



AMGEN RHODE ISLAND



NAVIGANT CREDIT UNION

PBN
PROVIDENCE BUSINESS NEWS
BEST PLACES
WORK
2017



EDWARD JONES



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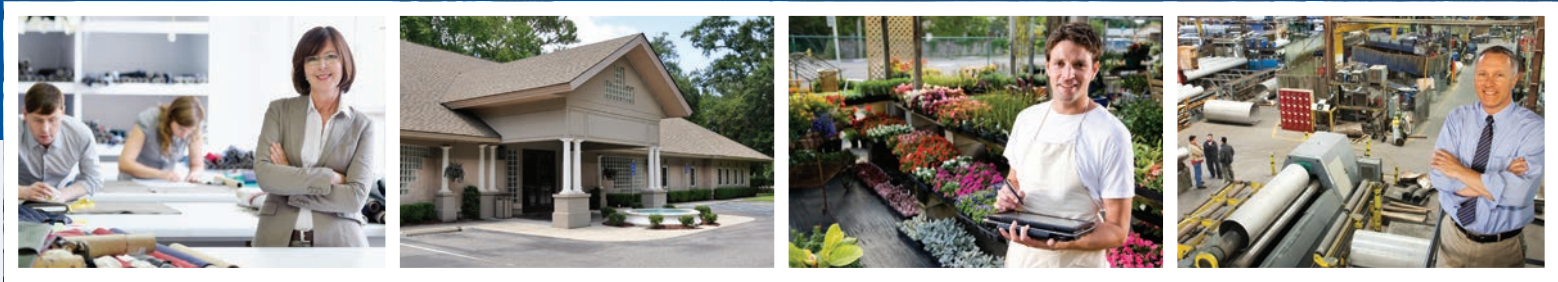
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Success comes from ground up

IS THERE A CEO who doesn't want to know what his staff is thinking? The best CEOs put in place systems that make communication



simple, direct and encouraged. And most importantly, accepted at face value with no recriminations. Progress often requires learning the inconvenient

truths, no matter how painful.

The Best Places To Work special section you are reading contains mini-profiles of the four first-place winners in each of the employee-count categories, and from those you get a small window into why those companies are so valued by their employees, a fact we know is true because of the anonymous surveys that the Best Companies Group uses to rank the 60 companies that made the cut.

But for those companies that are Best Places To Work but just didn't rank at the top of each size category, you see a series of short questions and answers. Through them, a repeating pattern emerges. These winning companies make

the extra effort to learn what their employees are thinking, what the issues are in their lives, and then they go about addressing their concerns. Yes, money can be involved, but it is clear that what really matters is that managers are listening and then acting. Keep that in mind the next time you want to take the next step with your company.

In this, the 12th year of the Best Places To Work program, four companies have shown great staying power by never once falling off. Once again, we salute Edward Jones, Embrace Home Loans, Hinckley Allen & Snyder LLP, and Kahn, Litwin, Renza & Co. Ltd.

UnitedHealthcare is once again supporting Best Places as presenting sponsor. Partner sponsors are Cox Business, Pawtucket Credit Union and USI Insurance Services LLC. We thank them for supporting a program that provides so much value for its participants.

Mark S. Murphy
Editor

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Blue Cross & Blue Shield of Rhode Island is an independent licensee of the Blue Cross and Blue Shield Association.

Yammer app spurs teamwork at Amgen



COLLABORATION: Amgen Rhode Island employees decided to transform some extra space into a coffee shop and game room where staff can meet and relax. From left, Patty Sprague, facilities and engineering; Tara Urban, senior manager corporate affairs; Ryan Meyers, supply chain; Bruno Tapia, facilities director.

PBN PHOTO/MICHAEL SALERNO

BY SUSAN SHALHOUB | Contributing Writer

WEST-GREENWICH BIOTECH manufacturer Amgen Rhode Island not only searches for therapies for those with serious illnesses, it searches for ways to improve employee culture.

Yammer, a social-networking vehicle for use within organizations, has been part of Amgen for a while, but was recently the subject of a revitalization effort by Tara Urban, senior manager of

corporate affairs.

“It’s a tool to hear about someone’s work with Big Brother Big Sister, or a speech they heard at Amgen, all providing a sense of community,” she said.

Now other Amgen sites are using the Rhode Island location as a model of how to use the platform to its full capacity, she said.

Part of what makes Yammer such a great fit for Amgen, said Urban, is the layout of the company. Not everyone is behind a desk.

“We have staff in so many different functions. Some are gownned up, working in labs. But Yammer is an app. It’s mobile.”

Ryan Meyers, senior manager of Amgen’s Rhode Island supply chain, a 15-year employee, says Yammer was recently used to get employees involved in the branding of a new coffee shop and game room on site.

There was vacant space in the building, he said, and team members began putting Post-It notes on the space with suggestions of what it should be. Then the conversation moved to Yammer.

“It’s a collaboration space,” he said of the platform. “I can post quick construction updates ... instead of jamming up everyone’s email.”

Also new this year is the Raise your Hand campaign, to involve employees in speaking up if they witness something that may pose a risk.

And Amgen is not above using chocolate as a motivator, said Urban. “We have candy bars we give out,” she said, to team members who raise awareness – anything from an electrical outlet that isn’t securely fastened or a ladder where it doesn’t belong.

With a great safety record and low turnover, said Urban, there is the less tangible. The company’s community service, for example. A new employee herself, she’s noticed the unique dynamic of Amgen.

“It’s nice to see the collaboration and friendships.” ■



Amgen Rhode Island

Employees in R.I.: 647

Tia Bush, vice president of site operations

1,870 bricks and counting

Amica celebrates employees’ 25th anniversaries with the company by etching their names into the brick walkway.



David M. Newell

Shannon S. O’Brien

Gregory W. Smolan



Honored to be named one of the **Best Places to Work in 2017.**

Congratulations to all the companies that made the list!





2 IN SERVICE: Amica's management team packs meals to support the nonprofit Feeding Children Everywhere during a corporate retreat held in Denver.

COURTESY AMICA



3 A CLEAN COMMUNITY: Washington Trust Co. employees participate every year in the International Coastal Cleanup; this group took part in September 2016.

COURTESY THE WASHINGTON TRUST CO.

What three words best describe your staff?

Professional, caring, knowledgeable.

How do you encourage employee engagement?

Each department is given an annual budget to sponsor engagement activities such as bowling, barbecues or renting out a tent at a Pawtucket Red Sox game.

How do you invite employee feedback?

In addition to engagement surveys, the business units conduct stay interviews. A stay interview is a one-on-one meeting that a manager or supervisor has with each direct report to learn why that employee stays at Amica. In addition, our CEO and other members of senior staff conduct open town meetings in person on a regular basis at all our locations across the country. ■



Amica Mutual Insurance Co.

Employees in R.I.: 1,691

Chairman, CEO and President Robert A. DiMuccio

Questions answered by: Senior Assistant V.P. Samuel C. Palmisano

What employee benefit is the most popular among staff members?

As the nation's oldest community bank, we take our community responsibilities very seriously. With bank support, more than 85 percent of employees volunteer, sometimes during work hours.

How do you recognize individual achievement?

At the annual Employee Fest, awards are handed out to employees for years of service, community leadership and volunteerism as well as for their individual achievements in their respective lines of business.

How do you encourage employee engagement?

Every employee, no matter their position or title, is regarded as an equal and integral piece of the company's success.

How do you invite employee feedback?

Washington Trust has an open-door policy providing access to top leadership. ■



The Washington Trust Co.

Employees in R.I.: 510

Chairman and CEO Joseph J. MarcAurele

Questions answered by: Joseph J. MarcAurele



4 A PASSION FOR CARING: Blue Cross & Blue Shield of Rhode Island employees are given eight hours of paid time per year to volunteer. Here, they volunteer at Recycle-A-Bike in Cranston.

COURTESY BLUE CROSS & BLUE SHIELD OF RHODE ISLAND



5 SOUP FOR EVERYONE: One employee benefit at Blount Fine Foods that has great support is the free soup.

COURTESY BLOUNT FINE FOODS

What employee benefit is the most popular among staff members?

Time off to give – we provide eight hours a year of paid time off to volunteer for organizations our associates are passionate about supporting.

How do you encourage employee engagement?

We have a robust program of employee engagement, including employee resource groups. More than 20 percent of BCBSRI associates are members of at least one of our five ERGs: Emerging Blue Talent; Latin@Link; Parents@Work; Military ERG; and Blue pRide.

What's the biggest challenge you face in creating a positive workplace with loyal employees?

Our greatest challenge does not involve loyalty or creating a positive workplace. It is ensuring that all our associates understand the critical role they play in providing simple and affordable health care in Rhode Island. ■



Blue Cross & Blue Shield of Rhode Island

Employees in R.I.: 796

CEO and President Kim Keck

Questions answered by: Kim Keck

What three words best describe your staff?

Flexible, fun, smart.

What employee benefit is the most popular among staff members?

Free soup! Also our retirement plan, parties and events.

How do you recognize individual achievement?

With annual awards and an annual bonus.

How do you encourage employee engagement?

Through roundtable teams, a suggestion box and occasional surveys.

What won't you tolerate in the workplace?

Stealing, drugs and bad attitudes. ■



Blount Fine Foods

Employees in R.I.: 504

President Todd Blount

Questions answered by: Todd Blount



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Core values central to Navigant's results



TELLER TRAINING: Stephanie Bergeron, center, teller operation specialist, instructs Leanne Chirinian, left, assistant head teller in training, and Olivia Casale, full-time seasonal floating teller in training, during a teller training class at Navigant Credit Union in Smithfield.

PBN PHOTO/MICHAEL SALERNO

BY SUSAN SHALHOUB | Contributing Writer

SHE'S BEEN AT Navigant Credit Union for 23 years.

He's worked there for 19.

Lisa Dandeneau, executive vice president/chief operating officer, and Timothy Draper, vice president of marketing, are examples of

how mentorship efforts, employee engagement and continuous improvement equal retention (not to mention a happier workplace).

The credit union refined its core values earlier this year, said Dandeneau, which are now Leader-

ship, unity, caring and integrity.

Mentors who work with individuals in the company's onboarding program tout LUCI as part of orientation. The company's mentorship program is strengthening, with core values helping to guide results.

Employees who exemplify these LUCI values are chosen by employees themselves. Every 14 days, the winning employee passes on the trophy to another team member for outstanding customer service, collaborating successfully or applying their knowledge to a problem.

"It's about having integrity when no one is watching," Dandeneau said.

The President's Club at Navigant – in which an employee has lunch out with the president each month – is another vehicle of recognition.

Navigant also involves employees in decision making.

"[Navigant is] always open to suggestions for improvement," said Christina Taglianetti, head teller of the Smithfield branch.

"We gave employees authority to remove a fee on the spot, and trained them in how to educate members on avoiding that fee in the future," Dandeneau said, not

only empowering employees but improving the member experience as well.

This open-minded approach to finding solutions is organic at Navigant.

"Employees feel they are heard and their action is appreciated," said Draper.

And this involvement extends to the community at large.

Navigant supported more than 430 organizations last year. Nearly half of its 272 employees take advantage of Navigant's program through which they can use work time for volunteering.

A generous benefits package, on-site gym and training programs are just the beginning, said Dandeneau.

"They are invested in the lives of their employees," Taglianetti said of Navigant. ■



Navigant Credit Union

Employees in R.I.: 272

Gary E. Furtado, CEO and president



Find out more about Dominion Diagnostics and our award-winning team online at:

DominionDiagnostics.com



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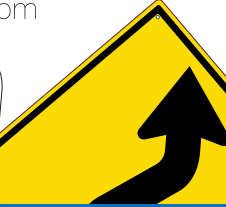
Thank you to all of our associates

This is an honor. When you have a group working together and enjoying the ride, anything is possible. You can have the best technology and the best processes, but without the best people it just doesn't work. I am very proud and thankful to be working with the great team we have at NMC.

Michael Michael Black
President



100 Providence Pike, North Smithfield, RI 02896
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2 MAKING A DIFFERENCE: Embrace Home Loans supports staff volunteering efforts, such as cleaning up the Ocean State's beaches.
COURTESY EMBRACE HOME LOANS

What three words best describe your staff?

Caring, committed, competent.

What three words would your staff use to describe work?

Fulfilling, rewarding, impactful.

How do you recognize individual achievement?

We honor commitment with a personalized gift and a donation in the employee's name to a charity of their choice for every fifth year of service. We honor impact with a monthly all-company ceremony with public recognition of contribution and an article of company clothing. We honor achievement with awards, trips and bonuses.

How do you invite employee feedback?

We invite feedback in many ways – from anonymous surveys to breakfasts with the president to inter-departmental project teams to one-on-one monthly coaching sessions. ■



Embrace Home Loans

Employees in R.I.: 399

CEO and President Kurt Noyce

Questions answered by: Kurt Noyce



3 COMMUNITY CONNECTION: Collette staff packaged more than 30,000 meals during a meal packaging event in conjunction with Rise Against Hunger.
COURTESY COLLETTE

What three words best describe your staff?

Passionate, empowered, committed.

What employee benefit is the most popular among staff members?

Our state-of-the-art onsite gym, a robust benefits package and our partnership program with United-Healthcare that rewards employees for taking meaningful steps to well-being.

How do you recognize individual achievement?

On a daily basis, our team is encouraged to "share a kind word" about their co-workers who exhibit Collette's core values. Each year we recognize three employees for customer service, guest service and volunteer of the year.

How do you invite employee feedback?

We know that practicing good listening skills, patience and empathy opens the lines of communication and builds trust. ■



Collette

Employees in R.I.: 416

CEO and President Daniel J. Sullivan Jr.

Questions answered by: Rachelle Handfield, executive vice president of human resources



4 CELEBRATE! Pawtucket Credit Union recognizes its staff with a yearly employee appreciation/recognition event, at which the employee of the year is named. This year 220 attended.
COURTESY PAWTUCKET CREDIT UNION

What employee benefit is the most popular among staff members?

We offer an affordable health plan, an on-site fitness center, discounted fitness classes, and lunch-and-learn programs targeting a healthy work/life balance.

How do you recognize individual achievement?

Through our Employee of the Quarter Program, our weekly W.O.W. Wednesday program and on every fifth-year service anniversary. PCU also holds an annual employee recognition night.

How do you support professional development and job training for your employees?

PCU has developed an in-house leadership training program, a mentor program pairing senior staff with junior staff and a tuition reimbursement program to encourage continuous professional development. ■



Pawtucket Credit Union

Employees in R.I.: 255

CEO and President George Charette

Questions answered by: Anne Bernier, senior VP, human resources



5 ENGAGED IN SERVICE: Neighborhood Health Plan of Rhode Island employees at the new offices in Smithfield are supported and valued by management through a variety of programs.
COURTESY NEIGHBORHOOD HEALTH PLAN OF RHODE ISLAND

What three words best describe your staff?

Motivated, talented, dedicated.

What employee benefit is the most popular among staff members?

Our employees appreciate the work/life balance that Neighborhood offers and the freedom we give them to make their families and loved ones a priority.

How do you invite employee feedback?

We hold regular staff meetings at which employees are encouraged to ask questions, and conduct biennial employee engagement surveys.

How do you support professional development and job training for your employees?

We offer a generous tuition reimbursement program, guest speakers that work with our staff on various topics and an annual diversity week, full of cultural events and trainings. ■



Neighborhood Health Plan of Rhode Island

Employees in R.I.: 498

CEO and President Peter M. Marino

Questions answered by: Peter M. Marino

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6 GOOD WORK: Staff at West View Nursing & Rehabilitation Center know that while the tasks are challenging, the rewards for doing them well are real.
COURTESY WEST VIEW NURSING & REHABILITATION CENTER

What three words would your staff use to describe work?

Hard, rewarding, fulfilling.

What employee benefit is the most popular among staff members?

Massages.

How do you recognize individual achievement?

Whatever It Takes Award monthly. Bravo Awards, which recognize a special event, interaction or extraordinary activity.

How do you encourage employee engagement?

We ask and we listen. Staff know they are essential for us to achieve success with our patients and residents. They contribute toward that end.

What's the biggest challenge you face in creating a positive workplace with loyal employees?

Outside forces such as regulatory items that burden the workplace. Reimbursement issues or lack of payment by state and insurers that challenge operations. ■



West View Nursing & Rehabilitation Center

Employees in R.I.: 176

Administrator Hugh Hall

Questions answered by: Hugh Hall



7 CLEAR PROGRESS: The board of the Narragansett Bay Commission takes a moment in 2016 to celebrate the opening of the new Water Quality Science Building.
COURTESY NARRAGANSETT BAY COMMISSION

What three words best describe your staff?

Enthusiastic, energetic, dedicated.

What three words would your staff use to describe work?

Positive, flexible, focused.

What employee benefit is the most popular among staff members?

Either our robust health plan or our flex time opportunity.

How do you recognize individual achievement?

The agency receives awards for various programs, policies, projects. The staff members who are responsible for the award are acknowledged at the board of commissioners meetings.

How do you encourage employee engagement?

The executive director meets with employees each year asking them for their thoughts and suggestions on how to make the agency perform better and create a better work environment. ■



Narragansett Bay Commission

Employees in R.I.: 254

Executive Director
Raymond J. Marshall

Questions answered by:
Raymond J. Marshall

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8 TAKING CARE OF EACH OTHER: With a mission to provide health care to the community, Providence Community Health Centers makes sure to tend to its staff's needs as well.
COURTESY PROVIDENCE COMMUNITY HEALTH CENTERS

What employee benefit is the most popular among staff members?

Our 403(b) retirement program is "a real winner" in the words of one employee. Employees receive 100 percent immediate vesting on their contributions and on the company match of 5 percent.

How do you encourage employee engagement?

Our employee-run committees are designed to encourage engagement by planning activities that reflect the interests of the employees. (For example, our wellness committee organizes staff participation in fundraising walks; our diversity & inclusion committee plans for staff participation in the Pride parade.)

How do you invite employee feedback?

Through team meetings or huddles, company-wide committees, quarterly all-staff meetings and an open-door policy within the C-suite and in human resources. ■

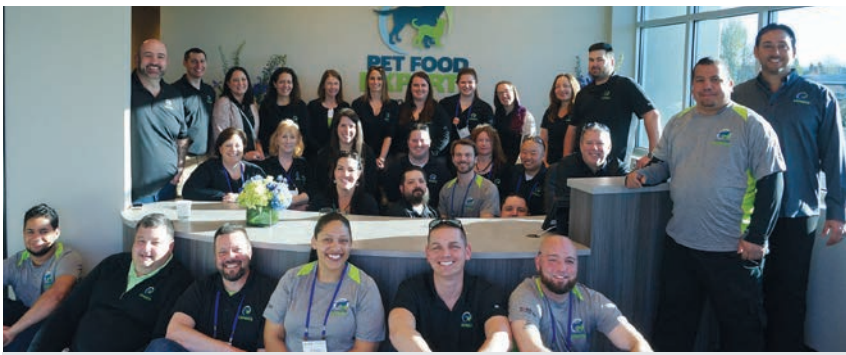


Providence Community Health Centers Inc.

Employees in R.I.: 383

CEO and President Merrill Thomas

Questions answered by:
Cheryl Perry, vice president and chief human resource officer



9 INCLUSIVE: Beginning with an extensive onboarding process and continuing with ongoing training and communication, Pet Food Experts works to make all staff feel inspected and involved.
COURTESY PET FOOD EXPERTS

What three words would your staff use to describe work?

Inclusive, collaborative, positive.

How do you encourage employee engagement?

By building a relationship that allows all staff members to feel involved, respected and enthusiastic about the work they are doing.

How do you invite employee feedback?

We implemented quarterly “check-ins” to encourage conversation between the employee and their direct supervisor.

How do you support professional development and job training for your employees?

New employees begin with a weeklong onboarding training to learn about our company’s culture. Then we have quarterly check-ins and trainings, as well as opportunities to participate in seminars that will advance professional development from the warehouse to upper management. ■



Pet Food Experts Inc.

Employees in R.I.: 218

CEO and President
Michael G. Baker

Questions answered by:
Michael G. Baker



10 DRESSED UP TO PLAY: Children’s Friend staff have fun at the agency, even though the nature of the work is serious.
COURTESY CHILDREN’S FRIEND

What three words best describe your staff?

Diverse, passionate, dedicated.

What three words would your staff use to describe work?

Rewarding, fun, important.

How do you recognize individual achievement?

Promotions, staff appreciation events, dress-down days, personal thank you messages and personal recognition.

How do you invite employee feedback?

We ask for it constantly through employee surveys, open-door policy, listening tours and team meetings.

What won’t you tolerate in the workplace?

Judgmental and disrespectful attitudes and actions are not tolerated.

What’s the biggest challenge you face in creating a positive workplace with loyal employees?

We have multiple sites and it can be challenging to keep staff all on the same page. ■



Children’s Friend

Employees in R.I.: 386

CEO and President David Caprio

Questions answered by:
David Caprio



11 EVERYONE PITCHED IN: These BankNewport employees decorated the Atlantic Resort in Middletown for the bank’s annual sales rally.
COURTESY BANKNEWPORT

What three words best describe your staff?

Knowledgeable, collaborative, professional.

What employee benefit is the most popular among staff members?

Our wellness program, recognized every year by Blue Cross & Blue shield of Rhode Island, is our most popular benefit. We offer health seminars, workout classes after work, meditation, a wellness center and a wellness reimbursement to encourage participation.

How do you recognize individual achievement?

Whether it is through an award at our annual sales rally, a bonus, quarterly newsletters or even through an email from the CEO, we make sure everyone is recognized for their excellent work.

What won’t you tolerate in the workplace?

Disrespect toward co-workers, customers or anyone in the workplace. ■



BankNewport

Employees in R.I.: 236

CEO and President
Sandra J. Pattie

Questions answered by: Senior
V.P. of Employee and Community
Engagement Wendy Kagan



12 CELEBRATING MEMORIES: Dominion Diagnostics employees make inspirational bracelets in memory of friends and family with cancer.
COURTESY DOMINION DIAGNOSTICS

What three words best describe your staff?

Hardworking, dedicated, enthusiastic.

How do you recognize individual achievement?

Individual achievement is recognized through our STAR Awards (spot recognition), Business Impact Award and our top recognition, called Circle of Excellence.

How do you encourage employee engagement?

By altering individual work schedules to allow all employees to participate in company-sponsored events.

How do you invite employee feedback?

We’ve created a layer of transparency throughout the organization that allows employees to feel comfortable coming forward with questions, comments and suggestions. ■



Dominion Diagnostics LLC

Employees in R.I.: 291

CEO Robert M. Garvey Jr.

Questions answered by:
Robert M. Garvey Jr.

Family approach keeps firm growing



FAMILY FEEL: Edward Jones financial adviser John Leary talks with Susan Comeau, senior branch office administrator, at the company's office in Barrington.

PBN PHOTO/MICHAEL SALERNO

BY SUSAN SHALHOUB | Contributing Writer

"I COULD TALK TO you for hours and it'll sound like I'm recruiting you," said John Leary, financial adviser and regional leader at Edward Jones in Barrington.

A private company established in 1922, Edward Jones successfully straddles the line between growth

– in Rhode Island, employees increased from 42 to 54 in the past year – and maintaining a family feel that keeps retention and morale high.

"Our goal is to grow 7 percent a year, and we're ahead of schedule," Leary said.

Headquartered in St. Louis, Edward Jones offices are individually operated, with a single financial adviser in each, and branch administrators. This not only sets up advisers to better benefit from the accomplishments of that particular branch, but allows for more personal service.

Making the firm a great workplace involves the advanced, structured support network around the branches, which are given the tools and autonomy to do their jobs: choosing specialty areas and satisfying clients.

Where the home office selects and assesses candidates, Leary said, the branch offices are generally the ones referring good candidates. After a hire is announced, the branch office takes over again, with employee volunteers, career-long mentors and coaches at their disposal.

"A good portion is educating them on our unique culture ... family taking care of each other," said Leary, who, after work in large corporations, has been with Edward Jones for 14 years. "We try to make it feel like the small company that it had been. You have to keep growing to stay relevant. But you have to honor employees."

Honoring employees means

ensuring they have a voice.

Eighty percent or more employees respond to the company's annual climate survey, which they can fill out anonymously, said Leary. But each branch has separate input opportunities as well, with things like marketing campaigns, core values, current goals or client matters decided at weekly branch meetings.

"It's best for the client," said Lynch of the company allowing its branches to run themselves. "It allows you to focus on the client, not working for an outside company."



Edward Jones

Employees in R.I.: 54

John Lynch, financial adviser and regional leader



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2 GIVING BACK: CBIZ & MHM employees volunteered to paint three Rhode Island group homes, part of the firm's initiative to encourage staff to engage in community service.
COURTESY CBIZ & MHM



3 OPTIMIZING ALIGNMENT: Baystate Financial values clients, shown here at a Client Appreciation Event at Providence's University Club, as well as its employees.
COURTESY BAYSTATE FINANCIAL

What three words would your staff use to describe work?

Collaborative, supportive, rewarding.

What employee benefit is the most popular among staff members?

Volunteering/charitable opportunities and matching charitable contributions.

How do you recognize individual achievement?

Annually, we give out two highly anticipated employee awards, one for community involvement and the other to an "unsung hero." Both are nominated by employees.

How do you encourage employee engagement?

We plan both social and volunteer activities throughout the year based on feedback from our employees, including a minigolf tournament, summer outing and milestone parties. We also join together as a team to volunteer at several local charitable organizations, fostering teamwork and altruism. ■



CBIZ & MHM

Employees in R.I.: 71
Senior Managing Director
Scott Wragg
Questions answered by:
Scott Wragg

What employee benefit is the most popular among staff members?

Baystate offers two "Volunteer Days" annually at which a staff member can take the day off from work to volunteer at the charity of their choice without using PTO time.

How do you recognize individual achievement?

We recognize outstanding staff members for dedication to the community in our Community Service Person of the Year Award at our Black Tie Gala.

What won't you tolerate in the workplace?

I will not tolerate a staff member who is discourteous, dishonest or lacking a work ethic.

What's the biggest challenge you face in creating a positive workplace with loyal employees?

Aligning employees and personal goals with corporate purpose. Also, helping employees balance personal and professional life/work demands. ■



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Baystate Financial

Employees in R.I.: 65
Managing Partner Dave Porter
Questions answered by:
Dave Porter

To the most hardworking, dedicated employees in Rhode Island: **Thank you.**

Again and again and again...





4 A HOLISTIC APPROACH: Hinckley, Allen & Snyder offers programming designed to help employees be as healthy as can be, including encouraging walking groups.
COURTESY HINCKLEY, ALLEN & SNYDER



5 LIVING AS IT PREACHES: Elite Physical Therapy works to build a positive and healthy atmosphere at work, which yields a fun place to work.
COURTESY ELITE PHYSICAL THERAPY

What employee benefit is the most popular among staff members?

Employees appreciate our holistic health programs, including physical, emotional, spiritual, financial and nutritional.

What's the biggest challenge you face in creating a positive workplace with loyal employees?

Stress. Let's face it, stress comes with challenging work. This is why offering health and wellness compensation and benefits packages is so important. We design our programs to support the many stages of our employees' lives, because we care.

How do you support professional development and job training for your employees?

We provide our employees what they need to excel professionally, whether it's continuing education, seminars, membership in relevant associations or mentorship. ■



Hinckley, Allen & Snyder LLP

Employees in R.I.: 121
Managing Partner David J. Rubin
Questions answered by:
Charles Repucci, executive director, chief operating officer

What three words best describe your staff?

Positive, excellent, elite.

What three words would your staff use to describe work?

Rewarding, meaningful, fun.

What employee benefit is the most popular among staff members?

Continuing education.

How do you recognize individual achievement?

High fives, compliments, rewards, bonuses, staff awards.

How do you encourage employee engagement?

Weekly team meetings, team-building company and outreach events, Elite Wellness Program.

What won't you tolerate in the workplace?

Negative attitude, complacency, gossip. ■



Elite Physical Therapy Inc.

Employees in R.I.: 106
Founder and CEO Michael Nula
Questions answered by:
Michael Nula

CELEBRATE ACCOMPLISHMENTS

People on the move

BANKING

Greenwood Credit Union is pleased to announce that they have promoted **Joseph Lajoie**, formerly Senior Vice President/Chief Financial Officer, to Executive Vice President/Chief Financial Officer. In this capacity he oversees the Finance, IT, and Loan and Deposit Operations departments of the credit union. Joseph began his career with Greenwood Credit Union in 2007 as the Senior Vice President/Chief Financial Officer. Prior to 2007 he had been the Assistant Vice President/Controller of Navigant Credit Union where he oversaw the day-to-day operations of the accounting department.



MANUFACTURING

Christopher Roy has been named Senior Vice President and General Manager, Torayfan® Division, Toray Plastics (America). He has most recently served Toray Plastics (America) as Vice President and General Manager of the Torayfan® Division. He joined Toray in 1998 and has held several positions, including Director of National Sales, Director of Sales and Marketing, Senior Director of Sales and Marketing, and General Manager.



TOURISM

Natalie Manning has been promoted to Creative Director at Discover Newport, the official destination marketing organization for Newport and Bristol Counties, Rhode Island. Manning is responsible for overseeing and designing all creative marketing initiatives, branding, print and video production. Manning, a Middletown resident, has a degree in graphic arts B.S. in marketing from the University of Rhode Island.



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6 A FULL SERVING OF APPRECIATION: Management takes the time to serve up breakfast for staff in appreciation of their efforts throughout the year, and especially in the busy tax season.
COURTESY DISANTO PRIEST

What employee benefit is the most popular among staff members?
Flexibility. We provide a number of programs that promote a healthy work/life balance for our people, like telecommuting, summer-flex, a take-the-summer-off program, a compressed work week and more.

What won't you tolerate in the workplace?
Mediocrity. We are a firm that is committed to excellence so we can consistently provide the best professional services to our clients.

What's the biggest challenge you face in creating a positive workplace with loyal employees?
Given the demands of our busy season, January through April 15, we seek to ensure that employees don't overextend themselves during this time and continue to maintain sufficient work/life balance. ■



DiSanto Priest & Co.
Employees in R.I.: 59
Managing Partner Emilio N. Colapietro
Questions answered by: Emilio N. Colapietro

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7 ENGAGED FOR ACHIEVEMENT: Regular check-ins with supervisors help DiPrete Engineering staff stay up to date with company goings-on and each other.
COURTESY DIPRETE ENGINEERING

What three words best describe your staff?
Collaborative, intelligent, engaged.

How do you recognize individual achievement?
In a way that is meaningful to each individual. From "caught in the act cards" that showcase great client service to gift cards and regular check-ins with supervisors.

How do you encourage employee engagement?
Monthly company update lunch meetings keep everyone informed of what's happening in the company and with each other. Topics include birthdays, marriages, births, department updates and updates from the company president.

How do you support professional development and job training for your employees?
In-house training on topics related to clients, engineering, surveying, client feedback and continuous improvement. ■



DiPrete Engineering
Employees in R.I.: 51
Principal and President Dennis DiPrete
Questions answered by: Dennis DiPrete

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8 CULTURAL FUN: People's Credit Union staff often do many activities together, including in this case The Autism Project's 50th Annual Imagine Walk and Family Fun Day at Goddard Park in Warwick.
COURTESY PEOPLE'S CREDIT UNION

What three words would your staff use to describe work?

Supportive, fun, family-oriented.

How do you encourage employee engagement?

Employees organize activities that bring people together to socialize and strengthen bonds, including recognition events, trivia nights, paint nights, holiday celebrations and costume contests.

How do you invite employee feedback?

Our CEO and VP for HR meet with new staff and newly promoted staff to hear their thoughts and ascertain their happiness in their new roles. We often make organizational changes based on this feedback.

What's the biggest challenge you face in creating a positive workplace with loyal employees?

Ensuring we hire individuals who are the right cultural fit for our organization is not always easy. [Still], we feel we can train individuals to be successful. ■



People's Credit Union

Employees in R.I.: 117

CEO and President Ellen Ford

Questions answered by: Ellen Ford



9 TAKING A BOW: Attendees from Shawmut at the 2016 Providence Business News Business Excellence Awards event, at which the company was recognized for overall excellence.
COURTESY SHAWMUT DESIGN AND CONSTRUCTION

What three words would your staff use to describe work?

Rewarding, challenging, collaborative.

What employee benefit is the most popular among staff members?

Our new Shawmut Flex initiative, a first of its kind in our industry, allows employees the option to flex their time, condense the work week and telecommute. Shawmut also unveiled a four-week, paid family-leave benefit, available to both men and women. The policy ensures that Shawmut's employees are there for their family's most important moments.

How do you invite employee feedback?

Our Question Portal allows questions to be asked anonymously and subsequently answered by senior management on the company intranet on a weekly basis and at quarterly town hall meetings. ■



Shawmut Design and Construction

Employees in R.I.: 68

CEO Les Hiscoe

Questions answered by: Ron Simoneau, vice president



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10 REPEAT PERFORMANCE: Celebrating their 2016 selection as one of the Best Places To Work is the Performance Physical Therapy staff, including CEO Michelle Collie, being held aloft.
COURTESY PERFORMANCE PHYSICAL THERAPY



11 A SPIRITED WORKPLACE: Prior to the New England Patriots Super Bowl victory in February, KLR staff showed their true colors in the office.
COURTESY KAHN, LITWIN, RENZA & CO.

What three words best describe your staff?

Talented, dedicated, empathetic.

How do you recognize individual achievement?

Employees are often featured in the company newsletter.

How do you encourage employee engagement?

Making the workplace fun and hosting and organizing various events outside of the workplace to promote strong colleague relationships.

What won't you tolerate in the workplace?

Gossip or poor patient care.

How do you support professional-development and job training for your employees?

We offer a professional development reimbursement program, host regular in-house continuing education courses, monthly skills meetings and plenty of individual employee mentorship. ■



Performance Physical Therapy

Employees in R.I.: 124

CEO Michelle Collie

Question answered by:
Samantha Weeks,
human resources manager

What three words would employees use to describe KLR?

Successful, friendly, progressive.

How do you support professional development and job training?

Professional development is at the heart of our culture. We offer a mentor program, in-house education and leadership training.

How do you invite employee feedback?

Our open-door policy promotes friendlier culture, open flow of communication and accessibility. We schedule team meals, an annual summit, quarterly staff meetings and monthly department meetings.

How do you recognize individual achievement?

From a personal, hand-written note or a very public pat on the back to gifts of appreciation for a job well done, we thank our employees as often as possible. ■



Kahn, Litwin, Renza & Co. Ltd.

Employees in R.I.: 114

Managing Director Alan H. Litwin

Questions answered by:
Alan H. Litwin and June Landry,
partner and chief marketing officer



Thank you to all of our employees for their dedication and integrity for making Starkweather & Shepley once again one of Best Places to Work in Rhode Island!



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12 FUN ENVIRONMENT: Whether taking advantage of a modified summer work schedule or dressing up for Halloween, Providence Mutual staff enjoy a fun, engaging work environment.
COURTESY PROVIDENCE MUTUAL FIRE INSURANCE

What employee benefit is the most popular among staff members?
Summer hours! We offer our employees a modified summer work schedule to enjoy the warmer weather.

What won't you tolerate in the workplace?
Unethical behavior, dishonesty and disrespect.

What's the biggest challenge you face in creating a positive workplace with loyal employees?
Understanding the changing needs of the workforce and being flexible while continuing to provide a high level of service to our agents and policyholders.

How do you support professional development and job training for your employees?
We encourage employees to attend conferences and seminars that will improve their job effectiveness and career development, and provide tuition reimbursement for insurance and other job-related courses. ■



Providence Mutual Fire Insurance Co.

Employees in R.I.: 83
CEO and President
Sandra G. Parillo
Questions answered by:
Sandra G. Parillo



13 BOOK 'EM: A number of United Way staffers take part in an annual book drive/Day of Action.
COURTESY UNITED WAY OF RHODE ISLAND

What three words best describe your staff?
Dedicated, smart, family-oriented.

What employee benefit is the most popular among staff members?
The computer purchase program. We loan you the money to buy any computer/tablet that you want and you pay it back via small payroll deductions. We give you 10 percent of the cost back as a benefit.

How do you recognize individual achievement?
We always have something good to talk about when it comes to our staff. Individual staff members are recognized regularly by emails to the full staff, as part of our weekly update from the CEO and during the "good news" portion of our all-staff meetings. ■



United Way of Rhode Island

Employees in R.I.: 61
CEO and President
Anthony Maione
Questions answered by:
Lynn Corwin, senior VP,
director of strategic planning and
organizational effectiveness



14 LIVING VALUES: Marasco & Nesselbush staff demonstrated their commitment to firm values by taking part in the 2016 charity walk for the Brain Injury Association of Rhode Island.
COURTESY MARASCO & NESSELBUSH

What employee benefit is the most popular among staff members?
Client Service Initiative prizes, which are earned by a point system, are very popular. Points are awarded for key behaviors that contribute to exceptional client service. The prizes are gift cards that range in value from \$25 to \$1,000.

How do you recognize individual achievement?
We recognize employees each week during our Monday morning huddle, through merit-based bonuses and a quarterly staff appreciation breakfast.

What won't you tolerate in the workplace?
Anything below exceptional client care is not tolerated. We also expect all employees to adopt our firm values such as respect, kindness, compassion, integrity and patience. ■



Marasco & Nesselbush LLP

Employees in R.I.: 53
Partners Joseph P. Marasco and
Donna M. Nesselbush
Questions answered by: Jennifer
Bettencourt, director of client services and community outreach



15 NEW HOME: When Edesia moved into its new manufacturing facility in the Quonset Business Park in 2016, it expanded the capacity of the nutritional supplement manufacturer.
COURTESY EDESIA

What three words best describe your staff?
Dedicated, diverse, mission-driven.

What three words would your staff use to describe work?
Life-saving, inspiring, unique.

How do you recognize individual achievement?
We host special events for our employees to bond and to celebrate our successes, and we recognize employees on a quarterly basis through our peer-to-peer awards.

How do you encourage employee engagement?
Most companies share an open-door policy at all levels as a mechanism to keep employees engaged, but at Edesia this is practiced every day. All our directors and managers make the time to listen intently to each concern and go above and beyond to address the concerns. ■



Edesia Inc.

Employees in R.I.: 60
Founder and CEO Navyn Salem
Questions answered by:
Priscilla Gonzalez, human
resources manager



16 **OUT OF MANY, ONE:** A large portion of the Chisholm Chisholm & Kilpatrick team took part in the 2016 CVS Health Downtown 5K in 2016.

COURTESY CHISHOLM CHISHOLM & KILPATRICK

17 **INVOLVED TOGETHER:** By encouraging community involvement and engaging in profit-sharing, Starkweather & Shepley knits its staff into one whole.

COURTESY STARKWEATHER & SHEPLEY

What three words would your staff use to describe work?

Challenging, rewarding, meaningful.



Chisholm Chisholm & Kilpatrick Ltd.

Employees in R.I.: 88

Partners Robert V. Chisholm, J. Scott Kilpatrick, Zachary M. Stolz and Barbara J. Cook

Questions answered by: Robert V. Chisholm, J. Scott Kilpatrick, Zachary M. Stolz and Barbara J. Cook

How do you recognize individual achievement?

We recognize achievement and particular successes publicly in our firm community. In addition, we find that providing competitive pay, merit-based increases and annual bonuses help fortify our commitment to recognizing efforts and achievements.

How do you encourage employee engagement?

By allowing our teams to take ownership of their work and fostering an environment in which each individual is empowered to contribute.

How do you invite employee feedback?

From our partners to our team supervisors, we practice an open-door culture and encourage individuals to present questions, comments or concerns. ■

What three words best describe your staff?

Focused, loyal, passionate.



Starkweather & Shepley Insurance Brokerage Inc.

Employees in R.I.: 137

Chairman and CEO Larry Keefe

Questions answered by: Larry Keefe

What employee benefit is the most popular among staff members?

Our trust. We participate in profit-sharing, which means that all of our employees are given back a portion of the overall profit in a bonus structure at the end of the year.

How do you encourage employee engagement?

We encourage all employees to demonstrate our #Starkweather-Difference, whether being involved with community activities or charities, or participating in any S&S-related events.

How do you support professional development and job training for your employees?

We provide in-house training as well as in-house continuing education classes so that can deliver the highest level of professionalism. ■



Hats off to all of the companies being honored this year.

Embrace Home Loans would like to congratulate all of the winners of the "Best Places to Work" award. It's an honor to be among such a celebrated group.

We would also like to thank our employees, who helped us achieve this tribute for the 12th consecutive year. It's through our core values – Community, Courage, Empowerment, Fulfillment, Love, Innovation and Achievement – that Embrace continues to be a great place to work, grow and find purpose.



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18

WITH FULL ENGAGEMENT COMES PROGRESS: National Marker depends on regular feedback from employees to make improvements.

COURTESY NATIONAL MARKER

How do you encourage employee engagement?

We celebrate success with lunches and prizes/awards. Employees are part of our continuous improvement process; their input is imperative for us to move forward.

How do you invite employee feedback?

There are daily stand-up meetings in every department, monthly one-on-one meetings with supervisors and regularly scheduled team meetings supporting our culture of openness.

What won't you tolerate in the workplace?

Status quo, dishonesty, disrespect of others.

What's the biggest challenge you face in creating a positive workplace with loyal employees?

The real challenge is to find or make the time to let each employee know how important they are to the organization. ■



National Marker Co.

Employees in R.I.: 72

CEO and President Michael J. Black

Questions answered by: Michael J. Black



19

THINKING DIFFERENTLY: It should come as no surprise that at Ximedica, a company that helps develop innovative processes and products, the staff enjoys a good Halloween party.

COURTESY XIMEDICA

How do you recognize individual achievement?

We informally acknowledge personal and team achievements during our quarterly company meetings, but we also recognize accomplishments with small gifts and tokens of appreciation for their hard work and effort.

How do you invite employee feedback?

We foster a culture where employees are encouraged to have an opinion without any consequences.

What won't you tolerate in the workplace?

We have a zero tolerance of disrespect regardless of who or what your position is with Ximedica.

What's the biggest challenge you face in creating a positive workplace with loyal employees?

We are fortunate to have employees who thrive in chaos, as they understand that change is the only given. ■



Ximedica

Employees in R.I.: 123

CEO and President Randall S. Barko

Questions answered by: Randall S. Barko



20

IN IT TOGETHER: Staff and residents mix at a May event at Laurelmead, the Providence independent-living retirement community.

COURTESY LAURELMEAD COOPERATIVE

What three words would your staff use to describe work?

Meaningful, enjoyable, rewarding.

What employee benefit is the most popular among staff members?

The annual employee appreciation fund bonus.

How do you encourage employee engagement?

Our open, family work environment does this naturally.

What won't you tolerate in the workplace?

Disrespect toward and impatience with our residents and their families.

What's the biggest challenge you face in creating a positive workplace with loyal employees?

Creating upward mobility/promotion opportunities.

How do you support professional development and job training for your employees?

An employee education fund ... for staff and their families. ■



Laurelmead Cooperative

Employees in R.I.: 52

Executive Director Craig Evans

Questions answered by: Craig Evans



21

QUALITY CONNECTIONS: The Rhode Island Quality Institute improves health care quality throughout Rhode Island by working to improve internal communication and coordination.

COURTESY RHODE ISLAND QUALITY INSTITUTE

What three words would your staff use to describe work?

Intense, important, meaningful.

What employee benefit is the most popular among staff members?

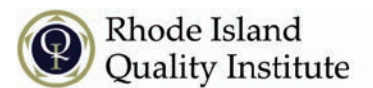
Rich health insurance benefits.

How do you recognize individual achievement?

Public recognition at town halls. Call outs at board and staff meetings. "On-the-Spot" awards of \$100. Ringing a bell that calls all employees to a central location so individuals and teams can be recognized and celebrated.

How do you encourage employee engagement?

Suggestion box. CEO meets with all new hires to get to know them and reinforce the CEO open-door culture. Leadership calibration sessions during annual performance appraisals so managers can get feedback from all other departments on their direct reports. ■



Rhode Island Quality Institute

Employees in R.I.: 61

CEO and President Laura Adams

Questions answered by: Laura Adams



22

CELEBRATE! Greenwood Credit Union employees enjoy the 2016 Best Places To Work event.
COURTESY GREENWOOD CREDIT UNION

What employee benefit is the most popular among staff members?

The end-of-year, fringe-time pay-out. In addition to vacation, eligible employees are provided with six days of sick/personal time annually. Any of that time not taken by the first week of December is paid out – just in time for Christmas!

How do you encourage employee engagement?

Give them what everyone wants ... to be treated with dignity, respect and common courtesy.

What's the biggest challenge you face in creating a positive workplace with loyal employees?

We strive to keep the workplace atmosphere easy going, but it can sometimes be a challenge to maintain a balance between comfortable and professional. ■



Greenwood Credit Union

Employees in R.I.: 57

CEO and President Frederick W. Reinhardt

Questions answered by:
Lori Coletta, vice president of human resources



23

PRECISELY PUT TOGETHER: Just as the products the company makes demand exactness, LFI pays attention to the details of managing its workforce.
COURTESY LFI

What three words best describe your staff?

Innovative, flexible, attentive.

What employee benefit is the most popular among staff members?

Time off and personal flexibility.

How do you recognize individual achievement?

Company-wide bonus plan has mechanisms to recognize top-performing individuals over shorter stretches of time. The same mechanisms also inform our base compensation plans.

How do you invite employee feedback?

Continuous open dialogue, quarterly meetings and the annual best places survey.

What won't you tolerate in the workplace?

Distrust of other employees. ■



LFI Inc.

Employees in R.I.: 55

CEO Kip Brockmyre III

Questions answered by:
Kip Brockmyre III



24

IT MIGHT BE THE FREE ICE CREAM: MOO staff are an engaged group, with the company valuing input and recognizing achievements through subtle thank-you's or grand gestures.
COURTESY MOO

What three words best describe your staff?

Passionate, thoughtful, amazing.

What three words would your staff use to describe work?

Fun, engaging, challenging.

What employee benefit is the most popular among staff members?

Free individual health care (might be tied with free ice cream though ...).

How do you recognize individual achievement?

Many different ways, from a subtle thank you to grand gestures!

How do you encourage employee engagement?

We keep it human, ask our employees how we are doing and act on their suggestions. ■



MOO

Employees in R.I.: 147

CEO Richard Moross

Questions answered by:
Ray Dutelle, talent acquisition



25

RESULTS, NOT HOURS: With its liberal time-off policy, Upserve allows employees to put their families first, and they respond positively in the results-driven company culture.
COURTESY UPSERVE

What three words best describe your staff?

Curious, gritty, passionate

What employee benefit is the most popular among staff members?

Our unlimited "take the time you need, when you need it" time-off policy. We view putting family first as more than just a great maternity or paternity leave policy. It's about allowing employees everyday flexibility and prioritizing results over hours.

How do you support professional development and job training for your employees?

We use a blended model, which combines online learning with experiential and interactive elements. We also have a six-month leadership-development program that teaches critical skills [such as] feedback, coaching and behaviors of inclusion. ■



Upserve

Employees in R.I.: 130

Founder and CEO Angus Davis

Questions answered by:
Alaina Restivo, VP of talent

Team at Vertikal6 is small but mighty



STRONG STAFF: Vertikal6 staff in a network design meeting. From left, in background clockwise, James Green, systems engineer; Jonathan Essex, engineering manager; Drew Hill, field service engineer; Joe Lefrancois, senior network engineer; and Dean Gerjets, dedicated service engineer.
PBN PHOTO/MICHAEL SALERNO

BY SUSAN SHALHOUB | Contributing Writer

VERTIKAL6 CEO Rick Norberg is so committed to employee engagement that he states it right in his website bio. “Rick empowers his team ... to make Vertikal6 a truly great place to work.”

Part of making the Warwick

technology services company a great place to work involves reducing the stress of medical, dental and other bills, or feeling “stuck” in a particular role or knowledge base.

“A solid company culture al-

lows our team to focus on providing excellent customer service,” said Senior Consultant Meredith Carroll.

So, the benefits package Norberg offers is part of an effort to give the 27 team members “one less thing to worry about.”

The Vertikal6 benefits lineup includes dental, medical, paid vacation and holidays and a 401 (k) with company match. Annual allowances are given for continuing education. Rounding out the offerings are social outings, recognition programs and a popular holiday party.

“You have to take very good care of your people ... That goes a long way,” said Norberg.

With two decades of industry experience, Carroll has been at Vertikal6 for over three years. She has enjoyed the continuous learning. “One of the great things about being in a small, growing company is that roles and job responsibilities are emerging and shifting, and the job I’m doing a year from now might not even exist,” she said.

Some Vertikal6 employees transition over from the company’s active apprenticeship program.

A few times a year, the firm hosts an Apprenticeship Day at

Crowne Plaza Providence-Warwick in Warwick. Managers do on-the-spot interviews, past apprentices share their experiences and team challenges are conducted. The event is tailored for soon-to-be college graduates or career changers, Norberg said.

Part of what’s learned in the months-long apprenticeship is the highly collaborative nature of the firm, Carroll said, not only making it a better place to work but making for a better customer experience as well.

“You have to let that culture shine through. You have to have the right culture to keep them motivated,” feeling valued and staying aboard long term, said Norberg. ■



Vertikal6

Employees in R.I.: 27
Rick Norberg, CEO

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2 BUILDING A BETTER FIRM: Sansiveri, Kimball & Co. employees take part in team-building exercises during the company's annual all-day retreat at the Squantum Club in East Providence.

COURTESY SANSIVERI, KIMBALL & CO.

What three words would your staff use to describe work?

Flexible, family oriented, professional.

How do you invite employee feedback?

The managing partner meets with each employee at least twice per year at an informal breakfast or luncheon and gives them the opportunity to discuss any aspects of their job or ask any questions they may have.

What won't you tolerate in the workplace?

We expect all employees to show respect for one another at all times.

How do you support professional development and job training for your employees?

The firm supports opportunities for our employees to pursue new professional certifications to allow them to develop additional expertise. ■



Sansiveri, Kimball & Co. LLP

Employees in R.I.: 45
Managing Partner
Michael A. DeCataldo
Questions answered by:
Michael A. DeCataldo



3 A POSITIVE REFLECTION: Providence Mortgage Associates staff took part in a Toys for Tots campaign during the 2016 holiday season.

COURTESY PROVINCE MORTGAGE ASSOCIATES

How do you recognize individual achievement?

For our mortgage advisers we have a monthly "Top Dog" winner as well as "Mortgage Advisor of the Year" award, and for operations we use "Provincegrams," emails from me as well as their mortgage advisers, and rewards like chair massages and impromptu cookouts by sales.

How do you encourage employee engagement?

Employee engagement starts with "Our Province Principles" that hang on the wall [and] emphasize that we are all a reflection on one another.

How do you support professional development and job training for your employees?

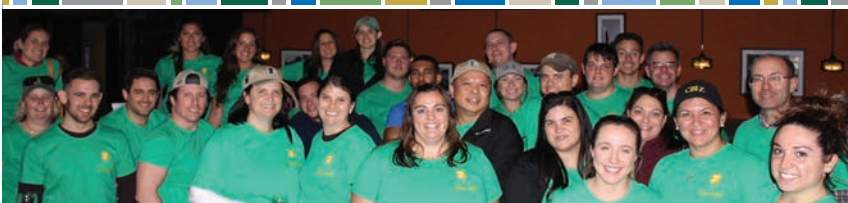
We launched our "Accountability Coaching Boot Camp" back in 2013 to help our professionals create better habits for active prospecting and referral building. ■



Province Mortgage Associates Inc.

Employees in R.I.: 39
President David Currie
Questions answered by:
David Currie

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| Claudia Cornejo | Lauren Paola |
| Arianne Corrente | Jenny Pereira |
| Nancy DaCosta | Jill Pfitzenmayer |
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4

TAKING TIME FOR FUN: A company Halloween party is one way that OSHEAN helps remove some of the stress that occurs naturally on the job.

COURTESY OSHEAN

How do you recognize individual achievement?

Bonus plan, some ad hoc recognition by management either in company communications or with gift cards, etc.

How do you encourage employee engagement?

Rally behind the company purpose, which serves our membership. We have a highly interactive culture in general and our company purpose is understood and embraced.

What won't you tolerate in the workplace?

Discord. We try and surface any and all issues between employees and deal with them head on.

What's the biggest challenge you face in creating a positive workplace with loyal employees?

Stress. We work hard to keep employees from burning out, especially the technical team, who have a level of pressure built in to the job. ■



OSHEAN

OSHEAN Inc.

Employees in R.I.: 21
CEO David Marble

Questions answered by:
David Marble

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5

A DECADE OF ACHIEVEMENT: DarrowEverett celebrated its 10-year anniversary earlier this year.

COURTESY DARROWEVERETT

How do you recognize individual achievement?

Individual achievement is recognized from both a financial standpoint, in terms of year-end bonuses and possible salary adjustments, and from a peer standpoint, including on all of our social media platforms.

How do you invite employee feedback?

We conduct a year-end workshop for all attorneys and employees in which we seek honest and critical feedback about our performances to date and how we can do better.

What won't you tolerate in the workplace?

Inside the firm, we will not tolerate complacency. Nor do we tolerate individual enrichment at the expense of others. We all succeed or we all fail. ■

DE DarrowEverett LLP
Attorneys & Business Advisors

DarrowEverett LLP

Employees in R.I.: 28
Managing Partner Joshua A. Berlinsky

Questions answered by: Joshua A. Berlinsky



6 A FULL COMMUNITY: The Rhode Island Foundation invests in many local initiatives, although it has made a special effort to restore Roger Williams Park.
COURTESY RHODE ISLAND FOUNDATION

What three words best describe your staff?

Passionate, dedicated, proactive.

What three words would your staff use to describe work?

Inspiring, challenging, rewarding.

How do you encourage employee engagement?

By supporting proactive teamwork, “living” our organizational values and mission, treating employees fairly and with respect, providing personal and professional opportunities, and recognizing and rewarding them.

How do you support professional development and job training for your employees?

We provide educational assistance for college courses, reimbursement for workshops and conferences, continuing education credits and professional certifications, in-house training and mentoring. ■



Rhode Island Foundation

Employees in R.I.: 42

CEO and president
Neil D. Steinberg

Questions answered by:
Frank Cerilli, director of
human resources



7 PITCHING IN TOGETHER: Utilidata supports Child & Family by adopting 12 teenage girls for the holidays and fulfilling their holiday wish lists.
COURTESY UTILIDATA

What three words best describe your staff?

Exceptional, collaborative, fun.

How do you recognize individual achievement?

Employee “Shoutouts” are given through Teamphoria, our employee recognition and engagement platform. Prizes and gift cards are also awarded for a job well done.

What won't you tolerate in the workplace?

Complacency, lack of vision and individuals who do not see the success of the organization as a team effort.

What's the biggest challenge you face in creating a positive workplace with loyal employees?

Helping employees understand that the outlook and attitude that we bring to work plays a big part in creating a positive workplace. People influence others. Co-workers, managers, leadership all have an impact on the work experience. ■



Utilidata Inc.

Employees in R.I.: 34

CEO Ed Hammersla

Questions answered by:
Krista Chappell, chief human
resources officer

Congratulations!

Dear Associates,
I am proud to work alongside such a driven and dedicated team. You are what makes Healthcentric Advisors a great organization.

Thank you and best wishes,

H. John Keimig, MHA, FACHE
President & CEO



“People do business with people.”

– Ellen Ford
President & CEO

Thank you to our employees for being such amazing people.

Congratulations on being named a PBN Best Places to Work Winner for the *fifth* consecutive year.





8

JUST ASK: By engaging regularly with staff, in its short history Howland Evangelista Kohlenberg Burnett has created a best place to work.

COURTESY HOWLAND EVANGELISTA KOHLENBERG BURNETT

What three words best describe your staff?

Dedicated, responsive, hardworking.

What three words would your staff use to describe work?

Challenging, interesting, rewarding.

What employee benefit is the most popular among staff members?

Flexibility.

How do you recognize individual achievement?

Verbally.

How do you encourage employee engagement?

Engaging them in all facets of clients work.

What's the biggest challenge you face in creating a positive workplace with loyal employees?

Maintaining firm culture. ■



Howland Evangelista Kohlenberg Burnett LLP

Employees in R.I.: 24

Partners Melissa K. Burnett-Testa, Renee A.R. Evangelista, Kinnaird Howland, A. Max Kohlenberg

Questions answered by: Donna Longo-Kumes, firm administrator



9

SOCIALLY ENGAGED: Wear Red Day 2017 coincided with the New England Patriots Super Bowl appearance, allowing Robinson+Cole staff to support a good cause and the winning team.

COURTESY ROBINSON+COLE

How do you recognize individual achievement?

We reward the good work of employees with performance-based bonuses as well as holiday and longevity gifts.

How do you encourage employee engagement?

We recognize the importance of social activities as a way to ensure that lawyers and staff have an opportunity to interact and build relationships with one another. We encourage participation in a wide variety of social events, such as happy hours, summer/holiday gatherings, cake days, staff appreciation week and wellness programs.

How do you support professional development and job training for your employees?

Continuous professional development is at the center of our culture of learning. Robinson+Cole offers a tuition and professional development reimbursement program. ■

Robinson+Cole

Robinson+Cole LLP

Employees in R.I.: 21

Partner in Charge Patricia J. Igoe

Questions answered by: Patricia J. Igoe



10

VALUED ENGAGEMENT: Bridge Technical Talent staff threw a surprise 15-year anniversary party for the firm's bosses in May.

COURTESY BRIDGE TECHNICAL TALENT

What three words would your staff use to describe work?

Rewarding, lively, connected.

How do you encourage employee engagement?

We try to not only just listen to the input and ideas of our employees but give them the support and autonomy to run with them.

What's the biggest challenge you face in creating a positive workplace with loyal employees?

Managing a team with so many diverse backgrounds and varying levels of experience, strengths and styles. There is so much we can all learn from one another and learning how to channel all that energy and creativity into positivity and a dynamic professional team might be one of the things I am most proud of. ■



Bridge Technical Talent

Employees in R.I.: 17

Partner James Wright

Questions answered by: James Wright



11

TEAM BUILDING: Compass IT Compliance makes sure that its staff, often out of town for work, gets the opportunities at the home office to connect and build the team.

COURTESY COMPASS IT COMPLIANCE

How do you recognize individual achievement?

Managing partners give bonuses for going above and beyond, and not on a set schedule.

What won't you tolerate in the workplace?

Negativity to each other.

What's the biggest challenge you face in creating a positive workplace with loyal employees?

The nature of our business takes our employees off site and working remotely, so our biggest challenge is getting the team together on a regular basis. We have tried to solve this by having a company meeting quarterly at which we can all touch base, collaborate and team build. ■



Compass IT Compliance

Employees in R.I.: 15

Managing Partners William DePalma and Jerry Hughes

Questions answered by: William DePalma



Utilidata congratulates PBN winners for Best Places to Work 2017!

A special thank you to our dedicated team for this honor.

Utilidata is a global software company that works with electric utilities to enhance energy efficiency and grid security.



12

POSITIVELY RESPONSIVE: Healthcentric Advisors staff demonstrate their flexibility, whether adapting to rapidly changing professional demands or celebrating a holiday party.

COURTESY HEALTHCENTRIC ADVISORS

What employee benefit is the most popular among staff members?

We allow for alternate work schedules and telecommuting. We strive to assist associates who may experience personal or professional obstacles.

How do you recognize individual achievement?

At monthly staff meetings, CEO acknowledges associates with a notable professional achievement. In addition, our “You’re Tagged” program allows co-workers to recognize each other for going the extra step. The program includes awarding a monetary gift for multiple peer acknowledgements.

What is the biggest challenge you face in creating a positive workplace with loyal employees?

Our work is contracts and grants based. Our employees must be nimble and flexible to meet contractor needs, which change from time to time. ■



Healthcentric Advisors

Employees in R.I.: 32

CEO and President H. John Keimig

Questions answered by: Kara Butler, director, administrative services



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13

SUPPORTING YOUTH: Barnum Financial Group leaders created Foundation for Life, a nonprofit that partners with Barnum to give bicycles and helmets away to community youth.

COURTESY BARNUM FINANCIAL GROUP

What three words best describe your staff?

Engaged, energetic, empathetic.

How do you encourage employee engagement?

Leadership consistently communicates a clear vision and mission, connecting the work employees do to how it helps our organization realize its goals, and empowering them to have a positive impact.

How do you invite employee feedback?

We have an “open-door” policy that encourages two-way communication, and an anonymous online tool for sending feedback.

What’s the biggest challenge you face in creating a positive workplace with loyal employees?

We try hard to attract “glass is more than half-full” people who bring their own positivity to the workplace. Then we create an environment that lets them shine. ■



Barnum Financial Group

Employees in R.I.: 40

Founder and CEO Paul Blanco

Questions answered by: Paul Blanco



14

NOT ALL BUSINESS: While Envision Technology Advisors works hard to stay up to date with the latest technology, staff also has fun with events such as a Halloween-themed gathering. COURTESY ENVISION TECHNOLOGY ADVISORS

What employee benefit is the most popular among staff members?
We try to offer a variety of perks so that everyone has benefits that fit their needs.

How do you encourage employee engagement?
Everyone can affect change when they see something that could be improved. As a result, our people take a personal interest in the business.

How do you invite employee feedback?
Feedback happens when people know you are listening. Thus we rarely need to push for feedback; employees are usually glad to provide it to us.

How do you support professional development and job training for your employees?
Our engineers and team members spend approximately 20 percent of the year in trainings and certifications. ■



Envision Technology Advisors LLC

Employees in R.I.: 44
CEO Todd Knapp

Questions answered by:
Todd Knapp and Director of Marketing Jeremy Girard

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15

HOLIDAY SPIRIT: Banneker employees, their family and friends volunteer at Rhode Island's annual Operation Holiday Cheer event held at the National Guard Armory in Warwick.
COURTESY BANNEKER INDUSTRIES

What three words best describe your staff?
Dedicated, engaged, hardworking.

What three words would your staff use to describe work?
Challenging, rewarding, gratifying.

How do you recognize individual achievement?
Public recognition at quarterly company meetings and other events attended by all employees.

How do you invite employee feedback?
Morning meetings, one-on-one with employees, and an annual employee survey.

What won't you tolerate in the workplace?
Negativity and lack of team work. ■



Banneker Industries Inc.

Employees in R.I.: 48
CEO and President Cheryl W. Snead
Questions answered by: Larry Lamothe, talent management representative



16

POSITIVELY EMPLOYED: TribalVision, given its rapid growth, works hard to retain a positive attitude with engaged and empowered employees.
COURTESY TRIBALVISION

What three words best describe your staff?
Hardworking, passionate, fun.

What employee benefit is the most popular among staff members?
Employees really appreciate our 100 percent health insurance coverage.

How do you encourage employee engagement?
By allowing employees to take ownership of projects and inject their creativity and passion into the company.

What won't you tolerate in the workplace?
Negativity - a negative attitude doesn't go very far with our staff or clients.

What's the biggest challenge you face in creating a positive workplace with loyal employees?
Keeping up with our growth. ■



TribalVision

Employees in R.I.: 42
Founder and Managing Partner Chris Ciunci
Questions answered by: Alethea Saccoccia, human resources manager



17

GIVING BACK: Software Quality Associates staff participated in the 2016 WJAR-TV NBC 10's Volley for Buddies, a volleyball tournament to raise funds for Best Buddies Rhode Island.
COURTESY SOFTWARE QUALITY ASSOCIATES

What three words would your staff use to describe work?
Progressive. Flexible. Fair.

How do you recognize individual achievement?
Profit sharing, gift cards and random perks.

How do you encourage employee engagement?
Open work environment, open meeting forums, remote working infrastructure and fun off-hour events.

How do you support professional development and job training for your employees?
Foundational training, utilization of external coaching experts, enablement programs, certification reimbursements and peer-to-peer mentoring. ■



Software Quality Associates

Employees in R.I.: 28
Founder Norman Kelly
Questions answered by: Rob Lanza, chief operating officer



18

FULLY ENGAGED: EpiVax staff know that what they are working on has a real impact on health, and with a highly collaborative workplace, they all are an important part of the work.
COURTESY EPIVAX

What three words best describe your staff?
High-achieving, diverse, innovative.

What three words would your staff use to describe work?
Intellectually-challenging, rewarding, meaningful.

What employee benefit is the most popular among staff members?
We have many unique benefits, but one that's popular with everyone is that our kitchen is always stocked with weekly healthy snack deliveries from Whole Foods.

How do you recognize individual achievement?
Aside from normal bonuses, it is not uncommon for us to recognize that an employee has been working extra hard on a project or has done exceptional work and surprise that employee with a gift card or even an extra bonus. ■



EpiVax Inc.

Employees in R.I.: 24
Founder, CEO and Chief Science Officer Dr. Anne S. De Groot
Questions answered by: Stephanie Vece, human resources manager



Celebrating those making lasting change.

Here's to the recipients of the *2017 Best Places to Work* award. Your hard work and commitment are an inspiration to us all.

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