

# PHOENIX BUSINESS JOURNAL

APRIL 15, 2016



SPONSORED BY



# Mary Jane isn't just the new receptionist.



MSEC provides day-to-day consulting, coaching and full assistance with workplace issues including:  
Drug & Alcohol Policy • Healthcare Reform • Discrimination & Harassment • Termination

*Call MSEC First®*



[msec.org](http://msec.org) • est. 1939 602.955.7558

# table of contents



**A new way to prolem solve** ..... 22  
Become mentors and cultural leaders

◆ **EXTRA LARGE COMPANIES**  ..... 23

**JDA Software Group Inc.** ..... 23  
Bryan Boylan, chief human resources officer and executive vice president

**Phoenix Children’s Hospital** ..... 23  
Bob Meyer, CEO

**G&A Partners** ..... 23  
Aaron Call, vice president of operations

◆ **LARGE COMPANIES**  ..... 24

**International Cruise & Excursions Inc.** ..... 24  
John Rowley, CEO

**Ryan LLC** ..... 25  
Jon Sweet, principal-in-charge

**Pendergast Elementary School District** ..... 25  
Lily Matos DeBlieux, superintendent

◆ **MEDIUM COMPANIES**  ..... 26

**Arrowhead Health Centers** ..... 26  
Ken Levin, CEO

**Arizona State University Foundation  
for a New American University** ..... 27  
Cheryl Shumate, associate vice president for human resources

**Digital Air Strike** ..... 27  
Josephine Svenblad, vice president of people

◆ **SMALL COMPANIES**  ..... 29

**Ashton Tiffany LLC** ..... 29  
John Ashton and Mike Tiffany, founders

**Allison + Partners** ..... 29  
Dan Andrews, Phoenix vice president of human resources

**National PEO** ..... 29  
Anne Caldwell, senior human resources manager

► **STAFF**

**PROJECT EDITOR:** Patrick O’Grady  
**LEAD DESIGNER:** Joel Chadwick  
**PHOTO EDITOR:** Jim Poulin  
**COMPANY PROFILES BY:** Masada Siegel  
**EDITORIAL CONTRIBUTOR:** Sheila Kloefkorn



## DIGITAL AIR STRIKE



### THANKS

Phoenix Business Journal for recognizing our amazing HR team and all they do to make Digital Air Strike a great place to work!

To learn more about our world-class team and great benefits visit [DigitalAirStrike.com/careers](http://DigitalAirStrike.com/careers).



STRIKE FAST. MARKET WELL. SELL MORE.



**EXPRESS DELIVERY!**

Connect with us on **Social Media** to stay ahead of the competition

- Alerts as big stories break
- Exclusive subscription offers
- Event info to keep you connected



PHOENIX BUSINESS JOURNAL



TWITTER  
@PHXBIZJOURNAL



FACEBOOK  
PHOENIX BUSINESS JOURNAL

It is my personal pleasure and the pleasure of all the staff at Mountain States Employers Council to be associated with the Human Resources Best Practices Awards. Our friends at the Phoenix Business Journal have done a tremendous job in soliciting, from CEOs, CFOs and executives around the Valley, the great things that HR departments are doing that make a big difference in their organizations. Also, our friends at the Society for Human Resource Management here in the Valley, are also a big part of this effort to highlight the best practices of local HR departments and we appreciate their partnership to the program.

Professionals in the Human Resource world know that it is a fast-paced, ever-changing workplace. Not only because of competition, but changes in compliance requirements and challenges in keeping good talent. We want to thank all of those who nominated their HR department’s project, accomplishment or program for review by the judges for this year’s awards.

All Human Resources professionals are to be recognized because of the passion and commitment to detail that is required in their profession. No matter what the Human Resources department is called in your company or organization, they truly are the talent management team and without them your company would be far behind your competition.

Congratulations to those nominated and to the honorees in this year’s Human Resources Best Practices Awards! We look forward to celebration with all of you on April 14th.



Sincerely,

**William L. Smith, Jr.**  
Arizona President  
Mountain States Employers Council







## Visioning the perfect training solution?

**No worries. We've got the answer.**

With Maricopa Corporate College's custom-training programs, your employees will emerge empowered, engaged, and better equipped to help your business, and themselves, succeed.

**That's something everyone can smile about.**

We partner with you to assess, develop and implement a solution that delivers powerful results. Programs are designed for your unique culture and organizational needs. Training can be delivered in-person, onsite or online, it's your choice.

**Implement your perfect training solution today.**

**Visit: [maricopacorporate.com/visioning](http://maricopacorporate.com/visioning)**



Training and development programs for Arizona's workforce.



**480.377.2700**  
[maricopacorporate.com](http://maricopacorporate.com)



The Maricopa County Community College District is an EEO/AA institution and an equal opportunity employer of protected veterans and individuals with disabilities.

## Great leaders must work hard to create cultures

BY SHEILA KLOEFKORN  
Contributing writer

A growing number of executives today are realizing that follow-through and building a problem-solving environment can see tremendous benefits. In fact, some leaders even say the strategy can change an entire company and how they do their work on a daily basis.

### Where do you begin?

To foster a company-wide, problem-solving culture, managers must first and foremost serve as mentors and cultural leaders, developing the systems and atmosphere that support and encourage team members at all levels to problem solve efficiently and more effectively.

So instead of always being the go-to person when your staff members encounter a challenge, why not be a leader who empowers them to solve it on their own? Rather than allow employees to leave another problem on your plate, try giving them the resources to solve it on their own.

### Embracing a problem-solving work culture

By applying the following three tips, you can create a work culture that not only promotes delegating more than simply basic tasks, but one that inspires your team members to be active participants in your organization's problem-solving process:

It starts at the top. The best leaders show trust in the relationship, create an environment for problem solving, make sure the outcomes are clear, and support diverse views that help the company reach its objectives. Our primary job as leaders is to reinforce the company vision, values, culture and outcomes. Employees on the front lines are most often in the best position to deliver on those values and culture.

Make it clear that you expect employees to problem solve on their own and give them clear direction about where, when and with whom they are responsible for problem solving. Modeling what that looks like for new employees can also be very helpful. The most productive and engaged employees need

to feel empowered to solve problems and that their solutions will be heard. It might feel like losing control but the great thing about empowering others is that many times it actually creates better, faster and more effective solutions and it frees you up to focus on larger issues.

Encourage suggested solutions when team members point out problems. While trusting your staff to solve problems on their own is a major step forward, it is also important to follow up with a clear message that if they bring problems or complaints to your attention, they should always bring at least one suggested solution.

This process reinforces ownership, accountability, strategic thinking and results over blame, excuses or denial. It completely changes the mindset of the conversation. With this approach, they will not only have an easier time making the transition to solving problems autonomously, but they also will appreciate how capable they actually are of solving issues on their own.

Show them they can get the job done (even without you). As leaders, one of the most effective methods we can use to encourage employees to reach their full potential is by empowering them to not only see that they can come up with feasible solutions to problems, but also to support them in successfully implementing their ideas. With this approach, you can impart a sense of confidence in your employees that they can manage on their own, without having to call upon leadership to figure out the next step.

### Some final thoughts

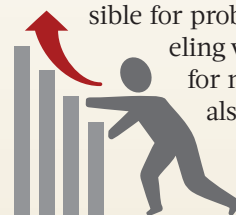
As today's organizations continue to shift from the rigid hierarchical management of yesterday to a more open, collaborative model, the time is now that leaders can no longer assume that they "alone" can address the daily problems their organization faces.

Great leaders work to create a company culture where delegation goes beyond simply handing out tasks, to providing and cultivating opportunities for team members to "take the lead."

*Sheila Kloefkorn is the president & CEO of KEO Marketing Inc.*



Kloefkorn





COMPANIES

# JDA SOFTWARE GROUP INC.

**BRYAN BOYLAN**, chief human resources officer and executive vice president

JDA Software Group Inc. has seen several big mergers and has grown substantially, but the Scottsdale company wanted to do something about the way it was providing reviews for its employees.

JDA, led by CEO Bal Dail, aims to provide global supply chain solutions for more than 4,000 customers worldwide. But it faced a tough challenge.

It has more than 4,300 global employees with hundreds working out of the corporate office in the Valley, and it had no consistent way to provide employee evaluations.

In 2014, the company enacted a performance management re-design that moved away from a traditional mid-year and annual performance review and toward a continuous feedback process and global talent review – specifically a global talent calibration that reviewed all 4,300 associates.

This review process previously was only used for the top executives and managers. But the company sought a change, and it did the process for thousands of people in 30 days. It worked successfully for 2015, which was the second year the program was run.

Bryan Boylan, the company's chief human resources officer and executive vice president, said the second year allowed them to ensure all of the reviews were

consistent across the world.

"JDA's talent review process has been completely modified to ensure the entire organization is aligned on the performance and potential of each and every associate," he said.

The system works by allowing managers across departmental lines to provide feedback to employees, meaning that everyone is on

have objective discussions about our employees' performance and potential, as well as a sincere desire to provide employees with the feedback and roadmap necessary to grow their careers with JDA."

The program is unique because it is cross functional and there is departmental contribution to the process. That means managers in other departments can recognize talent across the organization.

"Typically, the talent-management process in other companies that I have worked for stops and starts with the employee and his or her manager, Boylan said. "The process at JDA involves the entire ecosystem in the company. It truly does take a village to develop an employee, and that is precisely what we are doing at JDA."

In 2015, the company went out to managers to see what they liked. They found that 70 percent of managers agreed that participating in the program was valuable to help recognize talent, and that the company was able to achieve more accurate distribution of merit and bonus pay to employees.

This type of program makes it clear to employees and applicants alike that JDA is committed to investing in their career development and growth, Boylan said.

The company believes that as the rate of change and the skill level required of employees in the workplace is ever increasing, the talent management program at JDA is a clear differentiator when it comes to attracting and retaining the best and the brightest.



***"JDA's talent review process has been completely modified to ensure the entire organization is aligned on the performance and potential of each and every associate."***

the same page in providing similar feedback to employees. It also ensures that multiple managers can recognize talented employees within the organization, Boylan said.

That has benefits not just for managers, but for employees, Boylan said.

"This opens up additional career growth opportunities for all of JDA's employees," he said. "The process works because there is commitment at every level in the organization to provide the time necessary to

## ◆ SECOND PLACE ◆

### PHOENIX CHILDREN'S HOSPITAL

**BOB MEYER**, CEO

Phoenix Children's Hospital always is striving to reach new heights in terms of care for patients and recognizing employees.

As one of the largest children's hospitals in the country and overseen by CEO Bob Meyer, PCH has used during the past decade an employee opinion survey to research what needs to be done to achieve greater success.

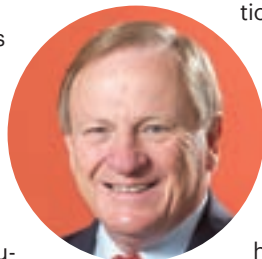
The hospital's program is called PERC, the Positive Employee Relations Council, and comprises a group of employees who bring issues within the hospital to the attention of administration officials. Employees apply to be a member through PCH's human resources department, where they're interviewed and selected. There are 15 members on the council, and one-third are replaced annually to ensure new perspectives.

Some ideas developed by the council include a formal communication policy, an improved annual performance review

process with a simplified form based on employee feedback and a focus on management accountability.

The hospital also created and implemented an employee-recognition program that regularly awards employees up to \$550 for their positive contributions based on supervisor nominations. Additionally, it developed an employee-assistance fund designed to help employees experiencing a financial hardship. About 70 employees have been helped through the program.

PCH encourages staff to use its break rooms and the hospital's rooftop garden to decompress during a work period. In addition to resting, the hospital offers a comprehensive wellness program that encourages employees to stay fit with incentives provided for employees to participate in group activities.



## ◆ THIRD PLACE ◆

### G&A PARTNERS

**AARON CALL**, vice president of operations

G&A Partners is a licensed professional employer organization that has grown into a comprehensive human resource outsourcing and administrative services provider.

While its headquarters are based in Houston, G&A has additional offices in other Texas cities, as well as Arizona, Utah and Minnesota. Vice President of Operations Aaron Call oversees a large portion of the 183 local employees in Utah and Arizona.

Not only has G&A grown its human resource services and geographical reach, it has increased its client base. G&A's Professional Employer Organization division employs more than 20,000 people in more than 20 states, and the human resources division provides support to another 46,000 employees.

G&A's approach to wellness is more than increasing physical ac-

tivity and eating more vegetables. To assist its employees in staying healthy, the company implemented monthly wellness challenges with the goal of paying attention to every dimension of wellness: physical, social, environmental, intellectual, occupational and emotional.

Each month, employees are given a handout on a chosen topic. They have a challenge tracker to log progress in the monthly challenge.

The concept is for people to take small steps that will help them change lifestyle behaviors over the long term.

As well as creating these challenges, the company offers gym and Costco membership reimbursements to support these long-term lifestyle changes. Additionally, G&A Partners also offers health coaching to all employees where they can meet with a certified personal trainer and nutritionist who can educate, motivate, aid in goal setting and encourage accountability.







# INTERNATIONAL CRUISE & EXCURSIONS INC.

JOHN ROWLEY, CEO

International Cruise & Excursions Inc. has implemented several strategies in the past year to help better focus its workforce and implement strategies for employee engagement.

ICE co-founder, president and CEO John Rowley oversees more than 1,200 employees in the Scottsdale and Phoenix call centers and corporate office.

In 2014, ICE created its first employee engagement survey to engage employees and create positive internal change. The effort was undertaken because as ICE continued to grow it became more difficult to get an accurate reading on what employees felt about the company.

As a result, the human resources department partnered with the marketing department and created a branded campaign called "Raise Your Voice" that featured a rock-n-roll theme to encourage participation.

ICE brought in a third-party vendor to go over the

results, and worked to ensure employees understood the surveys were confidential and sought to build trust to get the most candid and accurate responses from its workforce, a prime goal of the project.

Upon completion, the results were branded as "VoICE" to convey the company's commitment to hearing from employees.

Two action groups were formed to help implement the recommendations. One group was comprised of senior leaders and HR called the VoICE EmpAct Committee to monitor and drive initiatives. Another set of employee focus groups by department called the VoICE Committees allowed employees to work through items and bring forward other ideas.

The company said based on two years' of responses, ICE implemented "Executive Face-time," a gathering open to all employees and featuring a company executive taking feedback. It also implemented "ThinkTanks," where the company's vice president of

human resources leads roundtable discussions on specific topics.

ICE addressed various needs including developing better communication and implementing fun activities for employees and their families. In response, quarterly events are held at places such as CrackerJax, AMF Bowling and Big Surf.

The company is not just dedicated to improved communication. It has worked to keep its employees engaged in their jobs with recognition of birthdays and anniversaries, holds loyalty and leadership luncheons and spirit rallies on the third Friday of each month.

In addition the company created several awards such as the People's Choice Award, where employees are nominated by their peers, and the Chairman's Challenge, where employees are rewarded for innovative suggestions, are aimed at boosting morale.

Additionally, ICE has on-site concierge services such as dry cleaning, fitness center, salon and spa services, mobile car wash and detail, discount movies and event tickets, company merchandise, discounted nutrition system to promote wellness. They also provide car service and oil change benefits on the premises.



**DRIVE  
INTEGRITY  
TRUST  
MASTERY  
CREATIVITY  
ENTREPRENEURIAL  
SPIRIT  
GENEROSITY**

*Ryan is setting the industry **gold standard** for workplace innovation.*

Guided by our values and an unwavering commitment to client service excellence, Ryan's internationally recognized work environment is setting the industry gold standard for workplace innovation.

At Ryan, your talent is encouraged, your abilities are challenged, and your expertise is rewarded. Learn more about exciting career opportunities with Ryan at [ryan.com/careers](http://ryan.com/careers).



1.855.RYAN.TAX  
[ryan.com](http://ryan.com)



© 2016 Ryan, LLC. All rights reserved.



◆ SECOND PLACE ◆

RYAN LLC

JON SWEET, principal-in-charge

Ryan LLC sought a way to keep its pulse on what its employees are thinking.

The global tax services firm is the seventh largest corporate tax practice in the U.S. It has more than 2,000 employees who provide services for more than 12,000 clients in more than 40 countries.

Based in Dallas, the company has a Scottsdale office with a team of corporate tax advisers. Ryan's Principal-in-Charge Jon Sweet said in terms of human resources, the goal has been to keep communication flowing.

"At Ryan, we believe an abundance of opportunities for communication is critical for keeping employees motivated, and morale high," he said.

The company launched a series of systems and programs that together provide real-time opportunities for recognition and feedback. The system is called RyanPride.

"Our RyanPride platform allows peer-to-peer recognition in a social media-style newsfeed on our intranet," Sweet said. "Employees can recognize and give points to coworkers for their great work, including for the little things they do on a day-to-day basis. These points can then be exchanged for gift cards or thousands of products."

In 2015, the company added a weekly, anonymous check-in. Employees click on five-point scale of emoticons that range from angry to happy and excited, with an option for additional (always anonymous) comments that are shared with the leadership team.

Ryan also added its Ryan-Matters reporting and feedback tool last year. Hosted by a third party, it is designed to help employees communicate with the company's leadership, Sweet said.

This varied, multi-pronged approach works to support the company's existing open door and town hall policies, while allowing management to stay connected in innovative ways.



◆ THIRD PLACE ◆

PENDERGAST ELEMENTARY SCHOOL DISTRICT

LILY MATOS DEBLIEUX, superintendent

The Pendergast Elementary School District in Phoenix was established in 1885 for a farming community, and it served about 100 students. Today, the district covers 20 square miles and provides an education for the communities of Phoenix, Glendale and Avondale.

The district serves about 10,000 students from pre-school through the eighth grade. It comprises 12 schools and more than 1,000 employees, led by Superintendent Lily Matos DeBlieux.

To promote healthy lifestyles, the district implemented a wellness and fitness program during its 2014-15 school year to educate employees on stress reduction, encouraging overall wellness, fitness and a work-life balance.

One program implemented was a free on-site fitness boot camp twice a week after work hours. Also, its human resources department partnered with a benefit provider to create a sleep campaign to encourage better sleep patterns.

Another program was a 10-week boot camp and Zumba classes twice a week. The boot camp consisted of participants being weighed and measured as the program began.

The success of these programs has led to an increase in employee satisfaction and high participation. Each participant of the boot camp lost an average of 10 pounds and 9 inches. In addition, these programs have increased morale.



GIVE YOUR EMPLOYEES A REASON TO SMILE

Make it easy for your employees to unleash their smile power with Delta Dental. With over 40 years of experience in dental benefits, we offer the tools, expertise, and exceptional overall value that will help your employees protect their smile and keep it healthy. Contact your benefits consultant today. [SmilePowerAZ.com](http://SmilePowerAZ.com)







COMPANIES

# ARROWHEAD HEALTH CENTERS

**KEN LEVIN, CEO**

Arrowhead Health Centers cares about its people, and it shows.

The company, founded in 1997 by husband-and-wife team David Berg and Dr. Janice Johnston, now employs about 200 people in Arizona. They are an integrated network of providers that deliver primary care along with pain and injury management, diagnostics and rehabilitation.

One of the issues they faced was the rising cost of insuring employees, so they decided to go the self-funded route. While health care costs have risen substantially around the U.S., Arrowhead has maintained a steady, predictable level.

"Arrowhead Health Centers offers the best employee health plan in Phoenix, which includes free health coverage for every employee and a fully featured private network with incredible benefits," said Ken Levin, the company's CEO. "This unique benefit is available to the entire

staff at Arrowhead Health Centers, including both full-time and part-time employees as well as their families starting on day one of their employment. There is zero cost to employees and their family members for health care."

The low-cost, self-funded insurance is accomplished by partnering with Redirect Health, which took a strategic look at the relationships with its own employees, other providers, and even hospitals.

"This has allowed us to become experts in minimizing waste, inefficiency and health care costs," Levin said. "A key focus at AHC is the triple aim, which is the devotion to the relationship between lower costs, healthier outcomes, and great customer experience. All three factors contribute to each other, a focus on this leads to a more efficient and productive system."

Free health care is a rarity for American companies. Not only does it make a world of difference for the

employee, but Levin also noted that with a national average of more than \$440 for individual insurance with a similar level of coverage, it saves employees money they now can put toward their passions, families and futures.

"Not having to pay for incredibly convenient and efficient care is a blessing to our employees," he said. "Most people don't believe how easy it is until they have to call the 24/7 line to get a prescription for their child's earache at two in the morning. In that moment it truly sinks in that this is a game-changer."

In part, it gives employees one less thing to worry about and enables them to be more productive, Levin said.

"This is just one example of a system we have working incredibly well for our employees so they can focus on being helpful and friendly at work and another would be our story book, which has been created over the past several years to clearly define every person's role in the company, and how it relates to the triple aim," Levin said. "Our focus on process and streamlining makes AHC stand out to potential employees as a place that allows them to succeed based on very clearly defined goals and procedures."



AMERICAN CANCER SOCIETY 55th ANNUAL

## PICNIC

*Under the Stars*

*Thank you to our sponsors.*

**Sonora Quest Laboratories**  
A Subsidiary of Laboratory Sciences of Arizona

**CASINO ARIZONA**  
TALKING STICK RESORT

**HONORHEALTH**

**UnitedHealthcare**  
Community Plan

**THE UNIVERSITY OF ARIZONA**  
CANCER CENTER

**Dignity Health**  
St. Joseph's Hospital and Medical Center

**Henkel**

**SMIL**  
SCOTTSDALE MEDICAL INNOVATIONS

**SPIRIT AND WORD**

**American Cancer Society**

# Afternoon Edition

**3:00 hasn't been this exciting since you were in eighth grade.**

Developing news, industry trends and business leads, delivered to your inbox every afternoon at 3:00.  
**No charge. No kidding.**

**PHOENIX BUSINESS JOURNAL**

**Sign Up**

**FREE Afternoon Edition** emails:  
[PhoenixBusinessJournal.com/Newsletters](http://PhoenixBusinessJournal.com/Newsletters)





COMPANIES

## ◆ SECOND PLACE ◆

ARIZONA STATE UNIVERSITY FOUNDATION  
FOR A NEW AMERICAN UNIVERSITY**CHERYL SHUMATE**, associate vice president for human resources

The Arizona State University Foundation has been busy working toward finding philanthropic pursuits for the state's largest university since 1955.

While searching out ways to advance giving at ASU, the foundation also has worked under Cheryl Shumate, associate vice president for human resources, to make sure its employees are motivated and the university has the incentives to attract top talent. Foundation officials believe it is important to have a variety of incentives to motivate, retain and reward employees.

Some of the ways the foundation does so is by tuition reduction for its employees and immediate family. Another is a health plan as well as a health reimbursement account for employees after three years of full-time employment. This account is fully funded by the foundation. Single employees qualify for up to

\$2,250 and family coverage qualifies for up to \$4,500.

The foundation created a wellness committee that creates educational opportunities for employees to make healthy lifestyle choices as well as provide physical activities.

One of the more unique programs the foundation has is a dedicated "quiet room" to provide a place for employees to experience simple silence. The room was converted from an existing space and was given comfortable seating and neutral color.

The room was designed to provide a place for relaxation and meditation. It is a "no cell phone" zone as well as a place where dining and conversations are avoided. It was created to be a sanctuary and is a place for people to relax, reflect and to recharge themselves.



## ◆ THIRD PLACE ◆

## DIGITAL AIR STRIKE

**JOSEPHINE SVENBLAD**, vice president of people

Digital Air Strike is a digital company that wants to make sure its employees don't get overloaded on screen time.

Based in Scottsdale, Digital Air Strike is a communication company that employs more than 140 people in Arizona. It provides social media, reputation management, lead response and digital engagement for businesses.

Much of its work is computer based, so employees spend a great deal of time in front of a screen. To combat lethargy, screen overload and general sitting around, the company has taken action.

Josephine Svendblad, vice president of people at Digital Air Strike, said the company is taking charge to keep its workers healthy.

"As a social media company, we are a social group, but also very tied to our computers," she said. "Because of this, we've created programs that encourage activity

and interaction."

That includes fit desks — ones that include bikes with desks for laptops as well as bikes that can be checked out for rides around the Old Town Scottsdale area, Svendblad said.

"We also have weekly yoga classes, two ping-pong tables, a 'chill' corner in the office and Wii," she said.

The company makes a point of promoting from within and helping staffers find their right career.

"We want our employees to understand that working at Digital Air Strike is a career, not just a job," Svendblad said.

"We provide generous benefits including medical, dental and vision insurance, as well as partial reimbursement for pet insurance and tuition.

To ease the stress of a high-paced field, Svendblad said the company has casual dress, free lunch one Friday per month, half Fridays during the summer, group hiking and monthly events for the team.



## NEW YEAR, NEW BOOKS

BOOK OF **LISTS**

2015 – 2016

Get the **PRINT** or **DOWNLOAD**  
Editions today, and set your 2016  
New Year's business resolution!

LEARN MORE

[www.BookOfLists.com](http://www.BookOfLists.com)

1-800-486-3289

WE PUT SOME OF THE VALLEY'S  
TOP BUSINESS EXPERTS IN ONE PLACE.

**Business Resource Center.** You need timely, relevant information to help you manage your business. But finding it can be a hassle. That's why SRP has partnered with local business organizations to bring you professional insights on everything from marketing and human resources, to financing and forecasting. All in one place. All from experts in their fields. Learn more at [srpbizresource.com](http://srpbizresource.com).



Delivering more than power.™



## "Highest Customer Satisfaction with Business Electric Service in the West among Large Utilities"

Salt River Project received the highest numerical score among 13 large utilities in the West in the J.D. Power 2016 Electric Utility Business Customer Satisfaction Study, based on 21,852 responses, and measures the experiences and perceptions of business customers surveyed March-November 2015. Your experiences may vary. Visit [jdpower.com](http://jdpower.com).



# THERE'S STRENGTH IN OUR NUMBERS.

PHOENIX  
BUSINESS JOURNAL

# 79%

of subscribers  
**view** companies  
advertising in the  
**Book of Lists**  
as industry leaders.

Source: 2015 Book of Lists Subscriber Study

Reserve your space in the  
2016-2017 BOOK OF LISTS today.

To advertise, contact your Account Executive or Katrina  
Alfaro at 602.308.6535 or [kalfaro@bizjournals.com](mailto:kalfaro@bizjournals.com)







# ASHTON TIFFANY LLC

JOHN ASHTON AND MIKE TIFFANY, founders

Ashton Tiffany LLC is at home making sure its clients can properly assess their business risks.

Part of what it is doing internally is making sure its employees feel welcome and part of the company through a revamping of its human resources practices.

The Phoenix-based risk management firm, founded in 1995 by John Ashton and Mike Tiffany, wants to make sure those coming into the company not only understand the basics of the company – from parking policies to where to find coffee – but the history as well.

“We want them to feel like they’re part of that culture from the very beginning,” said Tiffany, the company’s president. “Our approach blends the formality of the new hire process with the true spirit and experience of working at Ashton Tiffany. When you’re finished, you’ll know exactly what you’ve signed up for. And if you’re not excited about it, we’ve done something wrong.”

Upon being hired, the new employee is welcomed with a lunch so they can meet as many of their immediate teammates as possible. Then, upon returning, the new hire is shown his or her new work space, which has been set up by the IT and operations teams and includes any tools and

resources needed, right down to a personalized nameplate.

“First impressions are everything,” Tiffany said. “Although new team members get to know us somewhat through the interview process, once you’re here, on-site, that’s when you start forming

lasting impressions. We want those impressions to be great, so we involve a lot of people – from the owners on down – in a personalized experience for each new hire.”

Ashton Tiffany goes through a selective hiring process, and believes the people it chooses to employ had many other options.

“We want them to know that they made the right choice, so, from day one, we communicate our appreciation of them, and we get them excited about the journey they’re taking with us,” Tiffany said. “People seem to respond well to that.”

The welcoming atmosphere also is combined with making every new member at the company know their opinion matters. About a month after they start working for the firm, they meet with the two principals, Tiffany and Ashton, where they spend time learning about the company and about one another. It is also an opportunity for the new hire to give feedback, suggestions and recommendations.

The camaraderie at Ashton Tiffany is strong, and John Ashton adores his company, its employees and the work they do.

“Having the opportunity to work with Mike Tiffany is a dream come true,” he said.



Tiffany



Ashton

***“We want them to know that they made the right choice, so, from day one, we communicate our appreciation of them, and we get them excited about the journey they’re taking with us.”***

MIKE TIFFANY, Ashton Tiffany LLC

## ◆ SECOND PLACE ◆

### ALLISON+PARTNERS

DAN ANDREWS, Phoenix vice president of human resources

Allison+Partners, a global communications firm with a major office in Phoenix, had a challenge many companies face: keeping its employees productive and inspired.

Phoenix Vice President for Human Resources Dan Andrews helped to lead the San Francisco-based company’s local office in changing up practices in order to accelerate the public relations and marketing firm’s growth in the region.

In addition to finding a way to motivate its employees, Allison+Partners wanted to recruit and retain the best possible talent in an environment where employees can thrive and expand their expertise.

To motivate and keep its staffers happy, Allison+Partners’ human resources programs range from a month-long sabbatical after five years of employment, to a new business commission structure to incentivizing employees.

The company also has a mentor program where employees can find someone to help them adjust to a new position, serve as a sounding board and assist in professional growth.

Allison+Partners offer monthly webinars with experts. Topics include “Presenting Challenges to Your Client” and “Managing Your Boss.” The company also is supportive of its employees taking workshops or attending a conference for professional development purposes.

Additionally, there is a global exchange program that allows employees to travel to offices in other countries to immerse themselves in a new culture.

Finally, the firm also has a recognition program honoring people for entrepreneurship, enthusiasm and collaboration.



## ◆ THIRD PLACE ◆

### NATIONAL PEO

ANNE CALDWELL, senior human resources manager

National PEO isn’t as much about the company, but about the 400 other businesses the human resources consulting firm does work for throughout the state.

The Scottsdale-based professional employer organization, founded in 1999, provides payroll, worker’s compensation and employee benefits packages as well as other services.

National PEO spends time interviewing its clients and assessing their operations, as well as looking into team morale and employee productivity to craft unique solutions for each business. Once they have all the necessary information, National PEO identifies challenges and helps create new protocols for the company they are advising.

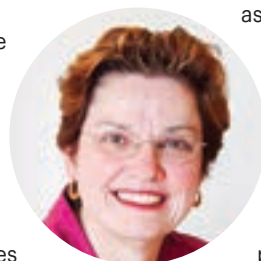
Anne Caldwell, a senior human resource manager at National PEO, has developed HR solutions specifically for millennials as the workforce changes make it critical for business owners to mesh well with a new generation.

While National PEO helps other companies, it also has developed best practices for themselves by having strong, open, two-way communication standards and creating a collaborative environment and hierarchical structure among employees and leadership.

Additionally, they have flexible schedules and telecommuting options, as well as flexible and personalization of office hours and seasonal office hours.

Since its research has shown millennials value perks that promote a healthy lifestyle, the company created benefits packages that include offerings such as employer-funded massages, fitness classes, dry cleaning and incentive programs.

Its custom benefits package services implements a variety of options such as free gym membership, team outings such as rock climbing, hiking, and dance lessons and complimentary in-house yoga and Pilates classes.



# RUB ELBOWS WITH REAL SUPERHEROES

Meet and network with Arizona's most brilliant I.T. Leaders! Take part in engaging diversions.  
**Being a superheroes friend has its benefits.**



**AZ TOP TECH  
EXEC AWARDS  
2016**

**REGISTER  
TODAY!**

**May 12<sup>TH</sup>**

<http://bizj.us/1jgcl8>

**PHOENIX  
BUSINESS JOURNAL**

Presenting  
sponsor:



## 2016 AZ TOP TECH EXEC AWARDS FINALISTS

### Technology Innovator

**Mario Arce**

*Vice President, Mountainside Fitness Centers*

**Heidi Jannenga**

*President, WebPT*

**Alexi Venneri**

*CEO, Digital Air Strike*

### Technology Advocate

**Danny Riley**

*Vice President, Isos Technology*

**Barbara Whye**

*Director, Intel Corporation*

**Philip Wintermyer**

*Director, Avnet, Inc.*

### Rising Star/Tech Titan

**Kevin Allen**

*Senior Consultant, Isos Technology*

**Pete Duffy**

*Manager, IDT911*

**Brett Helgeson**

*President, Adopt Technologies*

### Community Hero

**Peter Adams**

*CTO, Ping! Development*

**Larry Cummings**

*Senior Atlassian Consultant, Isos Technology*

**Jason Pistillo**

*CEO, University of Advancing Technology*

### CIO/CTO

**Kristin Darby**

*CIO, Cancer Treatment Centers of America*

**Rob Lloyd**

*CIO, City of Avondale*

**David Sanders**

*Director, Mesa Public Schools*

### CEO

**Scott Salkin**

*CEO, Allbound*

**Edward Vasko**

*CEO, Terra Verde Risk Management*

**Jeremy Young**

*CEO, Tanga*