



ModernThink

Colorado Best Practices Report

EXCERPT

Best Companies to Work for in Colorado

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REPORT SUMMARY

The following report is based on survey data from the 25 top-ranked large companies (companies with 250 or more employees) and the 25 top-ranked small/medium companies (companies with fewer than 250 employees). The first part of the report presents statistics and graphs from the list winners in one of two formats, either Averages, Medians & Percentiles or Percentage of Total. The second part of the report highlights Best Practices organized by theme.

Data Chart (Averages, Medians & Percentiles):

Certain of our benchmarking statistics are best presented according to the average, median and 5th and 95th percentiles.

- The average value (or mean) is the sum of all the data for a given category divided by the number of responses for that category.
- The median value is the middle value of a given category. Generally, half of the companies will have values above the median, and half of the companies will have values below the median. The median is usually a better indicator of the central value than the average, since a few companies with very high values often skew the average upward.
- Five percent of companies have values lower than the 5th pctl (percentile), and five percent of companies have values higher than the 95th pctl (percentile).

In all instances, the results include data only from list winners that provided complete information to the category in question.

Percentage of Total:

For other categories, we provide the percent of total list winners that have the characteristic listed (e.g., Privately Held) or that offer the program in question (e.g., Profit Sharing, Short Term Disability, etc.). Those characteristics summarized as Percentage of Total are listed with an asterisk (*).

Best Practices:

At the end of the report, you will find a compilation of best practices that are special and/or unique to each of the top 20 companies, as described by each participant, mostly in their own words.

If you have any questions about this report, feel free to call us at 888-MTHINK8 (888.684.4658) or email us at bestpractices@modernthink.com.

Expanded Benchmark Chart

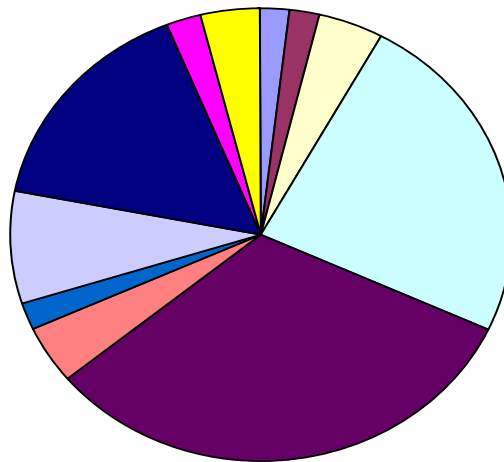
General Information (Excerpt)	50 Top-Ranked Companies in STATE				25 Large-Sized Companies ≥250 Employees		25 Small / Medium-Sized Companies <250 Employees	
	Average or *Percent of Total	Median	5 th pctl	95 th pctl	Average or *Percent of Total	Median	Average or *Percent of Total	Median
Annual Gross Revenue in STATE (\$millions)	\$226	\$48	\$5	\$809	\$405	\$120	\$37	\$16
Number of Full-time Employees in State	530	234	43	2214	938	348	121	108
Number of Part-time Employees in State	128	15	0	886	243	46	13	9
Years Since Founding	60	47	10	152	77	58	42	24
CEO Tenure (years)	9	9	1	25	11	11	7	7
Privately Held*	64%				52%		76%	
Unionized*	8%				12%		4%	
Employee Ownership*	35%				32%		39%	
Percent Owned by Employees	8%	0%	0%	33%	11%	0%	5%	0%
Executive Ownership*	57%				39%		74%	
Percent Owned by Executives	21%	2%	0%	100%	8%	0%	33%	10%
Average Salary (non-exempt)	\$32K	\$30K	\$22K	\$43K	\$31K	\$29K	\$33K	\$33K
Average Salary (exempt)	\$72K	\$67K	\$49K	\$113K	\$78K	\$71K	\$65K	\$63K
Job Applicants Last Year	3510	650	50	9,190	5853	1527	796	300
Hires Last Year	164	50	9	756	292	115	31	24
Applicants per Person Hired	24	13	3	83	24	13	25	12
Voluntary Turnover	15%	10%	4%	33%	16%	10%	14%	10%

Expanded Benchmark Chart

Benefits, Policies, Procedures (Excerpt)	50 Top-Ranked Companies				25 Large-Sized Companies ≥250 Employees		25 Small / Medium-Sized Companies <250 Employees	
	Average or *Percent of Total	Median	5 th pctl	95 th pctl	Average or *Percent of Total	Median	Average or *Percent of Total	Median
Paid Holidays Per Year	8	9	6	11	8	8	9	9
Minimum Hours/Week for Benefit Eligibility	27	30	17	37	26	30	29	30
Paid Time Off (PTO)*	74%				68%		80%	
Maximum PTO Accumulation (days)	31	29	15	55	33	28	29	30
Total PTO Available After 1 Year (days)	16	17	6	26	16	17	17	17
Years For Maximum PTO Accumulation	12	15	3	20	13	15	11	10
Profit Sharing*	48%				36%		60%	
Pre-tax Accounts*	84%				84%		84%	
Flexible Spending Accounts*	92%				96%		88%	
Medical Coverage*	100%				100%		100%	
Employers Paying Part of Healthcare Premium*	100%				100%		100%	
Percent of Premium Paid by Employer	82%	80%	65%	100%	79%	79%	85%	84%
Prescription Drug Plan*	96%				96%		96%	
Dental Coverage*	98%				100%		96%	
Vision Coverage*	92%				92%		92%	
Alternative Treatment Options*	28%				24%		32%	
Life Insurance*	100%				100%		100%	
Short-term Disability*	96%				100%		92%	
Long-term Care*	60%				68%		52%	

Expanded Benchmark Graphs (Excerpt)

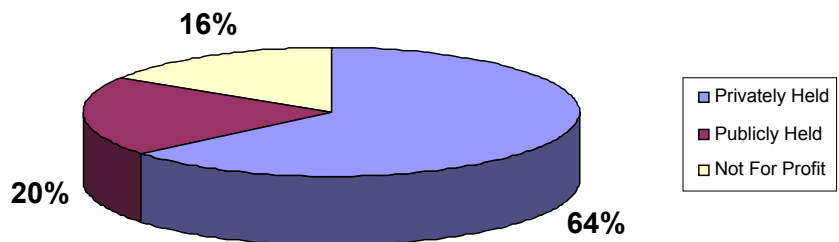
List Winners by Industry



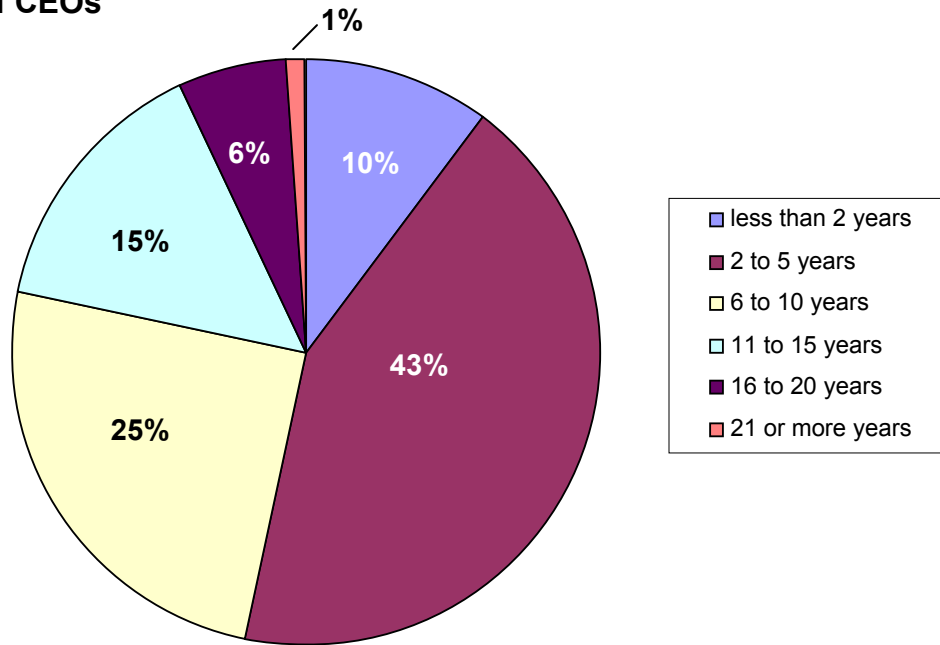
Accommodation and Food Services 2%	Construction 2%
Education Services 4%	Finance and Insurance 24%
Health Care and Social Assistance 32%	Information 4%
Manufacturing 2%	Other Services (except Public Administration) 8%
Professional, Scientific, and Technical Services 16%	Retail Trade 2%
Utilities 4%	

64% of list-winning companies in State for 2009 are privately held.

Company Status

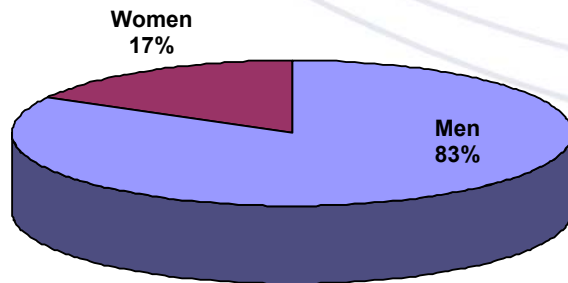


Tenure of CEOs



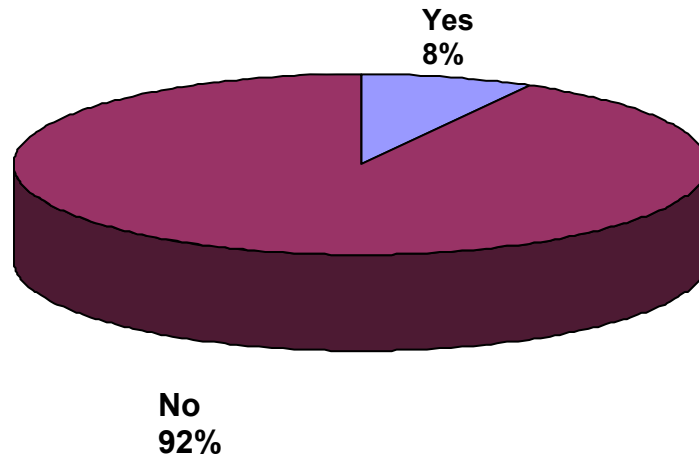
The vast majority of participating companies have had their current CEO in place for 2 to 5 years. The average tenure of CEOs at winning companies is 6.6 years and the median is 5 years.

Gender of CEO

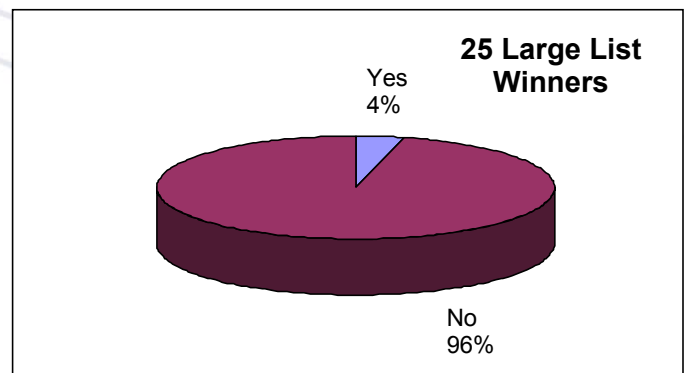
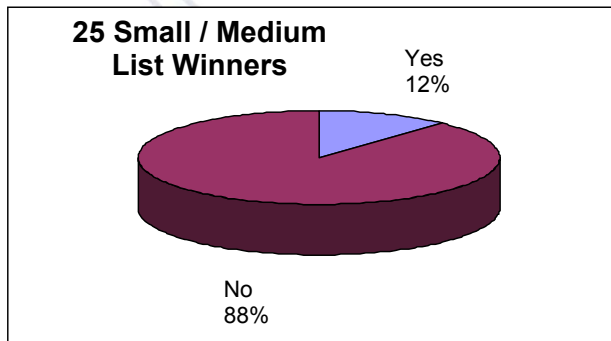


83% of the CEOs are male while 17% are female.

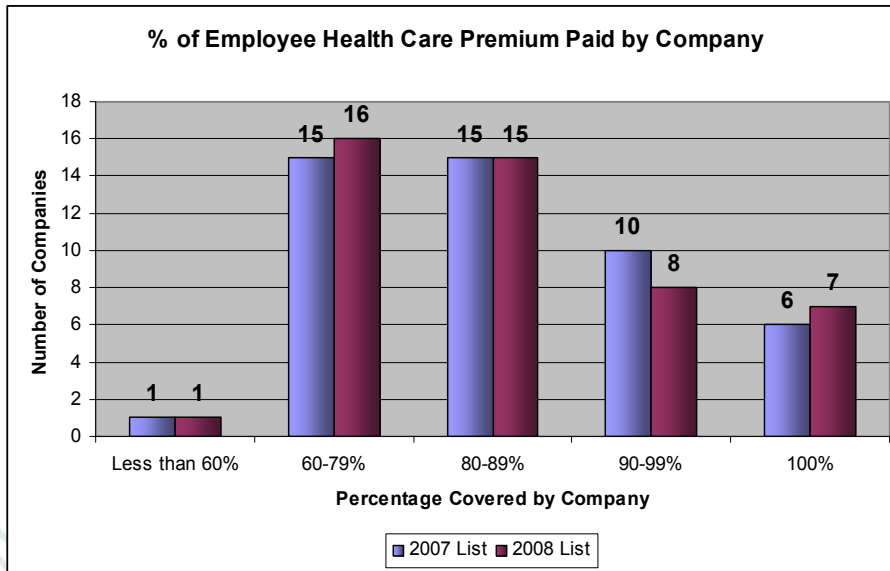
Percent of Top 50 Companies with Union Representation



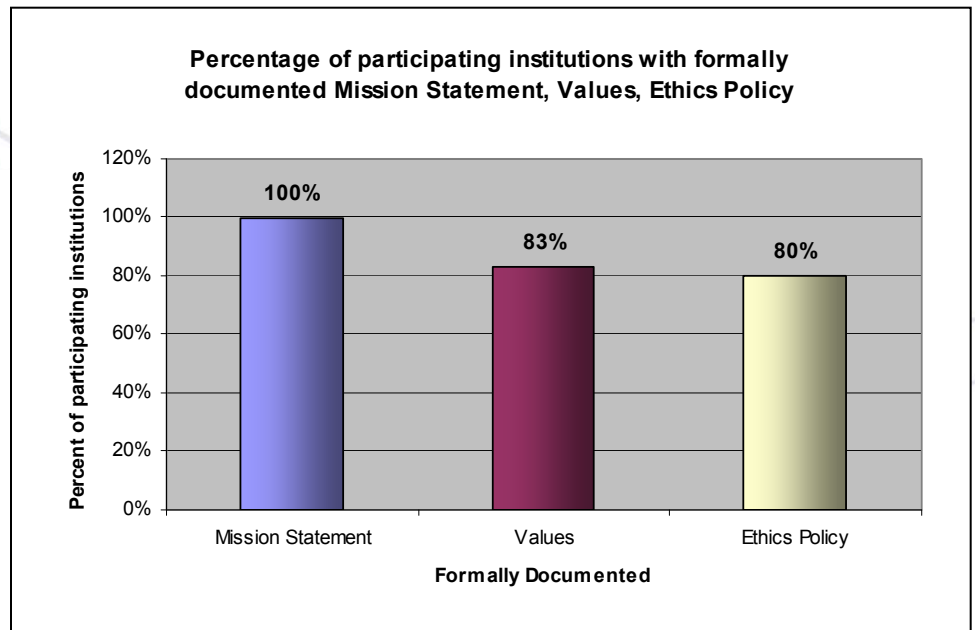
Four of the 50 recognized 2009 list winning companies in State have union representation. Of those, 3 were in the Large category and 1 in the small/medium category. In the 2008 program, 6 of the 50 had union representation while 1 of the 41 companies recognized in 2007 program had union representation.



The average percentage of employee health care premium paid by list-winning companies for 2008 was 82% while the median was 80% (of 50 companies that reported). For 2007, the average was 84% while the median was 80% (of 47 companies that reported).



All participating institutions reported having a Formally Documented Mission Statement. Most of the participating institutions reported having formally documented Values and Ethics Policies as well.



Best Practices **(Excerpt)**

► **Communication**

XYZ Hospital

Our Chief Executive Officer schedules quarterly update meetings with employees. She holds informal "chat" sessions that provide the employee with updates on our facility, our physicians, growth of services, benefits, safety and information from our corporate office. These informal sessions allow the opportunity for the employee to ask questions and receive an immediate response to their question from the CEO. All Questions and Answers are posted and distributed through Medi-tech so that all employees are provided an opportunity to review the information asked and answered.

XYZ Software Company

We are an open book management company. We practice a particular form of open book management called the Great Game of Business (GGOB). Every employee participates in GGOB which begins with financial literacy training and training on our business plans and goals. Each department has its plan goals and a set of departmental metrics by which it measures its progress. Throughout the year, each department organizes games within and across departments which are designed to engage employees in their work and create focus on our goals. Each week, employees receive a weekly profit and loss statement and

each month the entire company meets to discuss our progress on our plans and discuss any issues in an open forum. Our GGOB practices have done more to enhance our organizational communications than anything else we have done.

XYZ Bank

Department Visitation Day - Each month, 6 associates attend an organized day of meeting with various departments to get an understanding of what everyone does and why. This program was started for the individual attendees' education, but has become a great communication tool between all the areas of the bank. Annual Training Day - Once a year, the bank is closed on a weekday for all associates to attend a training day. Part of the day is for information sharing, part for motivation, and part for education.

► **Employee Development**

XYZ Law Firm, LLP

We utilize Quick Response Evaluations. These mini evaluations can be used at the conclusion of a project to provide immediate communication and feedback on performance for employees. This helps encourage communication and mentoring, offering employee's insight on their opportunities for improvement and also to highlight their strengths.

XYZ Law Firm

The Firm introduced a program called LifePrint this year to help employees create an individualized development plan that allows them to envision both personal and professional goals. Through the process, each employee identifies his/her own personal life passions and then develops professional goals and plans around these. The program emphasizes the overlapping of each individual's values, vision, goals and purpose with talents and skills, as well as with organizational, community and family needs. By aligning these areas, employees are able to create synergy the enables them to better balance all aspects of their personal and professional lives. The program focuses on helping each individual employee to best understand how he or she can plan successfully for both personal and professional development.

► Employee Retention

XYZ Accounting Firm

We have Ambassador and Developmental Coach programs. Ambassadors are a voluntary program and help ensure the successful beginning to a professional career for experienced hires. The Developmental Coach program is mandatory for all employees and provides a formal, personal source of information and strategies for employees to succeed at our firm.

XYZ Financial Services

Women Into Leadership—The Women into Leadership (WIL) program capitalizes on mentoring and advocacy to identify and remove the cultural barriers that may prevent women from reaching leadership positions in the firm. Women selected to participate in WIL are provided opportunities to share experiences, build relationships, enhance leadership roles and take ownership of career aspirations through various learning sessions during an annual forum. Each WIL network member also has a career sponsor advising her and supporting her career development.

► Volunteerism

XYZ Health Care Organization

The HOPE Fund -The HOPE Fund (formerly the Employee Disaster Relief Fund) was established by Company employees in the fall of 1999 to help employees who had been affected by a series of natural disasters. In June 2005, the Fund received non-profit 501(c) 3 status. Since its inception, the Fund has contributed an average of \$20,000 per year to roughly 40 employees per year. The Fund is continuing to grow through the generosity of Company employees, who are interested in restoring hope to their coworkers around the country.