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**Pawtucket Credit Union** is proud to sponsor the Best Places to Work awards. Congratulations to this year's winners and thank you to our staff who have nominated us each year since 2010.

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**FROM THE EDITOR**

**Build culture to achieve success**

**EVEN IF THEY** don't use the same terms, each of this year's category winners in the Best Places To Work program



emphasizes the importance of culture.

The behavioral norms that a company establishes and reinforces can be a powerful force. At a minimum, they make clear to employees what is expected of them in the workplace and how they will be evaluated against a company's achievements.

But a more sophisticated use of company culture ensures that the enterprise runs at a more focused and efficient manner.

A strong and positive company culture can define how supportive employees are of one another.

A strong company culture can help identify where challenges in producing a high-quality work product lie and then point the way back to success.


A strong company culture helps new employees focus their energy and feel welcomed to an unfamiliar workplace.

But above all, a strong company culture is a requirement for a high-functioning workplace, one that satisfies customers and staff alike, where one wants to work and where doing the work is rewarding and energizing. Take a look at the list of the companies here and then ask yourself: Do we have a strong and positive company culture?

Thirteen years into the Best Places To Work program, four companies continue to show up on the list, as they have every year since 2006. We salute Edward Jones, Embrace Home Loans Inc., Hinckley Allen & Snyder LLP, and Kahn, Litwin, Renza & Co. Ltd. for taking care of business by taking care of their employees.

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

Mark S. Murphy  
Editor



# We're Honored

to be selected as a  
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in Rhode Island.

Collette has enhanced people's lives through travel for the past 100 years. We are proud to be a Best Place to Work winner for the 12th year in a row.

**Thank you to our incredible team!**



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ACCOMPLISH  
ANYTHING!**

"The NMC team makes me proud to go to work every day, and this award is an honor. When your team works hard and celebrates together, every day is a success. I am grateful and humbled that we are once again one of the best places to work in RI. As I always tell my team... the best is yet to come!"



*Michael*  
Michael Black  
President



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1



**MERRY MONDAY:** Amgen employees enjoy Popcorn Mondays every week in the company's West Greenwich site cafeteria. The perk is one of several ways Amgen works to make its workplace a welcoming one.

PBN PHOTO/RUPERT WHITELEY

# Goal-driven culture wins

BY SUSAN SHALHOUB | Contributing Writer

**THE 640 EMPLOYEES** at West Greenwich biotech manufacturer **Amgen Rhode Island** know they work for a company that challenges them to be their own best selves.

What that produces, says Nicole Miller, human resources director, is goal-driven employees who are given tools to meet those goals, with the result being a more dedicated, robust staff.

Every year around this time, Amgen managers meet with team members to discuss their career-advancement plans. It's an opportunity for employees to review areas they may want to explore, build new skills or learn new things. These career-development goals may be as varied as the employees themselves.

This development could mean getting involved in a project or an expansion. For those who love the job they are in and don't want radical changes, they can mentor others, said Miller, or work on getting up to date on new technology, for example. Others might have an interest in filling in for a colleague who is out on maternity leave, returning to their former position when that person returns, having had a change of pace and new perspective. Or they could be a springboard to a career change.

These temporary work assignments, or TWAs as they call them at Amgen, are part of the company's consistent practice. But whether the learning curve is large or small, it benefits everyone.

"The flexibility of work here is helped by having staff who have expertise in maybe two different areas, or need reinforcements. They can then support each other. It reduces stress overall," said Tara Urban, Amgen's senior manager of corporate affairs.

Raise Your Hand is an Amgen campaign rolled out last year to improve overall safety, and not just on the manufacturing floor. With specific themes, Raise Your Hand promotes employees speaking up if they see something that could be unsafe at work, such as an electrical outlet that isn't secured, for example.

A recent Raise Your Hand campaign focused

on situational awareness, ensuring team members are in tune with their surroundings at all times.

"You can't be walking and texting, for instance; it's about making sure everyone as a team is looking after one another," said Miller, with the accountability factor encouraging engagement and teamwork. She and Urban say there has been a notable difference at work, with people now walking, then stopping and stepping aside before reading or answering a text.

"We were laughing, because we do that at home now," said Urban, a sign the safer practice is becoming habit.

Beyond the company's focus on safety, it offers its teams convenient services and fun activities as well.

It has a 24-hour gym on-site, part of Amgen's focus on wellness. Fitness classes and equipment help employees feel better, as well as cutting their health insurance premiums.

Amgen offers its employees Popcorn Mondays – which are exactly what they sound like, popcorn served on Mondays; an Ugly Christmas Sweater contest; Halloween cubicle- and office-decorating competitions; and a gala winter event as a show of employee appreciation. This year's gala theme was "Old Hollywood," complete with dinner, dancing, a red carpet walk, dueling pianos – even a Frank Sinatra impersonator performing on the mic, said Urban.

Offering employees a way to give back to their community is another aspect of Amgen's engagement efforts.

It has a Volunteer Day, said Urban, which

has seen increased participation over the past year or two. Managers organize volunteer efforts, with staff members often helping out in teams. Amgen also has a showing at the Heart Walk for the American Heart Association each year, and the Walk to Cure Arthritis, put on by the Arthritis Foundation.

"It's really nice that people are doing something proactive together," said Urban.

Having its safety, activity, community and professional-development initiatives in place will serve Amgen well: the company is building a \$165 million biomanufacturing plant on its 75-acre campus, and expects to create 150 jobs in advanced manufacturing alone – more employees to be happy at work. ■

'It's about making sure everyone as a team is **looking after one another.**'

**NICOLE MILLER**, Amgen human resources director

**AMGEN**<sup>®</sup>

**Amgen Rhode Island**

Employees in R.I.: 640

Tia Bush, vice president of site operations



**CELEBRATION OF THE CENTURY:** Amica employees celebrate the company's 111th anniversary in Amica's Lincoln campus courtyard. COURTESY AMICA



**TURKEY TIME:** Washington Trust employees volunteer at the Pawtucket Thanksgiving Basket Drive in November, helping to assemble food boxes. COURTESY THE WASHINGTON TRUST CO.

**2** What employee benefit is the most popular among staff members?  
We are happy to report the addition of paid parental leave benefits, with 12 weeks of paid leave to new parents.

**What employee-recognition program does your staff like the most?**  
On the first year and each five-year milestone, employees receive gifts and online yearbooks. After 25 years, employees' names are inscribed on brick and showcased in our corporate courtyard.

**How do you address diversity and inclusion in your organization?**  
We've built a diverse workforce through strategic recruitment and enjoy a welcoming culture, where diversity and inclusion are celebrated with opportunities to learn about each other, while learning about new cultures and experiences. ■



**Amica Mutual Insurance Co.**

Employees in R.I.: 1,619  
Chairman, CEO and President  
Robert A. DiMuccio  
Questions answered by:  
Samuel C. Palmisano,  
senior assistant vice president

**3** What three words best describe your staff?  
Community, loyalty, integrity.

**How do you encourage employee engagement?**  
The bank's organic operating structure is a product of open-door management and companywide partnership.

**How do you support professional development and job training for your employees?**  
Washington Trust is a company where employees can make an impact, feel empowered and appreciated, and truly feel like they are an active and integral part of their community. We support and encourage activities such as mentoring, job shadowing, management training and workshop attendance. As the oldest community bank in the nation, Washington Trust has historically encouraged and supported the growth of its employees. ■



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**The Washington Trust Co.**

Employees in R.I.: 501  
Chairman and CEO Edward O. Handy III  
Questions answered by: Edward O. Handy III

## Honored to be a **Best Place to Work in Rhode Island**

This recognition belongs to all of our employees—thank you for your dedication to serving your fellow Rhode Islanders! Together, we're making Rhode Island a healthier place to live and work.



Blue Cross & Blue Shield of Rhode Island is an independent licensee of the Blue Cross and Blue Shield Association. EC-247301 5/18





**RECIPE FOR SUCCESS:** Blount employees receive education reimbursements for higher education, seminars and webinars.  
COURTESY BLOUNT FINE FOODS

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

Some examples include “Blount 102,” a training and retention program for our prep department; “SEED,” a mentoring program; as well as a growth program for new supervisors and a leadership-development program for high-performing, mid-level managers. Education reimbursement for higher education, seminars, webinars.



**Blount Fine Foods**  
Employees in R.I.: 663  
President Todd Blount  
Questions answered by: Ronnie King, senior director of human resources

**What corporate community-service initiatives do you undertake?** Initiatives include food donations, a Christmas drive for St. Vincent’s, a hat/glove/sock drive for the homeless and care packages for homeless women.

**What was a new employee benefit(s) or initiative(s) in 2017?** Rally App, an app that all employees can be involved in that promotes overall wellness. Includes goals and missions and individuals get coins that can be redeemed for discounts and goods. ■

# Teamwork is the Best Medicine

Brown Medicine has been named a 2018 “Best Place to Work in Rhode Island” in the Large Employer Category. It’s a tribute to our employees who:

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- Excel in research that leads to the improvement of healthcare and medical advances locally, nationally and internationally.
- Focus our clinical expertise and scientific knowledge on teaching and mentoring the next generation of clinicians, educators and investigators.



Our continued commitment is with our valued employees as together we continue to create an exceptional work experience.



**BROWN MEDICINE**  
BROWN PHYSICIANS, INC.



**HELPING HANDS:** Blue Cross employees work with Family Service of Rhode Island to rehab an outdoor playground at a school in Providence.  
COURTESY BLUE CROSS & BLUE SHIELD OF RHODE ISLAND

**5 What three words best describe your staff?**  
Dedicated, engaged, focused.



**Blue Cross & Blue Shield of Rhode Island**  
Employees in R.I.: 779  
President and CEO Kim A. Keck  
Questions answered by: Kim A. Keck

**How do you encourage employee engagement?** Through activities ranging from employee resource groups to team-building, volunteer service projects. We also hold regular lunch-and-learn sessions (Blue Bag lunches) that offer associates an opportunity to learn more about specific areas of the business, to increase their knowledge of how their jobs contribute to our larger mission in Rhode Island. I also hold several informal “Katch up with Kim” sessions throughout the year, where associates can bring questions about any topic they wish to discuss.

**How do you address diversity and inclusion in your organization?** Our Diversity Council is a volunteer group of associates who raise awareness and offer activities, including an annual Diversity Week. ■

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# BEST PLACES TO WORK - ENTERPRISE EMPLOYERS

(based on companies with more than 500 regional employees)

2018 rank	Company	Top executive	Type of business	No. of local employees	% of women employees	Diversity programs	No. of paid holidays	PTO for volunteering	Company-paid health benefits	Wellness programs	Health club membership	401(k)/retirement plan	Profit sharing	Career-development programs	Work-life balance programs
1	Amgen Inc.	Robert A. Bradway	Biotechnology manufacturer	640	40%	•	8	•	•	•	•	•	•	•	•
2	Amica Mutual Insurance Co.	Robert A. DiMuccio	Mutual insurance company	1,619	61%	•	14	•	•	•	•	•	•	•	•
3	The Washington Trust Co.	Edward O. Handy III	Financial institution	501	66%	•	11	•	•	•	•	•	•	•	•
4	Blount Fine Foods	Todd Blount	Food manufacturing	663	30%	•	10	•	•	•	•	•	•	•	•
5	Blue Cross & Blue Shield of Rhode Island	Kim A. Keck	Health insurance company	779	69%	•	11	•	•	•	•	•	•	•	•

## 1,920 bricks and counting

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



William H. Fitzgerald

Todd R. Larson

Michele L. Winn



Honored to be named one of the **Best Places to Work in 2018.**

Congratulations to all the companies that made the list!



1



# Grounded culture unfazed by growth

BY SUSAN SHALHOUB | Contributing Writer

**SMITHFIELD-BASED** Navigant Credit Union leaders know that, for the most part, all credit unions offer similar products and services. It can be difficult to differentiate in the marketplace that way.

So Navigant is committed to setting itself apart with its employee culture and its customer service. The organization’s core values were redefined last year – leadership, unity, caring and integrity, or LUCI – and they all come into play, said Tim Draper, the credit union’s vice president of marketing.

“It is vital to how we need to deliver customer service. But it’s also the way we need to treat each other. It’s important to build that into the new culture,” Draper said.

Recent, rapid growth is one of the moving parts for Navigant.

With the institution adding three new branches in just the past six months, the 18-location credit union is working harder than ever to educate new employees on its culture, ensure customer service stays in a top spot on priority lists, and that employees are appreciated and motivated, happy with their jobs.

Attitude can be everything with new hires, and Navigant knows that positive team members make for a great place to work overall in terms of productivity, collaboration and more.

Nancy Wilson, assistant vice president of human resources, said that when it comes to hiring, Navigant has broadened its scope beyond just experience.

“If we interview somebody at a job fair who on paper doesn’t have the right background from an HR perspective, we will look internally to see who’s hiring [for a different role]. We keep them in mind. They may have no experience but are absolutely what we need [in terms of] customer service and leadership,” she said.

Navigant employees are interviewed first for open positions, such as when a back-office position is available, Wilson said. Sometimes, this requires helping an employee shore up their skill set to better fill the open role. “There’s a lot of movement that way. If somebody you know has the right attitude and embodies core values, they are already a fit,” she said.

Draper looks for this attitude now every-

where he goes, to enhance the positive Navigant culture even more.

When he experiences great customer service and a winning attitude at businesses outside the bank, Draper gives out his card and invites that person to call him if they might be interested in a change.

At the beginning of the year, Navigant employee Edna Gibau proposed an idea: that employees get their birthdays off. It’s now policy, said Draper, an example of the credit union working harder to get feedback from its team.

Where it has always solicited input from credit union members, a new focus on actively gathering employee input began last year, said Draper. The LUCI core values, for example, were designed by a cross-departmental internal team. Whether a process-improvement suggestion or general feedback, comments can be given, anonymously if the employee wishes, for consideration.

One forum where employees can give their input is at the monthly anniversary breakfast. Navigant Credit Union President and CEO Gary E. Furtado hosts the event for those hired within that month. “He sits down and asks what they want to know, and he is willing to listen – he’s very comfortable asking questions,” said Draper.

What employees say sometimes impacts business, said Draper, such as process improvements concerning the work they do every day at Navigant. These valued points can save time, ramp up efficiency and benefit members and employees, with an insider’s perspective, he said.

Navigant’s community involvement also

**BREAKFAST BUNCH:** Navigant employees enjoy the annual President’s Anniversary Breakfast, in which new hires celebrate their first anniversary during breakfast with Navigant President Gary E. Furtado. From left, back row: Hillary Collings, electronic service operations manager; Jeff Lemos, vice president of human resources; and Kady Rogler, marketing specialist. Foreground: Randy Sacilotto, left, vice president of community development; and Chris Sabbagh, assistant vice president of sales and service.

PBN PHOTO/RUPERT WHITELEY

brings pride and satisfaction to employees, whether it’s a banner at a baseball game the credit union is sponsoring or an opportunity for employees to volunteer somewhere locally.

“It gives us a certain sense of pride in Navigant Credit Union,” Draper said, adding to work satisfaction for employees and aligned with LUCI core values. ■

‘[Navigant Credit Union President and CEO Gary Furtado] is willing to listen – he’s very comfortable asking questions.’

**TIM DRAPER,**  
Navigant vice president of marketing



**Navigant Credit Union**

Employees in R.I.: 303

President and CEO Gary E. Furtado

# LARGE COMPANIES



**BUILT FOR SUCCESS:** Gilbane employees show off their NFL team pride during the company's show-your-colors day.  
COURTESY GILBANE INC.



**CASUAL CAUSE:** BankNewport employees recently presented donations totaling \$500 to the Potter League for Animals.  
COURTESY BANKNEWPORT

## 2 What employee benefit is the most popular among staff members?

Other than paid-time-off flexibility, our Gilbane

Family Leave Program [a benefit that covers paid family and medical leave] gets the most attention.

### How do you address diversity and inclusion in your organization?

A key business strategy, led by our VP of diversity and community affairs, includes development of a Gilbane IDEA Diversity Council, Gilbane Diversity Week, additionally a diverse recruitment effort that includes aggressive college-hiring recruitment that focuses on career advancement and leadership development of incumbent diverse employees through a targeted talent-development process.

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

Our internal training resource Gilbane University offers a wide range of robust technical and leadership-training and educational programs. Globally we spent \$6 million on training and development in 2017. ■



#### Gilbane Inc.

Employees in R.I.: 241

President and CEO Michael E. McKelvy

Questions answered by: Michael E. McKelvy

## 3 What three words best describe your staff?

Dedicated, knowledgeable and community-focused.

### What employee benefit is the most popular among staff members?

We offer wellness reimbursements for gym membership, Fitbits, etc.

### What employee recognition program does your staff like the most?

We have a HOOPLA committee that organizes fun company events [such as] pep rallies, mini golf, Wii bowling tournaments and themed lunches, to name a few.

### What won't you tolerate in the workplace?

Unethical behavior and not having mutual respect for others.

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

We have a learning and development program with several trainings throughout the year for all position levels. ■



#### BankNewport

Employees in R.I.: 252

CEO and President Sandra J. Pattie

Questions answered by: Carolyn Odell, HR generalist/officer

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Ian Ross  
Joe Santos  
Jim Sanzi  
Donna Sowden  
Neil Steinberg  
Karen Sylvia  
Keith Tavares  
Larry Warner



**PROVIDING AID:** Embrace employees load supplies into trucks going to help people in Puerto Rico affected by Hurricane Maria.  
COURTESY EMBRACE HOME LOANS

**4** What three words best describe your staff?  
Loving, courageous and innovative are qualities that quickly come to mind when thinking of our employees.

**What employee benefit is the most popular among staff members?**  
Our generous medical insurance benefits.

**What won't you tolerate in the workplace?**  
We don't tolerate complacency.

**What corporate community-service initiatives do you undertake?**  
We sponsor an annual day of community service in May called "Orange Day." We allow employees to volunteer up to 100 working hours each year to charities. We donate \$10 for each hour worked and match up to \$2,500 per year in charitable giving. Teammates [helped] load supplies into trucks going to help those affected by Hurricane Maria and [drove] turkey baskets to local families, to name but two powerful charitable events. ■



**Embrace Home Loans Inc.**  
Employees in R.I.: 414  
President Kurt Noyce  
Questions answered by: Derek Lombard, director of human resources



**HIGH PERFORMANCE:** Performance Physical Therapy's team poses outside the Crowne Plaza Providence-Warwick hotel during last year's Providence Business News Best Places to Work dinner.  
COURTESY PERFORMANCE PHYSICAL THERAPY

**5** What employee recognition program does your staff like the most?  
Best Care Champion of the Month – we choose an employee based on company votes who exemplifies providing "the best care." The employee gets a day off work or a party for their team members.

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

There are competency levels within each position ensuring our employees continue developing. We hold monthly in-services for all clinical staff, journal reviews, ongoing mentoring, and have residency and specialty certification programs for clinical staff.

**What was a new employee benefit(s) or initiative(s) in 2017?**

Performance rolled out our Fitness and Wellness Reimbursement Program in 2017 – reimbursing staff for expenses related to health and fitness. ■



**Performance Physical Therapy**  
Employees in R.I.: 160  
CEO Michelle Collie  
Questions answered by: Michelle Collie

# LARGE COMPANIES



**TOUR DE FORCE:** At Collette, employees participate in events and activities, working together to reach goals and provide more to guests.  
COURTESY COLLETTE



**HUMAN CAPITAL:** Pawtucket Credit Union employees celebrate at the credit union's 2018 employee recognition night March 19.  
COURTESY PAWTUCKET CREDIT UNION

## 6 What employee benefit is the most popular among staff members?

Employees enjoy four hours of paid volunteer time each month. They are empowered to improve the Rhode Island community through grant programs and volunteer opportunities.

### What corporate community-service initiatives do you undertake?

We have partnered with Rise Against Hunger to host meal-packaging events for employees to participate in throughout the year. In 2017, we packaged 169,548 meals, and donated many more, to bring our total at the end of 2017 to 834,237 donated meals.

### What was a new employee benefit(s) or initiative(s) in 2017?

For many of us, we hold our pets dear to our hearts, so in 2017 Collette began offering optional pet insurance. ■



#### Collette

Employees in R.I.: 450

CEO and President Daniel J. Sullivan Jr.

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

## 7 What three words best describe your staff?

Dedicated, talented and hard-working.

### What employee benefit is the most popular among staff members?

PCU employees love the credit union's support of a healthy lifestyle through excellent, affordable health care benefits, an on-site fitness center and diverse wellness programs.

### How do you encourage employee engagement?

By ensuring that every person understands how their job fits into the picture. Our president/CEO shares the annual strategic plan with all employees and explains everyone's role in meeting goals.

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

PCU has developed an in-house leadership training program, as well as a mentor program where senior staff is paired with junior staff. ■



#### Pawtucket Credit Union

Employees in R.I.: 256

CEO and President George J. Charette

Questions answered by: Anne Bernier, senior vice president, human resources



To the most hardworking, dedicated employees in Rhode Island:

# Thank you.

Again and again and again...



navigantcu.org  
401.233.4700



**AWARD-WINNING WORK:** Staff members from two Narragansett Bay Commission facilities hold awards they received for performance.  
COURTESY NARRAGANSETT BAY COMMISSION

**8** What three words best describe your staff?  
Enthusiastic, energetic, dedicated.



**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.

**Narragansett Bay Commission**  
Employees in R.I.: 254  
Executive Director Raymond J. Marshall  
Questions answered by: Raymond J. Marshall

**What won't you tolerate in the workplace?**  
Any behavior which violates, disregards or disparages the dignity or self-esteem of others is considered by the commission to constitute harassment and will not be tolerated.

**How do you support professional development and job training for your employees?**  
We provide continuing-development opportunities to employees by encouraging them to attend professional-development seminars and conferences, and by offering a tuition reimbursement program to all employees. ■



**EMPOWERED:** Employees gather outside Dominion Diagnostics' North Kingstown headquarters to celebrate the company's 20th anniversary.  
COURTESY DOMINION DIAGNOSTICS LLC

**9** What three words best describe your staff?  
Committed, innovative, collaborative.



**How do you encourage employee engagement?**  
We empower employees with the autonomy and flexibility to do their jobs and to make process improvements when necessary. We host events throughout the year to celebrate milestones and occasions, and we improve them year after year based on employee feedback.

**Dominion Diagnostics LLC**  
Employees in R.I.: 295  
CEO Robert M. Garvey Jr.  
Questions answered by: Robert M. Garvey Jr.

**How do you support professional development and job training for your employees?**  
A number of benefits and programs are available to our employees, including tuition reimbursement for continuing education programs, off-site professional development/skills education (department and role-based), and a leadership and mentor training program in collaboration with The Leadership Partnership of Rhode Island. ■



**DOING LUNCH:** Providence Community Health Center employees enjoy the company's annual holiday luncheon.  
COURTESY PROVIDENCE COMMUNITY HEALTH CENTER INC.

**10** What three words best describe your staff?  
Dedicated, compassionate and passionate!



**What employee recognition program does your staff like the most?**  
The annual holiday luncheon is a big hit! It's a great opportunity for everyone to pause their day and enjoy each other's company over a nice meal. We also host a family fun day during the summer with great food, contests and kids' activities.

**Providence Community Health Center Inc.**  
Employees in R.I.: 420  
CEO Merrill R. Thomas  
Questions answered by: Merrill R. Thomas

**How do you encourage employee engagement?**  
We have many activities to encourage employee engagement. One heart-warming favorite is "PCHC Night at the Children's Museum" when employees and their families enjoy an evening at the museum, including photos with Santa, in exchange for donating toys or clothing. PCHC then distributes all donated items to needy families ... throughout the city.

**How do you address diversity and inclusion in your organization?**  
PCHC has an active Diversity & Inclusion committee. This group is dedicated to increasing awareness of race, gender, ethnicity, LGBTQ, as well as socio-economic issues in the communities we serve. ■

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# LARGE COMPANIES



**PURPOSE-DRIVEN:** Approximately 28 percent of R.I. Housing employees are millennials. Research shows the generation wants work with a purpose. COURTESY R.I. HOUSING AND MORTGAGE FINANCE CORP.

**11** What three words best describe your staff?  
 Talented, dedicated, creative.

What employee benefit is the most popular among staff members?  
 Health/medical benefits.

What employee recognition program does your staff like the most?  
 Milestone years of service.

How do you encourage employee engagement?  
 Employee luncheons every other month, breakfast with the executive director.

What won't you tolerate in the workplace?  
 Violence, fraud, theft.

How do you support professional development and job training for your employees?  
 Education reimbursement, on-site trainings (customer service, Excel, etc.). ■



**R.I. Housing and Mortgage Finance Corp.**

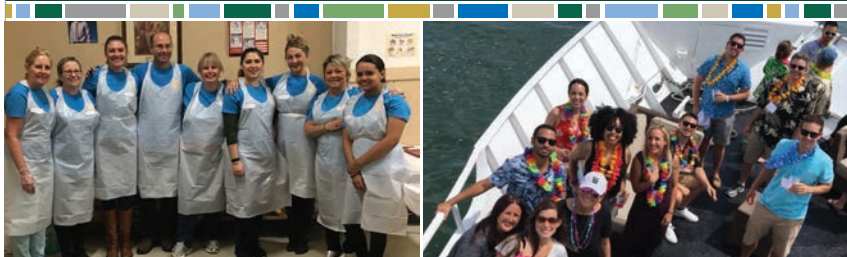
Employees in R.I.: 239

Executive Director Barbara Fields

Questions answered by: Barbara Farrand, director of human resources



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**TEAMWORK:** Brown Medicine's group photo at the company's patient center on Wapanoag Trail in East Providence in June 2017. COURTESY BROWN MEDICINE

**12** What employee benefit is the most popular among staff members?  
 The company's retirement contribution is

very generous. It doesn't require an employee match and vesting is immediate.

How do you encourage employee engagement?  
 We have an intranet, newsletter (print and electronic versions), Twitter channel, and Dr. [Louis B.]

Rice holds a "town hall" meeting once per month in order to share news, happenings and information to help foster engagement.

How do you address diversity and inclusion in your organization?  
 We offer diversity education and training for working with one another as a team, as well as with the patients we serve. We are supportive and inclusive in all aspects of our operations and are a "safe zone" for LB-GTQ individuals and identities. ■



**BROWN MEDICINE**  
 BROWN PHYSICIANS, INC.

**Brown Medicine**

Employees in R.I.: 421

President and Physician-in-Chief  
 Dr. Louis B. Rice,

Questions answered by: Tammy Lederer, chief human resources officer



# BEST PLACES TO WORK - LARGE EMPLOYERS (based on companies with 150-499 regional employees)

2018 rank	Company	Top executive	Type of business	No. of local employees	% of women employees	Diversity programs	No. of paid holidays	PTO for volunteering	Company-paid health benefits	Wellness programs	Health club membership	401(k)/retirement plan	Profit sharing	Career-development programs	Work-life balance programs
1	Navigant Credit Union	Gary E. Furtado	Credit union	303	78%		12	•	•	•	•	•	•	•	•
2	Gilbane Inc.	Thomas F. Gilbane Jr.	Construction	241	41%	•	9	•	•	•	•	•	•	•	•
3	BankNewport	Sandra J. Pattie	Financial institution	252	70%	•	11	•	•	•	•	•	•	•	•
4	Embrace Home Loans Inc.	Dennis Hardiman	Financial services	414	45%	•	6	•	•	•	•	•	•	•	•
5	Performance Physical Therapy	Dr. Michelle Collie	Health care provider	160	70%		7		•	•	•	•		•	•
6	Collette	Daniel J. Sullivan Jr.	Tour operator	450	71%	•	9	•	•	•	•	•		•	•
7	Pawtucket Credit Union	George J. Charette	Credit union	256	74%	•	11	•	•	•	•	•	•	•	•
8	Narragansett Bay Commission	Raymond J. Marshall	Nonprofit	254	37%		11	•	•	•	•	•	•	•	•
9	Dominion Diagnostics LLC	Robert M. Garvey Jr.	Laboratory	295	65%		10		•	•	•	•		•	•
10	Providence Community Health Centers Inc.	Merrill R. Thomas	Health care provider	420	86%	•	13		•	•	•				•
11	R.I. Housing and Mortgage Finance Corp.	Barbara Fields	Financial services	239	70%		14		•	•	•	•			•
12	Brown Medicine	Dr. Louis B. Rice	Health care provider	421	64%	•	10	•	•	•	•	•		•	•

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# Autonomy amps adviser achievement

BY SUSAN SHALHOUB | Contributing Writer

**EDWARD JONES'** financial service to its clients stretches back to its founding in 1922, as does its attention to the working environment supporting the people delivering it.

The financial advisory firm has stayed the course in terms of maintaining its small, family-like feel: Each branch generally only has a financial adviser and an administrator, for example. In all its years in operation, Edward Jones has never merged with or acquired another company.

Its growth, then, said John Leary, the Edward Jones financial adviser located in Barrington, is organic, stemming from team members delivering personal service. They are able to do this because the firm empowers them to do so, said Leary, who is also a regional leader and principal for the firm.

"It's that freedom, that you are the master of your ship," said Leary, who has worked for the company for 15 years.

"You run it the way you think it should be run, and in that way, you feel the ownership," he said. "No one is telling you not to close early on Fridays. We value that feeling that we are all in this together, rooting for each other to succeed."

And there are more employees this year who are rooting for each other to succeed, up to 59 now in Rhode Island. The firm has 30 branches in the state that serve 200-300 clients, Leary said.

The firm's longtime brand and reputation is still based on delivering a small-firm feel. So even with growth, making the workplace great and keeping morale and retention high is a priority at Edward Jones. Over the past year, Edward Jones has introduced more employee-recognition efforts, Leary said, commending those who have done an exemplary job, knowing that workplace pride will carry through to its client base.

Though the firm has had its Climate Committee firmly in place – tasked with planning fun, social events outside of work – it has

ramped up its efforts recently, said Leary. Climate Committee events are family friendly, and the past year's outings included a holiday party, pumpkin picking and a trip to the circus.

"It's to increase engagement, so we all feel connected to the company," said Leary, as well as a great chance for colleagues to see one another. The six-member committee in charge of planning is generally made up of financial advisers, administrators and spouses, he said.

As another engagement initiative, each year Edward Jones offers its Climate Survey, which goes directly to the employees for their take on what it's like to work at the firm. The anonymous survey asks employees how they feel the leadership team is doing, if they would recommend Edward Jones to friends and family as a good place to work, and other considerations.

Leary does a conference call for the region after results come back. The company home office in St. Louis makes determinations on what resources individual regions need to make improvements and shares ideas across the company. Employees seeing their ideas put into action is a true way to show them they are important and valued, said Leary.

"There is an internal saying, 'The region is the firm, and the firm is the region.' However it feels here locally, it's the climate that is most important ... how we make it feel like a small, pleasant place to work," Leary said.

The very nature of financial work also makes it a rewarding place to be, Leary said, with built-in job satisfaction. He sees his role

**BALMY CLIMATE:** Edward Jones' goal is to provide employees the discretion to meet clients' needs using their own judgment. From left, Barrington office members Amy Gomes and Brenda Novak, senior branch office administrators, and John Leary, financial adviser, regional leader and principal.

PBN PHOTO/RUPERT WHITELEY

and the role of advisers like him as more than just performing transactional tasks for clients, but as builders of lifelong relationships.

"If there is a family emergency or something happens to a client, something tragic, they really need you. You feel good when you've done all the work ahead of time. You feel that satisfaction; they trust you and trust your voice." ■

"We value that feeling that we are **all in this together**, rooting for each other to succeed."

**JOHN LEARY**, Edward Jones financial adviser, regional leader and principal



**Edward Jones**

Employees in R.I.: 53

John Leary, financial adviser, regional leader and principal

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# MIDSIZE COMPANIES



**SAGE COUNSEL:** From left, Hinckley Allen Counsel Priscilla Kimball, Charles Reppucci, retired, and partner Robin Main.  
COURTESY HINCKLEY ALLEN & SNYDER LLP

## 2 How do you encourage employee engagement?

We feel that it is important to communicate regularly with our employees, allowing them to participate in some decision-making, collecting feedback and acting upon that feedback whenever possible.

### What employee benefit is the most popular among staff members?

The comprehensive, yet affordable health insurance plan. It is the foundation of our benefits package, demonstrating our commitment to the health and well-being of our employees and their families.

### How do you address diversity and inclusion in your organization?

The firm has a demonstrated commitment to diversity through the recruitment and advancement of diverse employees. We have an active Diversity & Inclusion Committee helping us to cultivate a positive work environment for people with diverse backgrounds, as well as a formal affirmative action plan in support of our recruiting efforts. ■



#### Hinckley Allen & Snyder LLP

Employees in R.I.: 115  
Chief Operating Officer Michael P. Kiskinis  
Questions answered by: Michael P. Kiskinis



**TEAM EFFORTS:** EMC Insurance employees regularly contribute to United Way of Rhode Island, Jimmy Fund and Crossroads Rhode Island.  
COURTESY EMC INSURANCE

## 3 What three words best describe your staff?

Honest, responsive and accountable.

### How do you encourage employee engagement?

Through transparent collaboration, listening and sharing of ideas.

### What won't you tolerate in the workplace?

Dishonesty.

### What corporate community-service initiatives do you undertake?

United Way of Rhode Island, Jimmy Fund, Crossroads Rhode Island. ■



#### EMC Insurance Cos.

Employees in R.I.: 56  
President, CEO and Treasurer Bruce G. Kelley  
Questions answered by: Adam Couri, administrative services manager



**FOND FAREWELL:** CBIZ & MHM employees celebrate the retirement of Senior Managing Director Tracy Gallagher, not pictured.  
COURTESY CBIZ & MHM

## 4 What three words best describe your staff?

Engaged, supportive, fun.

### What employee recognition program does your staff like the most?

Our year-end employee recognition awards for Civic Involvement, Unsung Hero and Employee Spirit.

### How do you encourage employee engagement?

We plan both social and volunteer activities throughout the year based on feedback from our employees, including a mini-golf tournament, summer outing and milestone parties.

### What won't you tolerate in the workplace?

Negativity.

### How do you address diversity and inclusion in your organization?

We strive to recruit from a diverse pool of candidates and support cultural awareness.

### What was a new employee benefit(s) or initiative(s) in 2017?

An enhanced maternity leave benefit and a new performance process that allowed for more frequent feedback to employees. ■



#### CBIZ & MHM

Employees in R.I.: 74  
Senior Managing Director Scott Wragg  
Questions answered by: Tom Daly, director of human resources



**LEAGUES AHEAD:** DiSanto, Priest & Co. employees from last summer's Women's Golf League at Mulligan's Island in Cranston.  
COURTESY DISANTO, PRIEST & CO.

## 5 What three words best describe your staff?

Smart, passionate, driven.

### What employee benefit is the most popular among staff members?

Flexibility. We provide a number of opportunities (telecommuting, summer-flex, take-the-summer-off program, compressed workweek, etc.), which promotes a healthy work-life balance for our people.

### 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.

### How do you encourage employee engagement?

We firmly believe that employee engagement is best optimized by creating an environment where our people truly understand that our goal is to have our people perform at a high level from a desire to excel, not a fear of failure. We tell our people it is OK to make mistakes as long as they learn from those mistakes. ■



#### Disanto, Priest & Co.

Employees in R.I.: 79  
Managing Partner Emilio N. Colapietro  
Questions answered by: Eric Banville, director of human resources



**THERAPEUTIC SPIRIT:** Elite Physical Therapy staff ran in and provided physical therapy during the May 2017 BoldrDash.  
COURTESY ELITE PHYSICAL THERAPY



**FOOD RUN:** People's Credit Union was title sponsor for the Bristol Warren Education Foundation's 5K/10K Food Truck event May 12.  
COURTESY PEOPLE'S CREDIT UNION

**6** What employee recognition program does your staff like the most?  
Annual Elite Recognition Awards.



**Elite Physical Therapy Inc.**  
Employees in R.I.: 109  
Founder and CEO Michael Nula  
Questions answered by: Michael Nula

**How do you encourage employee engagement?**  
We hold weekly team meetings and team-building company events.  
**What won't you tolerate in the workplace?**  
Negativity.

**How do you support professional development and job training for your employees?**  
The company offers a fantastic continuing-education program, including in-house trainings and guest speakers, and a dedicated training and development specialist.

**What corporate community-service initiatives do you undertake?**  
Partnership with Gloria Gemma Foundation, Navigant Credit Union Health and Wellness Day, Cox Communications Wellness Fair, Leukemia and Lymphoma Society Annual Light the Night Walk, as well as local community youth athletics. ■

**7** What three words best describe your staff?  
Caring, knowledgeable, trustworthy.



**What employee benefit is the most popular among staff members?**  
The health care benefit always is rated No. 1. It provides options for affordable premiums with good coverage.

**People's Credit Union**  
Employees in R.I.: 122  
CEO and President Ellen N. Ford  
Questions answered by: Ellen N. Ford

**What employee recognition program does your staff like the most?**  
We have a People's Extraordinary Employee Recognition program, which allows employees to recognize each other publically within the organization. The recognition includes fun facts and pictures of the employees.

**How do you encourage employee engagement?**  
Our employees run an Employee Activities Committee, which organizes fun activities that bring people together to socialize and strengthen bonds, including recognition events, trivia nights, paint nights, holiday celebrations and costume contests. ■



**TRIBAL OUTLOOK:** On Jan. 19, TribalVision held its annual retreat at NYLO Hotel in Warwick to review its 2017 accomplishments and goals for 2018.  
COURTESY TRIBALVISION



**SOUTHERN COMFORTS:** Starkweather & Shepley employees at the 9th Annual "Nat Calamis Sales Leaders' Trip" at a Florida resort in March.  
COURTESY STARKWEATHER & SHEPLEY INSURANCE BROKERAGE INC.

**8** What employee benefit is the most popular among staff members?  
Our work-from-home policy is the most popular benefit among staff. Working in the comfort of their home (i.e. sofa) is always appreciated.



**TribalVision**  
Employees in R.I.: 54  
Founder and Managing Partner Chris Ciunci  
Questions answered by: Alethea Saccoccia, human resources manager

**How do you support professional development and job training for your employees?**  
A robust mentorship program. Every position at the company participates in the program as mentor and mentee. This program encourages a culture of continuous improvement and active engagement in one's own development and the company as a whole.

**What corporate community-service initiatives do you undertake?**  
TribalVision's favorite community-service initiative is participating in Children's Friend's annual Spirit of Giving Holiday Drive. Every year we sponsor three to four families with multiple children. ■

**9** 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.



**Starkweather & Shepley Insurance Brokerage Inc.**  
Employees in R.I.: 134  
Chairman and CEO Lawrence E. Keefe  
Questions answered by: Lawrence E. Keefe

**How do you support professional development and job training for your employees?**  
We [offer] all levels of talent the opportunity to grow. We provide in-house training, as well as in-house continuing-education classes, so that we are skilled and knowledgeable and can deliver the highest level of professionalism.

**What was a new employee benefit(s) or initiative(s) in 2017?**  
Beneficial Time Off: Time off when you need it, and Dress for Your Day. ■

# MIDSIZE COMPANIES



**REASON TO RUN:** Team Shawmut ran in the “Get Gored For Good” fundraiser for Amos House, based on the Pamplona “Running of The Bulls.”  
COURTESY SHAWMUT DESIGN AND CONSTRUCTION



**CHARITY RUN:** Khan, Litwin, Renza employees team up for the CVS Downtown 5K charity run in Providence in September 2017.  
COURTESY KAHN, LITWIN, RENZA & CO. LTD.

10

**What employee recognition program does your staff like the most?**

Each year, we celebrate every one of our employees during our Owner’s Meeting, which is held in one of our offices and livestreamed to every office and job site across the country.

**What corporate community-service initiatives do you undertake?**

Here in Rhode Island, we work with longtime philanthropic partner Amos House – volunteering each month at their kitchen and sponsoring their “Get Gored For Good” fundraiser each April. Additionally, our Providence team volunteers with ACE Mentor Program – an organization that helps high school students discover how to translate their interests and abilities into exciting, rewarding careers in architecture, engineering and construction. ■



**Shawmut Design and Construction**

Employees in R.I.: 75

CEO Les Hiscoe

Questions answered by: Ron Simoneau, vice president

11

**What three words best describe your staff?**

Client-centric, passionate, innovative.

**What employee benefit is the most popular among staff members?**

During tax season, we adopted a “dress for your day” policy to allow less-formal dress. It was so well-received that we extended it through the summer.

**How do you encourage employee engagement?**

KLR is focused on engaging employees through programs such as: Making an Impact, which encourages community service; Waves of Innovation Committee, which encourages employees to share ideas on how to make KLR a better place to work; and The KLR Annual Summit, at which all employees gather for a full day of strategic planning at Gillette Stadium with team-building exercises and group discussions, and dedicated social time. ■



**Kahn, Litwin, Renza & Co. Ltd.**

Employees in R.I.: 121

Managing Director Alan H. Litwin

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



**STRONG SUPPORT:** The CVS Downtown 5K charity run is one of many community-service events supported by Chisholm Chisholm & Kilpatrick.  
COURTESY CHISHOLM CHISHOLM & KILPATRICK LTD.



**TOP TEAM:** National Marker employees have led fundraising in The Autism Project’s Imagine Walk and Family Fun Day for Autism the last three years.  
COURTESY NATIONAL MARKER CO.

12

**What three words best describe your staff?**

Dedicated, proud, collaborative.

**What won’t you tolerate in the workplace?**

Disrespect toward co-workers or clients, and inability to hear and respond to constructive feedback.

**What corporate community-service initiatives do you undertake?**

Sponsor the care and maintenance of American Veterans Disabled for Life Memorial on the National Mall in Washington, D.C. Sponsor and operate the Veterans Disability Law Clinic at Roger Williams [University] School of Law. Partner with Harvard Law School in developing and operating its Veterans Disability Law Clinic. Sponsored the Veterans Day WaterFire celebration. Sponsored the Vietnam Memorial Moving Wall at Ponaganset High School.

**What was a new employee benefit(s) or initiative(s) in 2017?**

On-site flu-shot clinic. ■



**Chisholm Chisholm & Kilpatrick Ltd.**

Employees in R.I.: 123

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

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

13

**What three words best describe your staff?**

Focused, empowered, goal-oriented.

**What employee recognition program does your staff like the most?**

We have a Legion of Honor through which associates recognize each other for a job well-done, exceeding customer expectations. We announce the winners at our annual summer picnic, giving recognition in front of the entire organization.

**How do you encourage employee engagement?**

Every day I will ask someone “teach me something new.” I do this throughout the organization, from the production floor to the marketing team, new associates and my “old timers.”

**What won’t you tolerate in the workplace?**

Dishonesty. We are an open and transparent organization, we have no room for dishonesty. ■



**National Marker Co.**

Employees in R.I.: 73

Owner and President Michael J. Black

Questions answered by: Michael J. Black



**SWEET RETREAT:** Employees of Tides Family Services gather for a retreat in May to celebrate the organization's 35th anniversary.  
COURTESY TIDES FAMILY SERVICES



**HEARTY ATTIRE:** Westerly Community Credit Union members dress in red for Go Red for Women dress down day in February.  
COURTESY WESTERLY COMMUNITY CREDIT UNION

**14** What three words best describe your staff?  
Dedicated, mission-driven, flexible.



**How do you encourage employee engagement?**

Each month we host voluntary events to help foster community among our staff, as we are spread across five locations. We also host two daylong staff retreats that incorporate professional development and team building.

**How do you address diversity and inclusion in your organization?**

We believe it is critical to reflect the communities we serve. We place an emphasis on recruiting staff members who will best serve the various communities throughout the state.

**What was a new employee benefit(s) or initiative(s) in 2017?**

We instituted Ticketsatwork, a leading travel and entertainment corporate-benefits program that offers exclusive discounts to theme parks, hotels, attractions, events, etc. ■

### Tides Family Services

Employees in R.I.: 138

CEO Beth A. Bixby

Questions answered by: Beth A. Bixby

**15** What three words best describe your staff?  
Caring, dedicated, talented.



**What employee benefit is the most popular among staff members?**

Flexible scheduling.

**What employee recognition program does your staff like the most?**

Recognition of achievements, birthdays, anniversaries and year-end bonuses.

**What won't you tolerate in the workplace?**

Bullying, harassment, exclusion and dishonesty.

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

Online as well as classroom learning and ... tuition reimbursement.

**What corporate community-service initiatives do you undertake?**

Primarily promoting financial literacy in the local school systems, as well as supporting multiple local charitable organizations. ■

### Westerly Community Credit Union

Employees in R.I.: 65

President and CEO Stephen White

Questions answered by: Stephen White



**TEAM WALK:** Providence Mutual Fire Insurance Co. members walk in the Lung Force Walk in June 2017.  
COURTESY THE PROVIDENCE MUTUAL FIRE INSURANCE CO.



**HOUSING HANDS:** Town Dock employees volunteer with Habitat for Humanity to renovate a house in the Bradford village of Westerly last August.  
COURTESY THE TOWN DOCK

**16** What three words best describe your staff?  
Professional, service-oriented, dedicated.



**How do you encourage employee engagement?**

We are serious about our business and service to our customers, but we manage to have a bit of fun too. The 1800 Club organizes various activities throughout the year – Employee Appreciation Day, a summer cookout, a Christmas luncheon, tailgate parties, make-your-own-sundaes ice cream social, etc.

**What corporate community-service initiatives do you undertake?**

Employees participate in the West Bay Community Action Inc.'s Adopt a Family Program, which matches families that are in need of support with potential sponsors who would like to provide the spirit of Christmas. We also support the United Way through corporate donation and employee charitable donations. ■

### The Providence Mutual Fire Insurance Co.

Employees in R.I.: 83

President and CEO Sandra G. Parrillo

Questions answered by: Sandra G. Parrillo

**17** What three words best describe your staff?  
Dedicated, knowledgeable, passionate.



**How do you encourage employee engagement?**

We have an Employee Engagement Committee and HR team who coordinate several events throughout the year. We encourage employees to be on the committee.

**What corporate community-service initiatives do you undertake?**

Our Charity Committee has organized events with local shelters, The Galilee Mission, South County Habitat for Humanity, and has partnered with the Rhode Island Foundation to give back to the community.

**What was a new employee benefit(s) or initiative(s) in 2017?**

The Book Club. This is a group of employees who meet to review business books, which are purchased for the individuals by the company. ■

### The Town Dock

Employees in R.I.: 83

President and CEO Ryan G. Clark

Questions answered by: Ryan G. Clark

# MIDSIZE COMPANIES



**ANSWERING THE CALL:** LFI Inc. employees enjoy a companywide incentive bonus and working alongside their fellow innovative co-workers.  
COURTESY LFI INC.



**INNOVATIVE TALENT:** The Rhode Island Quality Institute was honored with a Healthcare Informatics Innovator Award.  
COURTESY RHODE ISLAND QUALITY INSTITUTE

18

**What three words best describe your staff?**  
Innovative, flexible and responsive.



**What employee benefit is the most popular among staff members?**  
Paid time off.

**How do you encourage employee engagement?**  
Companywide incentive bonus.

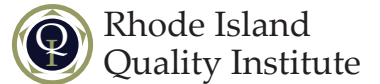
**What won't you tolerate in the workplace?**  
Blaming others.

**What corporate community-service initiatives do you undertake?**  
Great Strides Walk for Cystic Fibrosis Foundation and many youth sports sponsorships. ■

**LFI Inc.**  
Employees in R.I.: 57  
President and CEO Clifford Brockmyre  
Questions answered by: Roland Benjamin, chief financial officer

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**What three words best describe your staff?**  
Intelligent, persistent, high-achieving.



**How do you support professional development and job training for your employees?**  
We offer an array of training and development opportunities that focus on enhancing technical and soft skills and leadership training both on- and off-site. We also provide and encourage utilization of our learning-management system, which gives employees access to online training courses, videos and books at any time.

**Rhode Island Quality Institute**  
Employees in R.I.: 59  
President and CEO Laura Adams  
Questions answered by: Laura Adams

**What was a new employee benefit or initiative in 2017?**  
Last year, we introduced a new employee-assistance program that really focuses on the health and well-being of our employees. We deeply care about them and want to ensure they have the resources and support they need at any given time, which is extremely important to our organization. ■



**SERVE'S UP:** The Upserve team touts the benefits the company offers at the National Restaurant Association Conference in Chicago.  
COURTESY UPSERVE



**WALKING THE WALK:** Employees from Marasco & Nesselbush team up for a recent charity walk.  
COURTESY MARASCO & NESSELBUSH LLP

20

**What three words best describe your staff?**  
Curious, gritty, passionate.



**What employee benefit is the most popular among staff members?**  
By far, our most popular benefit among staff is our paid parental and caregiver leave – combined with a flexible approach to time off. Our policy, “take the time you need when you need it,” supports a family-first culture.

**What won't you tolerate in the workplace?**  
We will not tolerate actions that make others disenfranchised, feel excluded and reduce the impact of others.

**What was a new employee benefit(s) or initiative(s) in 2017?**  
During our new quarterly Wellness Weeks we focus on all types of wellness, from physical to mental and emotional. We offer healthy meal options all week and highlight the importance of nutrition. We promote physical activities [such as] stretching at your desk, using office desk peddlers or taking a walk around the office with a suggested 1-mile route. ■

**Upserve Inc.**  
Employees in R.I.: 147  
CEO Angus Davis  
Questions answered by: Alaina Restivo, vice president of talent and operations

21

**What three words best describe your staff?**  
Dedicated, motivated and compassionate.



**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.

**Marasco & Nesselbush LLP**  
Employees in R.I.: 55  
Partners Joseph P. Marasco and Donna M. Nesselbush  
Questions answered by: Jennifer Bettencourt, director of client services and community outreach

**How do you recognize individual achievement?**  
We recognize employees each week during our Monday morning huddle. We also recognize people through merit-based bonuses. Finally, we have a quarterly staff appreciation breakfast, where we recognize an Employee of the Quarter and talk about other achievements.

**How do you invite employee feedback?**  
We survey employees throughout the year and all managers have an “open-door” policy. ■



# BEST PLACES TO WORK - MEDIUM EMPLOYERS

(based on companies with 50-149 regional employees)

2018 rank	Company	Top executive(s)	Type of business	No. of local employees	% of women employees	Diversity programs	No. of paid holidays	PTO for volunteering	Company-paid health benefits	Wellness programs	Health club membership	401(k)/retirement plan	Profit sharing	Career-development programs	Work-life balance programs
1	Edward Jones	Jim Weddle; John Leary	Financial services	53	52%	•	9	•	•	•	•	•	•	•	•
2	Hinckley Allen & Snyder LLP	David J. Rubin	Legal services	115	60%	•	11	•	•	•	•	•	•	•	•
3	EMC Insurance Cos.	Bruce Kelley	Insurance	56	64%	•	9	•	•	•	•	•	•	•	•
4	CBIZ & MHM	Scott Wragg	Accounting	74	53%	•	10	•	•	•	•	•	•	•	•
5	DiSanto, Priest & Co.	Emilio N. Colapietro; Steven J. Zaroogian	Accounting	79	57%	•	9	•	•	•	•	•	•	•	•
6	Elite Physical Therapy Inc.	Michael Nula	Health care	109	74%	•	7	•	•	•	•	•	•	•	•
7	People's Credit Union	Ellen N. Ford	Credit union	122	84%	•	11	•	•	•	•	•	•	•	•
8	TribalVision	Chris Ciunci	Advertising, PR	54	75%	•	10	•	•	•	•	•	•	•	•
9	Starkweather & Shepley Insurance Brokerage Inc.	Lawrence E. Keefe	Insurance	134	70%	•	11	•	•	•	•	•	•	•	•
10	Shawmut Design and Construction	Les Hiscoe	Construction	75	31%	•	20	•	•	•	•	•	•	•	•
11	KLR Wealth Management LLC	Alan H. Litwin	Accounting	121	61%	•	10	•	•	•	•	•	•	•	•
12	Chisholm Chisholm & Kilpatrick Ltd.	J. Scott Kilpatrick	Legal services	123	70%	•	11	•	•	•	•	•	•	•	•
13	National Marker Co.	Michael Black	Manufacturing	73	40%	•	8	•	•	•	•	•	•	•	•
14	Tides Family Services	Michael Reis	Nonprofit	138	74%	•	13	•	•	•	•	•	•	•	•
15	Westerly Community Credit Union	Stephen J. White	Credit union	65	83%	•	11	•	•	•	•	•	•	•	•
16	The Providence Mutual Fire Insurance Co.	Sandra G. Parrillo	Insurance	83	73%	•	11	•	•	•	•	•	•	•	•
17	The Town Dock	Ryan G. Clark	Manufacturing	83	32%	•	9	•	•	•	•	•	•	•	•
18	LFI Inc.	Clifford Brockmyre	Manufacturing	57	23%	•	10	•	•	•	•	•	•	•	•
19	Rhode Island Quality Institute	Laura Adams	Nonprofit	59	61%	•	12	•	•	•	•	•	•	•	•
20	Upserve Inc.	Angus Davis	Technology	147	58%	•	6	•	•	•	•	•	•	•	•
21	Marasco & Nesselbush LLP	Joseph P. Marasco; Donna M. Nesselbush	Law firm	55	82%	•	11	•	•	•	•	•	•	•	•



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1

# Care, innovation set positive workspace

BY SUSAN SHALHOUB | Contributing Writer

**BUILDING FOR THE FUTURE:** Vertikal6's apprenticeship program is now the preferred way to bring on staff. Here, Dan Dionne, who is part of the program, works at the company's Pawtucket offices.

PBN PHOTO/RUPERT WHITELEY

WHEN IT COMES TO EMPLOYEE SATISFACTION, leadership at Warwick technology services company **Vertikal6** believes in beginnings.

It believes that its company culture has been correctly aligned from the beginning in establishing its six core values: care deeply, innovate relentlessly, service sincerely, collaborate feverishly, listen earnestly and improve eternally.

"It was easy to come up with those concepts, as that's who we are as individuals," said Harry Curran, the company's co-owner and chief operating officer.

A positive place to work has been the result. From those core values, said co-owner and CEO Rick Norberg and Curran, has come natural, organic success and growth.

Vertikal6 was chosen as one of the Providence Business News Best Places To Work in 2017 as well. In 2018 the company, which offers managed information technology, managed security and cloud-computing services, has grown to 35 employees from 27 and is looking to add more, according to Norberg.

"We've done a lot of hiring this year and are looking to keep the train rolling," Curran added. "It's all about growth and opportunity."

Vertikal6's apprenticeship program is a large part of its success in finding and training employees who are a positive fit within the company's culture.

Curran himself has experienced firsthand how the Vertikal6 professional-development commitment works. He joined the company as an engineer several years ago, before becoming COO and an owner.

"We try to bring everyone up through the apprenticeship program, whether they are just getting into the industry or switching careers," Curran said. "That way, we can train them in Vertikal6 right from the beginning ... let them know we can get them where they need to be [asking], 'How fast do you want to go?' That enables us to do more. We want that talent to

drive and fuel us. There is no limiting factor in how far you can go. They can come in as an apprentice and elevate from there."

Approximately eight apprentices are taking part or have completed the program, which covers technology, and sales and marketing. Tech apprentices, he said, learn how to take customer phone calls, create tickets, mitigate difficult situations, and to relate to customers in a very human way, said Norberg.

"The Help Desk has to be a warm and accommodating place to call," he said.

On the marketing side, apprentices at Vertikal6 learn about social media, sales positioning, how to manage meetings and other skills.

Once hired on to the Vertikal6 team, robust benefits packages keep employees feeling appreciated and able to focus on work at hand instead of medical or dental bills, Norberg said. Company events such as Pawtucket Red Sox games, barbecues and holiday parties are scheduled regularly, another way to show team members their importance to the company.

Where employee feedback is sought and welcomed at the open forum at Vertikal6 monthly meetings, for example – part of the "care deeply" core value – Norberg said that employees go to their direct managers rather than to top leadership, due in part to the company's small size. Suggestions can then be implemented from there, he said.

On the flip side, awards and accolades are another part of the company's culture and keep team members engaged and motivated. A Rhode Runner Award – a play on the name of the cartoon character Road Runner, who Norberg notes is smart, able to escape and always thinking of new solutions – is chosen by employee peers. Five-Star Award winners are selected by managers and based on customer reviews.

Vertikal6 will not be revamping its core values or the directions their guidance has provided anytime soon. In terms of recruitment, retention, attitude and productivity, all are in place and producing positive results.

"I think we've done a really good job of setting up that winning culture to begin with," said Norberg. ■

"We want that talent to **drive and fuel us.**"

HARRY CURRAN, Vertikal6 co-owner, chief operating officer



Vertikal6

Employees in R.I.: 33  
CEO Rick Norberg



**HELPING HANDS:** Rhode Island Foundation employees help sort food at the Rhode Island Community Food Bank in October 2017.

COURTESY RHODE ISLAND FOUNDATION



**OPERATIONAL, CELEBRATIONAL:** The Province Mortgage Associates operations team includes all support staff for the company.

COURTESY PROVINCE MORTGAGE ASSOCIATES INC.

**2** What three words best describe your staff?  
Dedicated, impassioned, team-oriented.



**How do you encourage employee engagement?**

We treat employees fairly and with respect, lead by example and encourage them to grow personally and professionally by providing a supportive work environment, open-communication training opportunities, active involvement and recognition.

**What won't you tolerate in the workplace?**

Disrespect or intolerance for internal and external customers, or poor customer service.

**What employee recognition program does your staff like the most?**

At year's end, executive managers throw an employee-appreciation breakfast for employees with a special gift. At monthly meetings, birthdays and service-time anniversaries are celebrated, as are special shout-outs to and from team members from all levels. ■

**Rhode Island Foundation**

Employees in R.I.: 44  
CEO and President Neil D. Steinberg  
Questions answered by: Frank Cerilli, director of human resources

**3** What three words best describe your staff?  
Dedicated, professional, fun.



**What employee benefit is the most popular among staff members?**

Our operations staff enjoys the flex time that we offer because it gives them the ability to communicate and work as a team to take advantage of opportunities to be at home with their families or to take some much-needed time off.

**How do you encourage employee engagement?**

Employee engagement starts with "Our Province Principles" that hang proudly on the walls of every Province location that emphasizes how we are all a reflection on one another.

**What won't you tolerate in the workplace?**

We will not tolerate disrespect or pointless complaining. ■

**Province Mortgage Associates Inc.**

Employees in R.I.: 45  
President David Currie  
Questions answered by: Donald P. Wilson, director of corporate relations



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# SMALL COMPANIES



**PIZZA PARTY:** Bridge Technical Talent employees celebrate the company's 15-year anniversary at Coal Fire Pizza in North Kingstown in May 2017.

COURTESY BRIDGE TECHNICAL TALENT

**4** What three words best describe your staff?  
Engaged, talented, committed.



What employee benefit is the most popular among staff members?

We make it as easy to work remotely as it is to work from the office, which gives our employees flexibility and more control over their schedules. Whether it's closing the office for snow days or allowing employees to work from home when they have a sick child or a doctor's appointment, our employees most value our willingness to trust them and maintain their own work-life balance.

What corporate community-service initiatives do you undertake?

We offer 12 days off for community involvement per year, and we actively encourage our employees to use these days by recommending ways to volunteer. ■

### Bridge Technical Talent

Employees in R.I.: 21

Partners Joseph Devine and James Wright

Questions answered by: James Wright



**ENGAGING:** DarrowEverett employees at the company's Providence office, where the culture encourages employee engagement.

COURTESY DARROWEVERETT LLP

**5** What three words best describe your staff?  
Dedicated, innovative, productive.



How do you encourage employee engagement?

We believe that employee engagement directly corresponds to increased productivity and greater success for the company. To encourage engagement, we offer employee activities [such as] the annual Red Sox outing, at which DarrowEverett invites all employees and their families to attend the baseball game and escorts them from Providence to Boston and back in a rental party bus.

What corporate community-service initiatives do you undertake?

We are always looking for ways to give back to the community and encourage our attorneys to explore opportunities for nonprofit and community service. For example, last fall some of our team members volunteered at the Crossroads Rhode Island kitchen. ■

### DarrowEverett LLP

Employees in R.I.: 33

Managing partner Joshua A. Berlinsky

Questions answered by: Joshua A. Berlinsky

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**EMPLOYEE APPRECIATION:** Sansiveri's partners at the all-employee summer outing to watch the PawSox at McCoy Stadium in August 2017.

COURTESY SANSIVERI, KIMBALL & CO. LLP

**6** What three words best describe your staff?  
Professional, dedicated, sincere.



What employee benefit is the most popular among staff members?

The combination of all aspects of our flexible work environment, which is designed to allow employees to advance and grow in their professional careers, while effectively balancing the demands of their families/personal lives.

How do you encourage employee engagement?

We count our employees as our most valuable resource and encourage engagement through a number of programs, including the Performance and Career Excellence program, through which employees are paired with a mentor who meets with them quarterly to discuss all aspects of their professional and personal development and provides employees with a thorough evaluation of their performance. ■

### Sansiveri, Kimball & Co. LLP

Employees in R.I.: 46

Managing Partner Michael A. DeCataldo

Questions answered by: Michael A. DeCataldo



**ON THE MONEY:** Barnum Financial team leaders empower employees to have a positive impact and help the organization accomplish its mission. COURTESY BARNUM FINANCIAL GROUP



**THUNDERCATS:** Envision's fundraising team in the October 2017 MS Jet Pull raised more than \$8,000 for the National Multiple Sclerosis Society. COURTESY ENVISION TECHNOLOGY ADVISORS

**7** What won't you tolerate in the workplace?  
Behavior that is intentionally not in the best interests of our clients.



**Barnum Financial Group**  
Employees in R.I.: 48  
Founder and CEO Paul Blanco  
Questions answered by: Paul Blanco

**What corporate community-service initiatives do you undertake?**

A major initiative is the Bikes for Kids program, where underserved children and their families are invited to a free, fun event, where they are surprised with a new bike and helmet.

**What was a new employee benefit(s) or initiative(s) in 2017?**

New Parent Leave and unlimited PTO. Our New Parent Leave policy allows a new parent, both primary and secondary caregiver, to take paid time off to care for a newborn or newly adopted child. Our PTO policy does not limit the time off an associate may take in a given year. ■

**8** What three words best describe your staff?  
Dynamic service provider.  
What corporate community-service initiatives do you



**Envision Technology Advisors**  
Employees in R.I.: 42  
CEO Todd S. Knapp  
Questions answered by: Jeremy Girard, director of marketing

**undertake?**

Our Charitable Giving Committee gives employees direct influence over how our company gives back to our community. In the last few months, this committee has helped organize a suit drive to help new business professionals, participated in fundraising events and donated technical assistance for charity events.

**What was a new employee benefit(s) or initiative(s) in 2017?**

We introduced a telemedicine option for our team in 2017. Provided at no cost to our employees, anyone covered under their health plan can now get rapid medical assistance via phone or video chat for simple medical issues, all without needing to impact their deductible. This program was such a success that we even rolled out an option to add additional family members, such as parents and siblings, for a nominal cost. ■



**WISER ADVISERS:** Healthcentric Advisors staff members make a constant effort to improve health care. COURTESY HEALTHCENTRIC ADVISORS



**HOLIDAY CHEER:** Moran Shipping Agencies staff members celebrate the company's Christmas party at GPub in Providence. COURTESY MORAN SHIPPING AGENCIES

**9** What three words best describe your staff?  
Creative, driven, accessible.



**Healthcentric Advisors**  
Employees in R.I.: 43  
CEO and President H. John Keimig  
Questions answered by: Kara H. Butler, director of administrative services

**What employee benefit is the most popular among staff members?**

The Education Reimbursement Program offers \$3,500 annually for each employee to put toward education, ranging from certifications to graduate degrees.

**What employee recognition program does your staff like the most?**

The You're Tagged Program encourages staff to express gratitude for assisting in projects, going the extra mile to make a program successful, and to highlight great work.

**What was a new employee benefit(s) or initiative(s) in 2017?**

In 2017, our Summer Hours Program was very popular. Starting after Memorial Day, we changed to half days on Fridays to encourage staff to enjoy summer activities and weather. ■

**10** What three words best describe your staff?  
Hardworking, reliable, dedicated.



**Moran Shipping Agencies Inc.**  
Employees in R.I.: 34  
President and CEO James A. Black  
Questions answered by: Douglas W. Crandall, human resources director

**What employee benefit is the most popular among staff members?**

A robust benefit package in which Moran covers 75 percent of the premiums.

**What employee recognition program does your staff like the most?**  
Profit-based, year-end bonuses.

**How do you encourage employee engagement?**

Moran is an ISO 9001:2008 certified company, and we encourage feedback through yearly self-appraisals.

**What won't you tolerate in the workplace?**  
Divisiveness. ■

# SMALL COMPANIES



**FENWAY MEET:** Compass IT Compliance employees meet for a September 2017 trip to Fenway Park in Boston.  
COURTESY COMPASS IT COMPLIANCE



**HOLIDAY CELEBRATION:** The team at SES America poses for a group photo during the annual Christmas party at the company's Warwick office.  
COURTESY SES AMERICA INC.

11

**What three words best describe your staff?**  
Energetic, knowledgeable, helpful.



**What employee recognition program does your staff like the most?**

We have a system in place for employees to suggest process or system improvements to management, and if they are implemented, we recognize the employee and provide them a bonus.

**How do you encourage employee engagement?**

We provide lunch to all employees every Friday as a method of building a collaborative environment.

**What corporate community-service initiatives do you undertake?**

In 2017 we worked with St. Anthony's Church in North Providence and their Holy Family Home for Women and Children to raise donations for the services they provide to women and children in peril. ■

**Compass IT Compliance**

Employees in R.I.: 21  
Managing Partners Jerry Hughes and William DePalma  
Questions answered by: Jerry Hughes

12

**What three words best describe your staff?**  
Reliable, hardworking, proactive.



**What employee recognition program does your staff like the most?**

Salary increments.

**How do you encourage employee engagement?**

Biweekly lunch and learns, annual corporate parties.

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

We make sure all our employees are regularly trained, so we are always on the lookout for workshops and training programs that we feel can be beneficial to our employees' professional development. We partner with organizations [such as] the STEP Program at Bryant University and the Rhode Island Manufacturers Association, who regularly organize such events. ■

**SES America Inc.**

Employees in R.I.: 18  
President Phillippe Peru  
Questions answered by: Carla Suarez, marketing/purchasing manager



**SOCIAL AND CHARITABLE:** Rhode Island Kitchen & Bath employees outside their Warwick office in May.  
COURTESY RHODE ISLAND KITCHEN & BATH



**SUPPORTING NURSES:** MAS Medical Staffing celebrates National Nurses Day at the company's North Providence office in April 2017.  
COURTESY MAS MEDICAL STAFFING

13

**What three words best describe your staff?**  
Dedicated, team-oriented, fun.



**What employee benefit is the most popular among staff members?**

Besides our quarterly company-wide profit-sharing program and company match on our simple IRA, our team really enjoys the quarterly social outings we host for them and a guest.

**What corporate community-service initiatives do you undertake?**

We host more than 25 complimentary remodeling events a year at our showroom in which we accept donations of nonperishable goods to the Rhode Island Community Food Bank. In December each year, our showroom is proud to be a Toys for Tots donation center and we also host a monthly Gloria Gemma Survivors Cooking Club in our working showroom kitchen. ■

**Rhode Island Kitchen & Bath**

Employees in R.I.: 23  
Founder and CEO Steven L. St. Onge  
Questions answered by: Tanya Donahue, president

14

**What won't you tolerate in the workplace?**  
We do not tolerate negativity at MAS. Negativity brings everyone

down, so we use the gift of laughter to lift the spirits of whomever may need it.

**How do you address diversity and inclusion in your organization?**

Advocating for an all-inclusive workforce that recognizes and appreciates individuals' differences. Providing flexibility, open communication and fair treatment of all employees. Creating equal opportunities for all employees. Demonstrating sensitivity to a variety of backgrounds, religious beliefs and cultures.

**What corporate community-service initiatives do you undertake?**

We are actively involved with the Alzheimer's Association and are very involved with the annual walks that occur throughout New England. ■



**MAS Medical Staffing**

Employees in R.I.: 17  
President Kenneth Johnson  
Questions answered by: Dawn Porreca Antaya, regional manager/director of business development

# BEST PLACES TO WORK - SMALL EMPLOYERS (based on companies with 15-49 regional employees)

2018 rank	Company	Top executive(s)	Type of business	No. of local employees	% of women employees	Diversity programs	No. of paid holidays	PTO for volunteering	Company-paid health benefits	Wellness programs	Health club membership	401(k)/retirement plan	Profit sharing	Career-development programs	Work-life balance programs
1	Vertikal6	Rick Norberg	IT services	33	30%		11	•	•			•		•	•
2	Rhode Island Foundation	Neil D. Steinberg	Nonprofit funder	44	69%		12	•	•	•	•	•		•	•
3	Province Mortgage Associates Inc.	David Currie	Financial services	45	62%	•	7		•	•	•	•		•	•
4	Bridge Technical Talent	James Wright; Joseph Devine	IT staffing	21	15%	•	10	•	•			•		•	•
5	DarrowEverett LLP	Zachary G. Darrow	Legal	33	45%	•	12		•			•			•
6	Sansiveri, Kimball & Co. LLP	Michael A. DeCataldo	Accounting	46	58%		17	•	•	•	•	•		•	
7	Barnum Financial Group	Paul Blanco	Financial services	48	30%	•	11	•	•	•	•	•		•	•
8	Envision Technology Advisors LLC	Todd S. Knapp	IT consulting	42	21%	•	10	•	•	•	•	•		•	•
9	Healthcentric Advisors	H. John Keimig	Nonprofit	43	91%		11		•		•	•		•	•
10	Moran Shipping Agencies Inc.	James A. Black	Shipping and logistics	34	53%		10		•	•	•	•		•	•
11	Compass IT Compliance LLC	William DePalma; Jerry Hughes	Technology	21	24%		11		•	•					•
12	SES America Inc.	Philippe Perut	Manufacturing	18	30%		10		•			•			•
13	Rhode Island Kitchen & Bath	Steven L. St. Onge	Construction	23	57%		6	•	•	•			•	•	•
14	MAS Medical Staffing	Kenneth Johnson	Staffing	17	88%	•	7		•	•	•				•

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MT-1171016.0 04/18 ©2018 United HealthCare Services, Inc. 18-7650