includes:

- > Twenty-two paid vacation days per year for full-time employees
- > A paid two-week winter break, one-week summer break and paid holidays
- > Twelve sick days per year

- > Health, medical, dental and vision insurance
- > 403(b) retirement plan
- > Long-term disability/life and long-term care insurance
- > Upon approval, faculty may engage one day per work week (up to 20 percent) in professional consulting.

The university encourages and supports full-time faculty and staff to enroll in work-related academic courses, degree or nondegree programs at USN or other accredited institutions. The university also provides tuition assistance for dependents and spouses of full-time employees when they enroll at USN.

University of Southern Nevada has developed a comprehensive system of employee communication used to keep employees informed about news and events and to encourage employees to be community champions of the university's mission and values.



University of Southern Nevada

11 Sunset Way, Henderson

Top Executive:

Dr. Harry Rosenberg,
President

Human

Resources: Ben Wills

Industry:

Higher education

Primary Services: Academic degrees

Employees: 141 (122 in Las Vegas)

Approximate Annual Revenue: Not provided



Ben Wills

> Hosted by the university president, USN employee forums provide an opportunity to share information and updates from every academic and service unit. Each employee has the opportunity to offer input and ask questions. Topics include the institution's financial health, accreditation updates and new initiatives, upcoming university events, new employee introductions and showcasing employee achievements.

> A quarterly newsletter includes articles, employee and student accomplishments, employee involvement and volunteer opportunities and profiles.

> Minutes from all administrative council and board of trustees meetings are distributed to staff to provide information on the operation and strategies of the institution.

> Annual surveys are conducted to assess the quality and satisfaction level of all employees.

In its ongoing effort to create a distinct culture of inclusion, all USN employees have the opportunity to participate in shaping the future of the institution as it continues to grow. To accomplish this, the university established a number of committees to conduct strategic planning and to provide recommendations to administration. The USN Planning, Priorities and Resources Committee is charged with establishing annual strategic themes and developing initiatives to address those themes. The committee is made up of members representing each unit of the institution, including each

academic program, accounting, facilities, institutional advancement (donor relations), marketing, student services and financial aid. The committee developed a process that invites all faculty members to submit ideas for annual strategic themes and related initiatives. Initiatives must be tied to a strategic theme and must be universitywide in scope.

Another communication avenue exists

for the university's administrative assistants and support staff. Regularly scheduled meetings provide a venue for employees to discuss issues and concerns and to offer the administration recommendations to enhance the services provided to students, faculty and staff.

The value in good values ...

USN's core values encourage scholarships and ethics

Besides its recruitment efforts, benefits and communication vehicles, the University of Southern Nevada is recognized for its core values, which include:

- > **Diversity:** Welcoming and respecting differences in the culturally diverse population it serves
- > **Ethics:** Maintaining integrity through principled action and ethical decision making
- > **Scholarship:** Acknowledging and encouraging the pursuit of all forms of scholarship, including discovery, teaching, integration and application
- > **Teaching and Learning:** Providing a teaching and learning environment that prepares students to become competent, caring, ethical professionals and lifelong learners dedicated to providing service in

their chosen profession

- > **Accountability:** Making sound financial decisions to ensure that USN possesses the human, physical, clinical and financial resources appropriate to the academic programs, scholarship and services it provides
- > **Improvement:** A commitment to assess and analyze institutional outcomes data and use the results to chart a course that reflects USN's high expectations for continued excellence
- > **Collaboration:** Fostering enduring relationships with alumni, friends, employers and community partners



2

Caltrol Inc.

With a turnover rate of just 11 percent, Caltrol Inc. strives to create a work environment where personal and professional development is both encouraged and rewarded. Core values include honesty and integrity, innovative solutions and excellence through a culture of continual improvement. The company utilizes a wide range of recruiting methods, including internal and external job postings, employee referrals, national job boards and staffing firms. Some of the extensive benefits Caltrol offers its full-time employees include:

- > Medical, dental, vision and life insurance
- > Flexible benefit 125 plan
- > Employee stock ownership plan
- > 401(k) plan
- > Personal time off and holidays
- > Health and fitness reimbursement

Caltrol contracted with HelpNet to provide an employee assistance program. HelpNet has a network of licensed counselors and treatment programs and

From the Judges

Caltrol demonstrates strong core values with clear examples of how employees live the values. Many "best practices" in teambuilding and recognition are illustrated.

provides referrals to local community resources. Employees' families are entitled to three, free assessment-counseling sessions each program year. In addition, Caltrol provides partial personal-growth education reimbursement to all full-time employees who have successfully completed 90 days of employment. The company reimburses employees for tuition, books and fees up to \$4,000 per year for approved courses taken to enhance or improve work-related skills. To be eligible, an employee must be full time and have worked at least one year. Additional job perks include:

- > A 9/80 workweek during the summer,

between Memorial Day and Labor Day, allows employees to have a half day off every other Friday.

- > The Take the Initiative program provides a \$500 award to be given to employees who submit an implemented suggestion for company improvement.
- > Cash bonuses for some new-hire referrals

In an effort to provide constructive job performance feedback, Caltrol conducts annual performance reviews. First, employees complete a self-evaluation with managers providing feedback and developing plans for setting future professional development goals. Caltrol also has a two-part bonus incentive program for qualified employees. The first payment is the corporate portion, which is based on the company achieving its operating income goals. The second portion is the individual portion and is based on the employee achieving his or her goals.

Another recognition under the Caltrol performance management process is the President Council's Award. At the end of the year, a manager may nominate employees if they've exceeded their goals and have performed significantly in driving the company's success. Caltrol also conducts an annual business review meeting, which brings all of its employees together for a weekend retreat. The meeting is used to update employees about the progress of company goals and includes a companywide team-building celebration.

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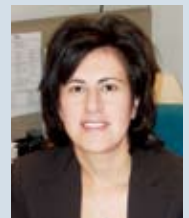
6885 Amelia Earhart Court, Las Vegas

Top Executive:

David Jumonville,
President

Human Resources:

Cynthia Morales,
Vice President
Human Resources



Industry:

Engineering

Cynthia Morales

Primary Service:

Supplier of valves, actuators and process control systems

Employees: 138

Approximate Annual Revenue:

\$63 million

3

Faith Lutheran Jr./Sr. High School

Faith Lutheran Jr./Sr. High School's human resources department is not there just to hire and fire. Rather, the focus is on its staff's overall well-being. From maximizing benefits to training managers and showing appreciation for staff to developing yearlong "hot topic" informational programs, health fairs and social activities, the school's human resources director is an integral part of the administrative team.

In addition to a comprehensive benefits package that includes no-cost medical, dental, disability, retirement and life insurance, Faith Lutheran's Health and Wellness program is lauded as the highlight of the human resources department. The program includes:

- > Various disease and conditions awareness
- > Distribution of health-related literature
- > Weight loss programs
- > Immunizations administered by the Clark County Health Department
- > Regular blood pressure and cholesterol checks by the school nurse
- > An active safety program that includes self-defense training

From the Judges

Faith Lutheran's innovative recognition and wellness programs show you don't necessarily need a huge budget to make a big impact.

Additionally, the school's social committee works to keep morale up with activities including the Secret Angel program, which promotes anonymous gifts and gestures throughout the year; birthday cake celebrations where honorees receive gift cards; Teacher of the Month awards; and breakfast, lunch and social gatherings throughout the year. Employees are also encouraged to participate in supporting community and charitable organizations.



Susan Gentry

Faith Lutheran Jr./Sr. High School

2015 S. Hualapai Way, Las Vegas

Top Executive: Kevin M. Dunning, Executive Director

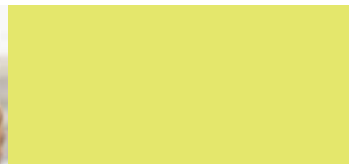
Human Resources: Susan Gentry

Industry: Education

Primary Service: Education

Employees: 120

Approximate Annual Revenue: \$14 million



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1

Zappos.com

Zappos founder Tony Hsieh



Zappos.com puts foot forward for employees

From the Judges

Zappos' mission is to live and deliver "wow!" and this sums up the way they do business with their customers, their vendors, and most importantly, their employees.

Zappos.com got its start in the Bay Area in 1999 with a mission to provide the widest possible selection of shoes and exceptional customer service. Since relocating to Southern Nevada in 2004, the company has grown locally from 70 employees to nearly 900 (1,657 companywide). Zappos.com enjoys a 91 percent satisfaction level from its team members, who are charged with a mission unlike most other multimillion-dollar business operations: create fun and a little weirdness.

Zappos.com provides employees with a traditional host of benefits and services. Some of the more unique benefits include help with fighting identity theft, mental health services and a Zollars rewards program that recognizes and rewards exceptional levels of performance. Other perks include:

- > Medical, Dental: Paid medical, dental (including orthodontia) and vision at 100 percent
- > Insurance: Long-term and short-term disability, life, accidental death and dismemberment insurance. Fifty percent of the insurance premium for medical, dental and vision insurance for children and spouses or domestic partners

With its fun, family atmosphere, Zappos.com hosts numerous employee and family-centered events throughout the year to build team spirit and keep morale high. Special outings include a company picnic, safe trick-or-treating at Halloween, participation in Take Our Daughters and Sons to Work Day, employee poetry readings and art displays and regular "spirit weeks."

While Zappos.com operates on the premise that "happy employees make happy customers," the company is equally focused on providing high levels of customer service, which is accomplished through its extensive training and employee development programs:

- > All new employees undergo four weeks of call center training and a week in its Kentucky Fulfillment Center for boot camp, where each employee has the opportunity to experience every warehouse position.
 - > Zappos University (ZU) was developed to focus on employees' career aspirations and personal growth goals. ZU comprises three colleges devoted to professional development, leadership skills and lifestyle learning opportunities.
- When it comes to communications and morale,



Zappos.com has a literal open-door policy, with all employees working in open cubicles. Management distributes its personal cell phone numbers, posts sales and earnings reports and even shares negative news if and when it arises. The company's top managers take a hands-on, full-access approach to running the company, eating in the company lunchroom, attending happy hours and participating in company events. A special Ask Anything electronic newsletter encourages employees to pose questions directly to the company CEO, and special All Hands meetings shut down operations to ensure every employee is available for important events and announcements. Other communication features include:

- > Monthly Town Hall meetings where managers share company plans, recent performance and departmental information
- > Foot Notes, a publication filled with interviews, event recaps and photos
- > Q&A sessions with top management
- > Company-sponsored happy hours (with

It's all about the perks

From free lunches to naps, Zappos.com aims to please

Zappos.com has successfully created a culture of diversity, flexibility and internal customer-focused care. A few of the unusually generous employee perks include:

- > Free lunch daily
- > An on-site private library
- > No dress code
- > Internal e-mail distribution lists for people to share varying interests from parenting tips to Star Wars
- > Discounted fees for dependent care as well as a pretax flexible spending account
- > On-site classes related to health and wellness, goal setting and financial planning
- > Eight free sessions with a legal representative, as needed,
- > Concierge-type services including on-site car washes, dry cleaning and massage

Zappos.com also provides its employees with a fully stocked, no-cost break room with free vending and beverage machines. Employees are encouraged to use their breaks for any number of recreational pursuits such as Web surf on Zappos.com laptops, getting a workout on the company's "Dance Dance Revolution" interactive video game, being part of Zappos Idol karaoke or even taking a rest in a nap room.

free food, drink and cab vouchers)

In addition to taking a hands-on approach to management, perhaps the most impressive of gestures came in 2007 when Zappos.com's top leaders decided to celebrate the year's profit earnings by forgoing their own annual bonuses and giving each employee 10 percent of their annual salary in a lump-sum bonus check.

In addition to its own generosity, Zappos.com encourages employees to recognize one another for substantial "over and above" contributions. Each employee has the opportunity to reward another employee with a \$50 bonus on a monthly



basis. Employees can also nominate one another for Wow Parking Spots, as well as various prizes.



Zappos.com

2280 Corporate Circle, Suite 100,
Henderson

Top Executive: Tony Hsieh, CEO

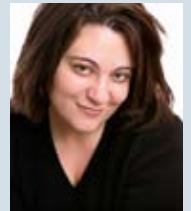
Human Resources: Rebecca Ratner

Industry: E-commerce/retail

Primary Services: Shoes

Employees: 1,657 (901 in Las Vegas)

Approximate Annual Revenue: \$839 million



Rebecca Ratner

2

The Greenspun Corporation

The Greenspun family has a long and respected history in the Southern Nevada business community. The Greenspun Corporation and all of its related companies include American Nevada Co., Greenspun Media Group, Vegas.com, Casino Travel and Tours, the Las Vegas Sun, Sun Media Productions and Vegas TV.

From a corporate perspective, the Greenspun companies provide a wide array of employee benefits, programs and services designed to help employees grow and excel in both their personal and professional lives.

The company's relationship with all of its employees includes competitive salaries and bonus packages as well as company-sponsored events, activities and recognition programs.

One of the company's most popular employee-focused programs is called Fit for Life. The program promotes the benefits of a complete wellness lifestyle and its impact on an individual's life

From the Judges

The Greenspun Corporation has taken the concept of employee wellness to a whole new level ... In the same spirit, the company has focused one of its largest divisions on environmental issues.

both personally and professionally. The foundation of the Fit for Life program is a benefits package that includes:

- > Medical, dental and vision insurance
- > Short-term and long-term disability
- > Life insurance and accidental death and dismemberment for employees, family and same-sex domestic partners

The program also includes the Fit for Life Personal Health Management program, which provides clinical health screenings and computerized health risk assessments.

- Additional highlights also include:
- > Up to 50 percent reimbursement for active use of a gym membership

- > Employee health fairs with testing stations and useful information on nutrition plans, fitness programs and wellness products
- > Fitness challenges and weight loss competitions
- > Three levels of mapped walking trails circling the company's Henderson campus
- > A weekly Get Moving walking program
- > On-site mammograms, cholesterol, blood pressure and glucose screening and other important medical testing
- > Weekly chair massages by a certified therapist/trainer
- > Fit For Lunch, a program developed in conjunction with Whole Foods that gives employees an array of healthier lunch options at fast-food prices delivered to individual company locations
- > A free pair of walking shoes and pedometer

In addition to its impressive health benefits, Greenspun also offers a variety of perks for its employees:

- > Employees in Education: a program that provides time off for employees who want to volunteer their time or attend events at local schools, regardless of whether their own children are involved
- > Movie tickets: distributed as birthday gifts to all employees

As a group of companies with a long history of supporting the communities in which it operates, this family of companies also involves its employees in its environmental preservation efforts.



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AARP is proud to honor forward-looking companies with the 2008 AARP Best Employers for Workers Over 50 award. Every year we choose companies nationwide, like Nevada Federal Credit Union, that utilize the skills and experience of workers 50+.

For more information, visit aarp.org/bestemployers or call 1-866-389-5652.



The Greenspun Corporation

901 N. Green Valley Parkway, Suite 201, Henderson

Top Executive:
Brian Greenspun,
Chairman and CEO

Human Resources:
Jamey Lien, Senior
Vice President of
Human Resources

Industry:
Real estate
development,
publications,
Internet, travel and tours,
newspaper, media and television

Primary Service: Real estate,
newspaper, publications and
Internet

Employees: 1,350 (1,100 in Las Vegas)



Brian
Greenspun

3

National Security Technologies LLC

Believing that its employees are its most valuable asset, National Security Technologies LLC has a practice of working to recruit and retain the best and the brightest. Highlights of that effort include:

- > Competitive wages and benefits
- > Celebration of employee success using various awards programs and annual events
- > Involvement in numerous charitable and community programs
- > Family scholarship programs (which awarded \$30,000 in 2007)
- > Leadership/career development as well as mentoring and networking opportunities

With a goal of becoming an employer of choice in Nevada, NSTec is dedicated to supporting and encouraging an engaged and content workforce. One of the avenues for accomplishing this goal is through the implementation of various communication tools, including two employee publications: The Front Page and Spotlight. The company also boasts

a Just Ask electronic question-and-answer forum facilitated by the company's internal

From the Judges

Core principals from the top and throughout the organization support the company's mission and vision.

communications group. Employees submit the questions, and the answers are posted for all to see. The technique addresses employee queries while simultaneously monitoring issues that are important to its team members.

NSTec has developed several award programs to recognize significant employee achievements. Managers can reward employees with on-the-spot awards and American Express gift cards or with The STAR Award, which comes with a gift certificate for company merchandise. The NSTec Performance Award program recognizes individual employees and teams that demonstrate significant technical and/or operational performance above and beyond expected levels. An additional Site Service Award program honors employees for their cumulative years of service.



Kenneth G. Andriessen

National Security Technologies LLC

2621 Losee Road, North Las Vegas

Top Executive: Dr. Stephen M. Younger, President

Human Resources: Kenneth G. Andriessen, Division Manager, Human Resource Programs

Industry: High-technology government contractor


Primary Service: Bringing integrated technological solutions to customers

Employees: 2,585 (2,187 in Las Vegas)

Approximate Annual Revenue: \$525 million

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1

Harrah's Entertainment



Harrah's utilizes innovative approach to success

From the Judges

Harrah's Entertainment is an excellent demonstration of the how, why and supporting quantified results. Programs are innovative and performance/customer focused. Harrah's has designed great programs and rewards systems.

When Harrah's acquired three additional properties in the Las Vegas market in 2005, it seized the opportunity to create a comprehensive and effective recruitment system and significantly grow its integrated system of employee programs and benefits. The company starts its positive employee experience from the very first interaction through its employment center,

which features a multilingual staff, computerized application stations and immediate interview appointments for prequalified applicants.

In the areas of communication and morale, Harrah's has created innovative communication vehicles to keep all employees in the company loop:

> Buzz Sessions are the primary daily communication vehicles at all



Gary Loveman

Harrah's Entertainment

3645 Las Vegas Blvd. South, Las Vegas

Top Executive: Gary Loveman, President and CEO

Human Resources: Chris Cappas, Regional Vice President of Employment and Training

Industry: Gaming/entertainment

Primary Services: Gaming, hotels, restaurants, shows and entertainment

Employees: 85,000 companywide, 28,000 in Las Vegas

Approximate Annual Revenue: \$10.8 billion



Chris Cappas



Harrah's Entertainment locations, where supervisors inform employees of things such as work assignments and procedural changes. Buzz Sessions are designed to assist employees in making a successful transition from personal to work life, building positive energy for the workday ahead and putting employees in a state of readiness to perform at their best with the first customer or co-worker they encounter.

> Customer Satisfaction Assurance celebrations are another important touch point for employee communication and morale. Conducted on Fridays at each property, the CSA celebration recognizes exceptional service levels with prizes and commendations. Award categories include: highest-quality customer service results, most improved performance and best department spirit.

In addition to offering medical, dental, vision and 401(k) benefits, Harrah's Entertainment gives special attention to



the overall long-term health and wellness of its employees through numerous avenues:

> In 2007, Harrah's opened up a wellness center for all of its Las Vegas employees, which includes a fitness center and a medical clinic in one conveniently located building. All Las Vegas employees enjoy a free membership to the state-of-the-art fitness facility and its wellness programs.

> In addition to routine and acute health

care, the medical clinic provides routine preventive screenings and exams as well as prescriptions and physical therapy.

In addition to Harrah's Wellness Center, the property also hosts health fairs, mobile dental services, mammograms, regular blood pressure screenings, biometrics screening and health assessments. Additionally, a registered dietician hosts daily office hours at each property to meet with employees on health and weight loss issues.

Harrah's Entertainment is also home to a performance-management program that it believes differentiates the company from its competitors:

> Harrah's Pay for Results bonus plan, created to reward noncorporate, nonmanagement employees for achieving outstanding performance and results, recognizes employees with merit increases and lump-sum bonuses.

> Harrah's Spotlight program ensures quality customer service by setting a standard for employee/customer interaction and recognizing high achievers. Spotlight activity is tracked electronically to ensure every team member receives feedback at least once a month.

> The CSA Bonus program rewards employees for continually improving customer service levels. The plan provides an opportunity for all nonmanagement employees to earn bonus amounts of \$50 - \$200 on a quarterly basis. Improvement levels are measured by comparing customer satisfaction survey results for the current quarter with the same quarter of the previous year.

Harrah's unique combination of innovative strategies, management support and employee benefits and programs helps the property achieve its goal of creating environments where people become better, both personally and professionally, through their relationship with Harrah's Entertainment.

Keeping the most valuable asset

Harrah's keeps its staff with these retention programs

> In 2007, Harrah's Entertainment announced a gift of \$30 million to launch INNnovation Village at UNLV's William F. Harrah College of Hotel Administration. Through the center, the Harrah's Employment Center team works with the UNLV Career Services Center on campus to create professional opportunities for students and alumni.

> In an effort to promote from within, Harrah's instituted an internal transfer program called e-Transfer. Requests via e-Transfer can be completed online. Last year, the

employment center processed more than 12,000 e-Transfer requests in the Las Vegas market and promoted more than 55 percent of its employees to new positions.

> Harrah's has developed an "audition panel" format for screening applicants that gives them an idea of an individual's personality and customer service skills. Upper-level managers often participate in the program, and the results include measurably reduced employee turnover and increased customer satisfaction.

2

Palms Casino Resort

Palms Casino Resort prides itself on offering both its guests and its team members a unique and exciting experience. Palms is committed to providing its employees with competitive wages, excellent benefits and working conditions, consistently applied policies and practices and a system of safe, effective two-way communication.

Both full- and part-time Palms team members have the choice of a free HMO plan or an affordable PPO plan, both of which provide comprehensive medical, dental and vision coverage. The plans also offer free generic drugs at more than 300 local pharmacies, free employee and dependent life insurance, free short- and long-term disability insurance, a free employee assistance program, 401(k), pension plan and numerous negotiated discounts with vendors, including car dealerships, movie theaters, fitness clubs, amusement parks and others. Additional highlights of Palms benefits include:

> **Retirement Pension Plan:** Palms provides all team members with a

From the Judges

Palms offers employees some great ways, away from work, to bond with their teams. They do a great job of using employee surveys to make decisions about recognition and satisfaction programs.

company-funded pension plan that is unique to the hotel/casino industry in Las Vegas. The company contributes 4 percent

of each team member's annual earnings (including declared tips and commissions) plus interest each year. At the end of each calendar year, a guaranteed interest payment based on the compounded balance is added to the account. After three years of employment, the pension plan is fully vested and continues to be funded annually until retirement. In the event a team member leaves the company, the balance may be withdrawn.

> **Voluntary Benefits:** Additional benefits and services offered to team members provide savings on a wide selection of options, including home and auto loans, auto, homeowners and pet insurance and Express Send, a program through which money can be wire transferred to family members in a variety of foreign countries.

> **Crisis Assistance Program:** CAP is a company-sponsored assistance benefit



that provides emergency assistance to team members who have suffered a serious hardship or personal crisis such as death of an immediate family member, serious illness, eviction notice, utility shutoff, fire or serious accident.

In addition to its benefits, Palms hosts a number of events for team members and their families:

> **Community Day:** This all-day event gives team members the opportunity to visit with vendors, including health care providers, education and banking institutions, utilities, fitness clubs and others.

> **Diversity Month:** To recognize the cultural diversity of its team members, this monthlong event celebrates the traditions and foods from different nationalities. The team member dining room is themed with decorations and music representing each culture, while native foods are featured each week.

> **Team Member Appreciation Day:** All team members are celebrated with a special menu, complimentary chair massage, gifts and prize giveaways.

> **Tournaments and Sports Events:**

Company-sponsored bowling, golf, poker and slot tournaments create an atmosphere of teamwork and allow employees to compete for prize rewards. In addition to its host of programs and benefits, Palms is also recognized for its in-house training programs and councils, internal communication channels and customer service initiatives.

Palms Casino Resort

4321 W. Flamingo Road, Las Vegas

Top Executive:

George Maloof, President

Human Resources:

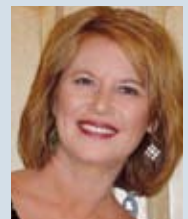
Karen Brasier, Vice President of Human Resources

Industry: Gaming

Primary Service: Gaming, hotel

Employees: 2,400

Approximate Annual Revenue: Not provided



Karen Brasier



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3

Hooters Hotel Casino



Hooters Casino Hotel goes to great lengths to create a family of people dedicated to providing a “lively, irreverent experience for everyone who walks in the door.” As such, the company prides itself on recruiting and hiring people who strive to be unlike any other gaming employee in town.

From the Judges

Hooters has separated itself from other competitors through developing a culture of “wowing” guests.

Interviewers often set this lighthearted tone with opening questions such as, “What would you do to get your customer to laugh out loud?” For many Hooters positions, experience is secondary to finding people who fit the company’s self-described “zany culture.”

Hooters operates with a managing theory of “treating employees right once they start

and giving recognition and rewards to keep them here.” Some highlights of this corporate philosophy:

- > Promoting From Within and training those for new positions when necessary
- > Coolest Thing of the Week awards for individuals whom guests have identified as exceeding their expectations
- > Family Member of the Month and Year programs that spotlight those who consistently provide excellent service for both internal and external customers.

Hooters Casino Hotel operates with a “no walls” policy, which means 24/7 access to any member of management, from a supervisor all the way up to property CEO. The company offers a creative approach to customer service training, which encourages having fun on the job. The company also offers full medical, dental, vision and life insurance, a 401(k) plan and discounts on food and entertainment venues.

Hooters Casino Hotel

115 E. Tropicana Ave., Las Vegas

Top Executive:

Gary Gregg

Human

Resources:

Cynthia D. Cameron,
Vice President
Human Resources

Industry:

Gaming and hospitality

Primary Service: Gaming, restaurant, resort hotel

Employees: 1,000

Approximate Annual Revenue: \$75 million



Cynthia D. Cameron

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