

25 BEST SMALL COMPANIES TO WORK FOR IN AMERICA

Rank	Company	Employees			Staffing (past year)			Leave	Training per employee			Health care	Highlights
		In the United States	Change from last year	With 6+ years tenure	External applicants	Hires referred by staff	Hires via promotions	Maximum days paid leave **	Average hours per year	Average cost per year	Hours per year for managers	Premium paid for employee/dependents	
2005 (2004)	Headquarters Industry Sales (millions)												Company description
1 (1)	Analytical Graphics Inc. Exton, Pa. Software \$38	236	39%	69	181	22%	39%	30	40	\$1,250	40	100% / 98%	This company develops employees by providing formal training, offering speaking opportunities at colleges and conferences, and allowing them to create their own development opportunities. The number of employees grew 39% last year; 30% of employees took on a new role in the company.
2 (3)	Triage Consulting Group San Francisco, Calif. Health Care Consulting \$40	169	13%	20	1,000	50%	97%	57	100	\$1,500	150	100% / 0%	Operating decisions are made by "squads" of employees at every organizational level. "Culture Squad" has an annual budget of \$900 per employee to create morale-building events. Employees also coordinate their own open-invitation activities like annual ski trips and the Triage Tennis Open.
3	Insomniac Games Inc. Burbank, Calif. Entertainment Software \$28	107	60%	9	683	4%	5%	20	10	\$1,500	40	100% / 0%	CEO starts each morning by talking with every employee. Yearly bonuses, based on royalties, have been as large as 50% of base pay. When programmers work late during a production crunch, ice cream hour provides a respite; the campus offers basketball, volleyball, putting green, gym.
4	Empower MediaMarketing Inc. Cincinnati, Ohio Advertising \$9	118	10%	47	1,800	54%	19%	27	40	\$750	40	75% / 75%	Each year, company officers hold a series of Employee Appreciation days in which they serve breakfasts, prepare lunch, sponsor happy hours and deliver notes to all employees, telling them how much they are appreciated—in addition to granting employees an additional day of PTO.
5 (2)	archer>malmo Memphis, Tenn. Advertising and Marketing \$12	113	18%	21	2,500	20%	20%	20	24	\$1,500	16	60% / 60%	Employees gather with the president for monthly chats that include question-and-answer sessions. Company offers on-site yoga and monthly massages. Turnover is less than half the industry average. All employees are enrolled in the Agency Profitability Program, which paid 9.68% of employee salary last year.
6	Root Learning Inc. Maumee, Ohio Strategic Learning \$12	72	14%	30	*	46%	47%	28	*	\$775	varies	88% / 88%	An open workspace with apple green, sunny yellow, brick red and grape colored walls facilitates open communication and creativity; team rooms contain beanbag chairs, toys and inspirational quotes. Hand drawn portraits capturing each employee's personality grace the office lobby.
7 (4)	Northeast Delta Dental Concord, N.H. Financial/Insurance \$183	170	0%	71	760	0%	55%	28	19	\$475	17	100% / 73%	Employees get 100% paid health care premiums and coverage for vision, mental health and, of course, dental. Company covers 80% of tuition costs for undergraduate and graduate courses, up to eight courses per year. Perks include free fruit, a book club and after-hours use of the office for personal events.
8	Pacific Service Credit Union Walnut Creek, Calif. Banking/Finance \$50	93	2%	47	47	20%	33%	33	10	\$1,380	10	100% / 100%	Company offers one of the highest salary ranges among similar credit unions. All employees participate in the bonus program, which pays up to 16 percent of annual base pay if organizational goals are met. Employee volunteers oversaw \$150,000 in donations and sponsorships in 2004.
9 (12)	Kahler Slater Milwaukee, Wis. Multidisciplinary Design \$19	112	11%	51	574	50%	17%	25	45	\$1,667	15	64% / 64%	This firm offers a floating conference room (a pontoon boat). A ship's bell is rung when a new project or major success is met. "We celebrate our successes at staff meetings; we 'ring the bell' when we win an award or someone has a baby. We laugh a lot, but work incredibly hard," says one employee.
10	Landrum Human Resource Companies Pensacola, Fla. HR Management \$303	96	-3%	38	840	33%	68%	22	12	\$1,200	49	100% / 0%	When a hurricane struck, the company issued paychecks and closed the office early; checked on each employee; gave each a \$150 bonus and \$50 gift card to help with storm-related expenses; gave full pay for days the office was closed; and provided catered lunch and day care after the storm.
11	Ditech Communications Corp. Mountain View, Calif. Telecommunications Equipment \$70	156	22%	23	1,300	32%	6%	29	28	\$2,200	16	100% / 94%	Management "is ready to respond to anything that happens," says one employee. In an all-employee meeting, the CEO asked how employees would like to celebrate launching a new division. "A leather coat," joked one employee. Several months later, employees received leather coats.
12 (15)	ESP Pharma Inc. Edison, N.J. Pharmaceutical \$69	122	51%	0	277	35%	24%	20	48	*	*	90% / 90%	Open communication and team spirit are key ingredients of this pharmaceutical company, acquired in March by Protein Data Labs. All-employee trips and meetings keep team spirit high. Says one employee, "We are a huge family that has dedicated our time to saving lives." Profits rose more than 50% last year.

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13	Navigator Systems Inc. Addison, Texas Professional Services \$16	81	0%	34	200	29%	*	unlimited	40	\$2,000	5	100% / 42%	This firm has no limit on vacation. Employees are trusted to do their work and take time as needed. One employee says: "I have seen no abuse of this policy and even believe people work harder with it." Company provides above-average salaries for the industry and 100% coverage of health premiums.
14 (5)	Advanced Financial Services Inc. Newport, R.I. Mortgage Banking \$956	195	-13%	55	391	53%	44%	40	224	\$450	24	80% / 80%	Generosity abounds here. Profit-sharing bonuses average 24% of salary. The company provides on-site "Kids Rooms" where school-age children entertain themselves while parents work. Giving extends to the community with 10% of company pretax profits given to charity each month.
15 (11)	Johnston McLamb Chantilly, Va. Information Technology \$19	103	-15%	22	1,758	30%	1%	32	40	\$2,000	varies	100% / 100%	Company pays 100% of employee and dependent health care premiums. Plans cover dental, vision and mental health. "Strong profit sharing at all levels allows every employee to share in success," says one employee. Various meetings allow employees to discuss anything with the owners.
16 (21)	Chronicle Books San Francisco, Calif. Publishing \$84	158	-4%	71	2,500	1%	2%	20	12	\$150	16	98% / 85%	Every employee can attend Editorial Board Meetings and can provide suggestions for book ideas. The company's Public Works Group, made up of employees and senior managers, meets monthly to discuss and enhance the quality of life in the workplace.
17	Ribelin Sales Inc. Garland, Texas Wholesale Distribution \$66	76	1%	45	500	2%	0%	35	53	\$1,108	48	76% / 75%	New employees receive a "Ribelin Way Mentor" to guide them through the company's culture, and welcome letters are sent to the families of new hires. Perks include blueberry picking days, fishing trips, karaoke nights, blackjack tournaments and dollar-for-dollar 401(k) match up to 7.5% of pay.
18	B.I.N. Sales & Marketing Inc. Norwalk, Conn. Natural Products \$8	83	15%	11	565	36%	11%	30	18	\$378	8	75% / 75%	In addition to six paid holidays, the company offers four weeks of PTO in an employee's first year, adding a day each year up to 10 years. Unused PTO is carried forward from year to year, up to 65 days. 95% of the workforce has a flextime schedule; 65% telecommute or work from home.
19	MATRIX Resources Inc. Atlanta, Ga. IT Staffing and Services \$123	164	15%	61	100	7%	20%	26	60	\$2,280	40	83% / 77%	The company displays its progress related to customer service, company operations and employee satisfaction goals on "scoreboards" in the lobby for all staff and clients to see. Says one employee, "We understand our purpose and are appreciated for our efforts to achieve the goals."
20	Runzheimer International Rochester, Wis. Management Consulting/Professional Services confidential	145	-3%	87	299	0%	35%	35	12	\$1,300	24	70% / 70%	High-potential employees go through a training program that involves working on a three- or four-person team to complete a particular task that is focused on a specific business improvement. Employees present results to senior leaders in the boardroom.
21 (6)	Deploy Solutions Inc. Westwood, Mass. HR Software confidential	116	66%	9	3,000	49%	10%	24	24	\$1,000	40	80% / 72%	Twelve Guiding Principles, adopted by the company's founders, are used by employees in daily operations at this company. Quarterly, a committee composed of former award winners, chooses the next "employee of the quarter" based on the most consistent application of these principles.
22 (7)	Professional Placement Resources Jacksonville Beach, Fla. Health Care Staffing \$40	60	-6%	3	28	100%	95%	30	24	varies	24	88% / 50%	New employees, 100% of whom came from referrals last year, are greeted with a vase of flowers on their first day. The ocean-front locale allows for lunchtime strolls on the boardwalk and views of surfers and dolphins. Employees submit suggestions directly to the Suggestion Committee.
23	Dixon Schwabl Advertising Victor, N.Y. Advertising \$15	62	-7%	7	340	50%	10%	21	20	\$1,000	30	100% / 0%	This ad agency asked employees to help create a new work environment that reflects its values of openness and creativity. The new office fosters creativity via a soundproof "scream room," an air hockey table for impromptu tournaments and a metal slide from the second floor to the lobby.
24	Handango Hurst, Texas Mobile Software Publisher \$40	80	10%	0	651	20%	10%	60	10	\$1,200	35	80% / 60%	"Everyone is given the opportunity to say thank you to others in the company," says one employee. Employees who exemplify company principles can receive public recognition and prizes from co-workers. All employees are eligible to receive a bonus of up to 30% of their annual salary.
25	Keller Williams Realty International Inc. Austin, Texas Residential Real Estate \$36	70	52%	9	2,400	23%	10%	31	70	\$200	20	100% / 45%	This company invests in employees personally with programs such as "411 Goal Setting," in which managers meet weekly with employees to review goals. In 2004, the company shared over \$1 million of company profits with employees—more than \$13,500 per employee, on average.

Source: Great Place to Work® Institute.

* Data unavailable.

** May or may not include sick leave.