

INSIDE



Maybe you need an HR pro

Do you think your company isn't big enough to have a human resources professional on staff? Tony Benjamin gives you some food for thought to help you understand the role of an HR person in helping your business succeed and reducing personnel-related risks.

page **F9**

Workplace Lists:

Office Equipment Dealers
page **F2**

Commercial Printers
page **F5**

Office Plant Providers
page **F6**

Temporary Staffing Firms
page **F10**

Office Furniture Dealers
page **F12**

Advertising Agencies
page **F15**

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Focus

THE WORKPLACE



DISCRIMINATION

It's bound to come up, so the wise employer prepares now for complaints of discrimination in the workplace

After several generations of awareness and attention, you would think that discrimination in the workplace would go away. Not so. It's still with us — and is likely to continue.

The U.S. Equal Employment Opportunity Commission (EEOC), which has responsibility for enforcement of U.S. anti-discrimination laws, has processed between 80,000 and 100,000 complaints from workers in each of the past 10 years. While the spotlight is currently focusing on Hollywood, the problems highlighted in the news are, unfortunately, common.

Victoria Lipnic, acting chair of the EEOC, stated in a recent interview, "We see this everywhere. This happens ... in workplaces all over the place. You look at the companies that, just last year, where the EEOC brought suits. It's food processing plants, a correctional facility, a car dealership, restaurants, agriculture. It's across industries."

There is no better time than right now for an employer to conduct a self-evaluation and to make sure it has the right processes and procedures in place for addressing discrimination in the workplace. Following is a list of 10 general suggestions to use in preparing for and responding to a complaint of workplace discrimination. As all circumstances are different, you may want to consult with an attorney to assess any anti-discrimination policy.

1. Have a Clear Anti-Discrimination Policy

The best response to a claim of discrimination starts long before any such claim even arises, with a clear anti-discrimination policy that employees are familiar with, understand and have ready access to. Creating a culture free from discrimination starts with a well-thought-out policy, and also includes review and training on the policy. Ideally such a policy will include clear definitions of what constitutes illegal discrimination, will state clearly that the employer does not tolerate such conduct and will

give the employee clear directions on how to report such discrimination and what can be expected when a complaint is made.

2. Know What Discrimination Is and What It Is Not

Before any complaint is ever made, it's also a good idea for an employer to familiarize itself with what does and does not constitute illegal discrimination. For example, employees often use the term "harassment" to describe personality conflicts as well as genuine discriminatory behavior — such as a grumpy supervisor who yells at everyone versus an employee who uses derogatory language directed at a co-worker's gender, religion or ethnicity. On the other hand, employees can also be vague in describing conduct that, based on their description, appears benign but very well may implicate discriminatory and illegal conduct.

3. Know What Constitutes a Complaint

Even with a policy and training, complaints of discrimination may be inevitable, even for the most conscientious employers. So, it's helpful to know what constitutes a complaint. Complaints are easy to identify when they come neatly packaged in an email or other written correspondence that says, "Complaint of Discrimination," or a supervisor notifies you of observed misconduct. The vast majority of complaints do not, however, come so easily. There are no magic words necessary to qualify any statement as a complaint. Despite the most clearly worded policies and procedures, employees will often "complain" in less formal ways. Either way, employers should be prepared to recognize when a complaint is being made and respond accordingly.

4. Have a Plan, but Be Flexible

Given that a complaint of discrimination may be inevitable, it is a good idea to have a plan in place for responding to a complaint. This will generally include an investigation. An effective investigation should start with an outline of the primary players, including the complaining party, the accused and the involved co-workers, supervisors, etc. Before interviewing any of these individuals, it is advisable to develop a list of interview questions. Keep in mind, however, that these questions should only be a



DAVID WILLIAMS

OFFICE EQUIPMENT DEALERS

Ranked by Number of Utah Employees



List Development Laneace Gregersen | laneace@slenterprise.com

	Company Name Address	Phone Web	No. of Utah Employees	No. of Multifunction Products Sold 2016	No. of Utah Locations	No. of Utah Accounts	Services Offered	Machine Brands Sold
1	Les Olson Co. 3244 S. 300 W. SLC, UT 84115	801-486-7431 lesolson.com	235	*	7	*	Managed IT, IT hardware, copiers, printers, scanners	Sharp, HP, Fujitsu
2	VLCM 3520 S. 300 W. SLC, UT 84115	801-262-9277 vlcmtech.com	85	500+	5	2000	Copiers, printers, MPS, supplies, local onsite service, scanners, software	Canon Authorized Dealer, HP Platinum Partner, HP A3 Copier Dealer, Lexmark Authorized, HP Pagewide Authorized, Xerox Authorized
3	Ability Business Solutions Inc. 1556 S. Main St. SLC, UT 84115	801-466-8486 abilitybusiness solutions.com	10	125	1	700	Copiers, printers, managed print & IT services	Xerox, Lexmark, Konica Minolta, Ricoh, Oki Data, HP, Sharp
4	CopyDoc Inc. 724 W. 500 S., Ste. 700B West Bountiful, UT 84087	801-294-5686 copydocutah.com	*	100	1	*	Sales, service & supplies for nearly all brands of multifunction copiers, laser printers, fax machines	Kyocera, Copystar, Canon, Samsung, Oki Data, Brother
5	Valley Office Systems 2500 S. Decker Lake Blvd., Ste. 24 SLC, UT 84116	801-770-3300 valleyoffice systems.com	*	30	3	*	Copiers, printers, scanners, production, document management, printer fleet management	Ricoh, Canon, Kyocera, HP



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DISCRIMINATION

from page F1

guide and interviews will frequently go down paths that were not previously considered. Employers should also prioritize interviews so as to be thorough, but not overbearing. Consideration should be paid to where interviews will take place. A private location may be better to avoid distractions, promote confidentiality, provide an appropriate level of comfort and reflect the formality required. Employers should not spend too much time planning, however. An investigation is only as good as the information it gathers, and memories fade with the passage of time. Moreover, a prompt investigation may allow an employer to identify and correct a problem before it turns into a liability.

5. Consider Who Should Conduct the Investigation

Some consideration should go into selecting the appropriate person to conduct the investigation and interview employees. Considerations include the job titles and positions of the complainant and the accused, the type of conduct involved and potential exposure to the employer. The ideal investigator is someone who is — and is perceived as — objective and unbiased, has good interpersonal skills, has experience or knowledge in conducting investigations, knows the company and its policies, is organized, would be a good witness, can keep confidences and has a knowledge of discrimination and other workplace laws. Employers

may choose to have a lawyer conduct the investigation. While this is not always necessary, having a lawyer conduct the investigation under the protection of the attorney-client privilege may offer some benefits. Keep in mind, however, that if the investigation leads to litigation, the attorney conducting the investigation may become a witness, and be disqualified from representing the employer. If the investigation is asserted as a defense against claims, the privilege may be lost.

6. Be Consistent in Responses to Claims

All complaints, large and small, should be investigated and documented. And similar incidents of confirmed behavior should result in similar discipline. If the investigation shows misconduct, then high-level executives, top producers or favored employees should be treated the same as any other employee who has acted similarly. Having the same person or group of individuals handle all investigations can help ensure consistency.

7. Interview the Relevant Parties

Interviews should be conducted with all of the parties directly involved, including any witnesses. Interviewees should be asked to identify other potential witnesses. Before all interviews, it is a good idea to include a brief description of the investigation and the importance of confidentiality. It is also important to explain that an individual will not be retaliated against for providing truthful information. A good interview will request facts and not opinions and ask for supporting evidence. When

interviewing the complainant, be sensitive to issues raised, but remain neutral and do not commit the organization to a position either in support of or contrary to the complainant. When interviewing the alleged wrong-doer, briefly disclose the nature of the investigation. This will frequently, but not always, include the identity of the complainant, therefore it is imperative that the alleged wrong-doer understands the importance of confidentiality and prohibition of retaliation. A good interview will start with broad, open-ended questions and then drill down. For the alleged wrong-doer, it is also frequently helpful to explore other reasons the employee may have accused them. Interviews should never be one-on-one. It will always be important to verify the information that was shared in investigative interviews.

8. Document

Every investigation should be documented. Each document should be thoughtfully prepared, however, with the expectation that it will likely become an exhibit in court and the author subject to cross-examination. Record only the facts of the complaint. If the interviewer wishes to record thoughts, impressions, credibility assessments or other beliefs, they should be done on a separate document, along with the objective basis therefor. All documents should be dated and the author identified. To the extent documents are received or distributed during an investigation, records of both should be kept. Employees submitting written statements should sign and date those as well. When those documents are

prepared for counsel, they may be privileged and protected.

9. Come to a Conclusion

In a “he-said, she said” scenario, it is difficult to determine the truth, but it is important to come to a conclusion based on the results of the investigation. The law does not require absolute certainty, only a reasonable response based upon a reasonable investigation, an objective determination of credibility and a determination of who is more likely to be telling the truth. This may be a good time to involve counsel, if they have not been involved previously. Regardless of the outcome, the result should be documented. Consideration should be given as to whether to prepare written reports to the accuser and the accused as well.

10. Be Proactive

The best employers are proactive and continually monitor the pulse of the workplace, seeking out disgruntled employees and potential discriminatory disparities instead of waiting for a complaint to be made. If a problem is observed, take care of it immediately with the employees involved before it has a chance to escalate. By creating a proactive workplace supportive of diversity, employers can minimize the harm created by an issue, which left unchecked, may grow into a lawsuit.

David Williams is an attorney with the Salt Lake City law firm of Snell & Wilmer. His practice is concentrated in labor and employment where he assists clients with employment matters and advises employers in all aspects of the employment relationship.



IT tips for your workplace

Taking care of business includes your information systems

1. Save All Work Documents on the Server or Cloud

Assuming your company has a solid backup system in place, always saving all work to the company server or cloud will help protect against a computer crash or loss. If you do not have your entire computer set to be backed up, this is the only way to ensure your employees will not lose any important information by saving the document to a desktop or another not-always-backed-up location. This also helps facilitate multiple parties being able to work from the most updated document and accessing the work created or updated by another employee.



3. Teach Proper Communication

As the world continues to become more dependent on electronic communication, it is helpful for all employees to be aware of, and to follow, communication guidelines. This also goes past simple spell-check or grammar-checking. Whether it is checking to ensure the email auto-populated address is correct prior to sending or requiring certain information to be given in person or over the phone to ensure the proper tone, assisting employees to understand ways to communicate when they are representing your company is crucial.

4. Turn the Volume Off!

Having a rule in place for individual or work cellular phone volume in the office can help keep the work environment professional. It also helps keep your customer-facing employees representing the company properly when they are interacting with customers. When people are working and trying to focus and they are continually interrupted by a text tone or annoying sound alert, it is not only disrespectful of other employees, but it is an unnecessary distraction. Depending on the setup of the office, this may also be important for computer alert sounds or even music at a workstation.

5. Communicate Tech Actions

This really covers taking electronic notes or pulling up a document for reference in both meetings and in individual interactions. If you're hosting a meeting and someone is on their phone or busy on their laptop, it is almost impossible to know whether they are checking their fantasy football score or legitimately taking notes. As such, it can really help the environment and show respect for the time, participants and content of a meeting if you are busy on your computer. While it can prove a point in a meeting to be continually asking content-related questions to the distracted employee, being proactive is always a benefit. To safeguard against this in the inevitable moment you do, in fact, need to utilize your computer while someone is talking to you, a quick, "let me pull that up" reference may help the individual understand why you seemingly are paying less attention. Another area this well-intended miscommunication can be seen is with customers. If you are with a customer or client and you need to take a note but do not have paper and a pen, prior to whipping out your cell phone, explaining that you'd like to make a note and then pull out your phone to do so, will help them feel more assured that you are providing them with 100 percent of your attention. This suggestion is obviously tailored to the style of the meeting and size of the meeting, but in smaller groups, this is particularly important.

6. Limit Multitasking

Many books and studies have rejected the productivity proclaimed by multitaskers. By limiting multitasking and tech distractions, employees should end up being more productive, efficient and accurate. Limiting the wasted time between having a text conversation while writing a memo or listening to a training while performing data entry, can result in wasted time and missed details that can be negative for the individual's performance as well as the company overall.

7. Protect Access

Many companies may consider requiring employees to lock their screens or require logging out of sensitive websites or programs when an employee steps away from his/her desk. With masses of sensitive information being held or accessed through the work machine, someone leaving a computer unlocked and accessible, is leaving the information open to be viewed, manipulated, shared, etc. Whether malicious access or simply coming upon information that is not to be shared with everyone, ensuring proper data protection efforts are helpful in minimizing the chances of this occurring.

8. Control Remote Access

For those companies with remote

IT HINTS

from page F3

workers in any capacity, it is important to put a strong policy in place for equipment usage. For example, if an employee is allowed to take a computer home, it is important to ensure proper network safety to ensure that only authorized users are

using the machine or accessing the network. It is also important to implement a rule about the storing of passwords on other machines. For example, if an employee has the password to the company's SharePoint saved on their home computer and the home computer is accessible to a variety of individuals, access to the information may be easily accessed by unauthor-

ized individuals.

9. Properly Coach

While a nice reminder or roll-out of these policies may be a great kick-off, a lot of times people forget or their old habits slip back. Instead of calling them out directly in front of their co-workers, privately remind them of the policies and the respect

required working in the office.

Having documented rules or policies and equal implementation will help improve adherence and respect of the policies — all leading to a more productive and professional workplace.

Bahar Ferguson is president of Wasatch I.T., a providers of outsourced IT services for small and medium-sized businesses.



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COMMERCIAL PRINTERS

Ranked by Number of Utah Full-Time Employees



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	Company Name Address	Phone Web	No. Utah Full-Time Employees	Year Established	Gross Utah Sales 2016	Primary Services	Top Executive
1	Hudson Printing Co. 241 W. 1700 S. SLC, UT 84115	801-486-4611 hudsonprinting.com	200	1908	\$30M	Commercial offset & digital printing, mailing services	Paul Hudson
2	Peczuh Printing Co. Inc. 355 E. 100 S. Price, UT 84501	435-637-0256 peczuh.com	150	1962	\$28M	Commercial packaging & printing	Frank Peczuh Jr.
3	Liberty Press LLC 1180 N. Mountain Springs Parkway Springville, UT 84663	801-853-5353 libertypress.com	130	2016	\$29M	Commercial printer	Mark Oldham
4	Sun Print Solutions 2105 W. Printers Row West Valley City, UT 84119	801-972-6120 sunprintsolutions.com	102	1941	\$21M	Commercial printing, digital printing, direct mail, packaging	Jeff Isbell
5	Bell Printing and Design 901 E. Highway 193 Layton, UT 84040	801-771-1500 bellprinting.com	100	1979	*	Full-service offset and digital printer, with complete bindery solutions. Single- to full- color printing available as well as design	Mike Williams General Manager
6	Transcript Bulletin Publishing Co. 58 N. Main St. Tooele, UT 84074	435-882-0050 tbpublishing.com	35	1892	*	Offset and digital printing, newspapers, signs, banners, mailers, magazines, books	Scott Dunn, Perry Dunn, Clayton Dunn, Curtis Dunn, Bruce Dunn
7	Carr Printing Co. Inc. 580 W. 100 N. P.O. Box 888 Bountiful, UT 84011	801-295-2321 carrprinting.com	30	1890	\$3.8M	Full-color offset/digital printing with variable content, personalized printing, web-2-print, storefronts, banners, posters, flags & window clings	Lloyd B. Carr
8	Ability Business Solutions 1556 S. Main St. SLC, UT 84115	801-466-8486 abilitbusinesssolutions.com	6	1986	\$1.6M	Copier sales and service, Internet technology	Dennis Cavazos
9	Maximage Printers 2440 S. 3400 W. West Valley City, UT 84119	801-977-8330 maximage.net	4	1987	*	Guarantees happy customers or they don't pay	Keith A. Klingenberg
10	Utah Bank Note Co. Inc. UBN Printing Services 4100 S. West Temple SLC, UT 84107	801-262-0074 ubnprint.com	*	1935	*	General commercial printing, business forms, NCR forms	Rob Pannier



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Facts you should know about sexual harassment in the workplace

From the U.S. Equal Employment Opportunity Commission

Sexual harassment is a form of sex discrimination that violates Title VII of the Civil Rights Act of 1964. Title VII applies to employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations, as well as to the federal government.

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when this conduct explicitly or implicitly affects an individual's employment; unreasonably interferes with an individual's work performance;

or creates an intimidating, hostile or offensive work environment.

Sexual harassment can occur in a variety of circumstances, including but not limited to the following:

- The victim as well as the harasser may be a woman or a man. The victim does not have to be of the opposite sex.
- The harasser can be the victim's supervisor, an agent of the employer, a supervisor in another area, a co-worker or a non-employee.
- The victim does not have to be the person harassed but could be anyone affected by the offensive conduct.
- Unlawful sexual harassment may occur without economic injury to or discharge of the victim.

• The harasser's conduct must be unwelcome.

It is helpful for the victim to inform the harasser directly that the conduct is unwelcome and must stop. The victim should use any employer complaint mechanism or grievance system available.

When investigating allegations of sexual harassment, EEOC looks at the whole record: the circumstances, such as the nature of the sexual advances, and the context in which the alleged incidents occurred. A determination on the allegations is made from the facts on a case-by-case basis.

Prevention is the best tool to eliminate sexual harassment in the workplace. Employers are encour-

aged to take steps necessary to prevent sexual harassment from occurring. They should clearly communicate to employees that sexual harassment will not be tolerated. They can do so by providing sexual harassment training to their employees and by establishing an effective complaint or grievance process and taking immediate and appropriate action when an employee complains.

It is also unlawful to retaliate against an individual for opposing employment practices that discriminate based on sex or for filing a discrimination charge, testifying or participating in any way in an investigation, proceeding or litigation under Title VII.

OFFICE PLANT SERVICE PROVIDERS

Ranked by Number of Utah Employees



List Development Laneace Gregersen | laneace@slenterprise.com

	Company Name Address	Phone Web	No. of Utah Employees	No. of Utah Locations	Year Est.	No. of Utah Accounts	Services	Local Executive
1	Cactus & Tropicals 2735 S. 2000 E. SLC, UT 84109 12252 S. Draper Gate Drive Draper, UT 84020	801-485-2542 cactusandtropicals.com	120	2	1974	950	Interiorscape designing & maintenance, floral, holiday, exterior patio scapes, special events, retail & wholesale	Scott Pynes
2	Plant Jungle 2194 E. Fort Union Blvd. SLC, UT 84121	801-453-9500 plantjungle.com	9	1	1998	67	Indoor plants, plant service & maintenance, silk plants & design, outdoor container gardening, retail store & quick delivery, gift delivery	Bonnie Dallimore
3	Foliage Inc. SLC, UT 84115	801-474-0300 foliageutah.com	4-6	1	2001	100+	Design, installation & maintenance of interior plants, holiday decorating, living floral arrangements, seasonal flowers, decorative displays	Rob Ward
4	Plant Gallery 3240 S. 2300 E. SLC, UT 84109	801-792-5206 plantgallerytropicalplants @facebook.com	3	1	1997	75	Office plant maintenance, sales, consulting	Steve Long
5	Wasatch Greenscapes 3267 E. 3300 S., Ste. 513 SLC, UT 84109	801-648-2650 wasatchgreenscapes.com	3	1	2014	65	Interior landscaping design, office plants	Alex Spencer



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Think your company is too small for an HR department?

THINK AGAIN!

Small to medium-sized businesses struggle to determine when the appropriate time is to hire a human resources professional. Well-intentioned articles pontificate on metrics to determine the appropriate time and some experts even debate whether or not a company needs a “human resources” function at all.



TONY BENJAMIN

What is a small company to do, then? The answer is simple: The earlier the better, if its proper role is understood.

The human resources function has its roots in the military of World War II. Clerks were utilized to manage the information and paperwork required to keep a very large military in the field in far-flung theaters around the world. It's no surprise then that businesses began to utilize them for the same purpose after the war ended to manage regulatory compliance and “personnel” issues.

Ironically, many owners and executives of small to medium-sized businesses still see HR in this light. They are the people hired to comply with state and federal regulatory matters and reduce the

risk of being sued under burdensome discrimination laws. News stories fill business magazines and books are written about gargantuan companies that invest heavily in their employees and provide all kinds of perks and gimmicks to keep their employ-



ees happy and “engaged.” Small companies can't afford such investments of capital and find little use for Ping-pong tables that employees don't use.

What then is the role of HR in a small to medium-sized business?

Increasingly, research indicates that companies with strong cultures centered on values that drive the business' model are the key factor in company success. Potter and Heskett were documenting the effects of corporate culture in 1992. They studied companies over an 11-year period and found that companies with a strong culture outperform those without by 75 percent and were able to grow their headcount by 83 percent more.

Why do companies with strong cultures outperform their rivals? *Harvard Business Review* has noted that customer satisfaction is directly linked to corporate culture as well (across multiple industries included in their study). Liveplan.com notes that average the turnover across all industries in the U.S. is 11 percent annually. Other studies have shown that 85 percent of employees say that a “good” company

see HR page F10



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TEMPORARY STAFFING FIRMS

Ranked by Number of Utah Temps Assigned Per Week



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	Company Name Address	Phone Web	No. of Utah Temps Assigned Per Week	No. Utah Full-Time Employees	No. of Utah Offices	Industries Served	Benefits Available
1	Kelly Services 181 E. 5600 S., Ste. 140 SLC, UT 84107	801-266-0067 kellyservices.com	4,800	46	20	Aerospace, contact center, light industrial, manufacturing, pharmaceutical, warehouse distribution	Health, dental, short-term disability, holiday, vacation pay
2	Synergy Staffing Partners 5578 S. Redwood Road, Ste. B Taylorsville, UT 84123	801-266-9675 synergystaffing4u.com	1,700	16	2	Manufacturing, production/assembly, warehouse, administrative & clerical	Health insurance & referral bonuses
3	ResourceMFG/ Prologistix 3981 S. 700 E. SLC, UT 84107	801-265-1999 resourcemfg.com	1,600	40	8	Manufacturing & logistics	Health insurance, free online classes, 401(k)
4	Strategic Staffing, Division of BBSI 3761 S. 700 E., Ste. 200 SLC, UT 84106	801-994-9494 strategicstaffs.com	1,540	37	5	Payroll, staffing, risk management, HR consulting, Workers' comp insurance	Medical, vision, dental, 401(k), PTO
5	Spherion Staffing 204 E. 900 S. SLC, UT 84111	801519-5093 spherion.com	1,100	35	5	Light industrial, clerical, professional offices, technology, finance, executive, engineering, customer service, hospitality	Medical, 401(k)
6	Remedy Intelligent Staffing 525 W. 5300 S., Ste. 210 SLC, UT 84123	801-685-8100 remedystaffing.com	255	6	2	Production, manufacturing, distribution, office administration, finance, accounting	Medical, dental, vision, term life, disability, retirement
7	APEX Staffing LLC 145 E. 1300 S., Ste. 103 SLC, UT 84115	801-328-9567 apexjobs.net	215	4	1	Construction, manufacturing, warehousing, production, heavy industrial	Medical & vacation
8	Utah Employment Services 2292 S. Redwood Road SLC, UT 84119	801-978-0378 utahemploy.com	150	8	1	Trucking, manufacturing, recycling, electrical, painting, nutritional, meat	Vacation, health insurance, sick leave, paid holidays
9	Vital Signs Staffing LLC 3761 S. 700 E., Ste. 150 SLC, UT 84106	801-892-8300 vitalsignshealthcare.com	55	6	1	Healthcare & home care	Holiday pay, vacation pay, medical insurance
10	The Franklin Co. 655 E. 4500 S. Murray, UT 84107	801-261-3282 franklin-tech.com	Varies	Varies	1	Construction, mining, chemical, gas	Varies



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HR from page F9

culture keeps them committed to their companies, reducing turnover costs and allowing companies to develop talent to elite levels.

Human resources' role in a modern company is the efficient function of its largest investment, "human capital." The design and implementation of a company culture is the central focus of human resources. Company culture — the sum atmosphere resulting from all interpersonal interactions — can't be left to chance. If it isn't HR's role to design and implement that culture, whose is it? Management has strategic concerns of its own, finance is focused (properly) on money and cashflow, marketing with approaching new customers, etc.

If a production company pur-

chases a machine that is designed to produce 100 widgets a day but only produces 80, is the company receiving the full value of the equipment it purchased? To ensure a positive return on the investment of the unit, the company maintains the machine the right way, utilizes quality material and modifies it to increase production as needed. Human capital — employees — is no different.

Employees, if they are going to produce at their full capacity, must have the proper maintenance, fuel and proper materials to operate at peak efficiency. If greater capacity is required, employees can be developed and trained to increase their level of production or change the product they produce.

The earlier this culture is developed, the easier it is to do so and less of an overhaul will be required to produce the kind of culture that produces

the type of results the company wants.

The basic steps are the simplest to implement: A stated goal for the company (a mission or vision statement), the basic principles of success communicated to employees (company values) and the step-by-step milestones to get there (annual goals). These all have to be communicated to employees and nothing can be done to inhibit them or decrease their effectiveness (including compliance).

This is where an HR professional comes in. HR pros design policy, procedure and practices that enhance those clear guidelines. Benefits, perks and incentives are common tools used to promote the company's culture. Beyond this, HR pros can develop hiring practices, onboarding, vacation/PTO policies, corporate communication and coaching and development plans that feed and solidify the culture

as well. HR then trains management on the best way to maintain the culture and see it develop properly.

When is too early for a company to start this process? Probably before it hires any employees. Once an employee has been hired, however, the trade-off begins, culture is forming and the delay costs more and more.

To see HR in this light is to see it for what it is. The profession itself has been slow in responding to the growing need, but senior HR pros are equipped with the experience and knowledge to create fantastic cultures and develop human capital. Additionally, universities are now focusing more and more on the proper role of HR and are turning out better-trained graduates.

Tony Benjamin is the owner and founder of The Grange Strategic HR Consulting and has more than 17 years of HR experience.



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OFFICE FURNITURE DEALERS

Ranked by 2016 Total Revenue



List Development Laneace Gregersen | laneace@slenterprise.com

	Company Name Address	Phone Web	Total Revenue 2016	No. of Utah Employees	Products & Services	Notable Projects	Local Executive
1	Henriksen/Butler 249 S. 400 E. SLC, UT 84111	801-363-5881 hbdg.com	\$91.6M	140	Commercial furniture, modular interior construction, industrial storage	Vivint Smart Home Arena, Ancestry, Skullcandy, Traeger Grills	Dave Colling CEO
2	Midwest Commercial Interiors 987 S. West Temple SLC, UT 84101	801-359-7681 mwciutah.com	\$42M	80	Commercial office furniture	Instructure, Maverik Corporate Offices, LDS Missionary Training Center	Sean Wright President
3	Interior Solutions 522 S. 400 W. SLC, UT 84101	801-531-7538 interiorsolutions.net	\$15.5M	50	Office furniture, DIRT, interior design, install	O.C Tanner, W.W Clyde, BlenderBottle	Kristy Henderson
4	OFS Interiors 4753 Holladay Blvd. Holladay, UT 84117	801-974-1970 ofsinteriors.com	\$10M	15	Commercial design, installation, furniture	Clearlink, Pacific Union Financial, Deseret Digital Media, 4Life, Netflix, Coldwell Banker, Alliance Health, Landmark Home Warranty	Jonas Persch
5	Western Interior Services 160 W. 2100 S. SLC, UT 84115	801-973-8255 westerninterior.com	\$6M	30	Office furniture, sales & installation, interior design, space planning	*	Richard Schettler
6	Wholesale Office Furniture 1475 W. 9000 S. West Jordan, UT 84088	801-809-4168 wholesaleoffices.com	\$2.6M	5	New & used office furniture	Wheeler Farm, Millrock Towers	Robert De Klerk
7	Linda's Furniture 3330 S. Highland Drive SLC, UT 84106	801-487-3992 lindasfurniture.com	\$1.6M	13	Office desks, bookcases, files, credenzas, executive chairs	Commercial & residential design	Robert Slater Todd Asay
8	CCG 358 S. Rio Grande, Ste. 100 SLC, UT 84101	801-359-6622 ccgslc.com	*	83	Office furniture, design, architectural walls & floors	CHG, Biofire, Huntsman, Ken Garff, Avantguard, Clearlink	Carmelle Jensen
9	Main Street Office Furniture 3965 S. State St. SLC, UT 84107	801-685-8448 mainstreetoffice furnitureutah.com	*	7	New & used office furniture sales & installation	*	*



UTAH'S BUSINESS JOURNAL

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Considering your career path

...at any age

You frequently see people of all ages who have experienced varying levels of all different types of success struggle with finding their footing along their career paths. This article is addressed to not only the up-and-coming Generation Z, which will begin to enter the corporate world as early as next year, but to every single person — regardless of age or position — who is seeking guidance on finding their career path.

When choosing a career that's best for you, there are three main points I recommend abiding by: developing good character skills, doing your best work and seeking education opportunities.

First of all, character skills will trump nearly all other skills, no matter your career path. Develop a strong character, be full of integrity and possess mental strength. Chances are you will be treated unfairly at times, be ignored and will likely experience some failures. Holding yourself to a high strength of character will allow you to rise above, persevere and shine on through it all!

Though your career is one of the most important aspects of your life, remember that it does not define you. That said, expect there will be many days that it will be a drudgery to you.

Your career will not always be roses, and when it's not it is important to remain engaged and present for your sake. Your career is a marathon, not a sprint, so stay consistent.

Second, always do your best. No one can ever expect more than that and you should never plan on giving any-

thing less, no matter the circumstances. Whatever path you choose, chances are that you will be serving mankind in some capacity, whether it be saving lives as a doctor or fireman or cleaning up after others in sanitation — *all* careers are important and necessary. Serve with pride;

take care to present yourself well through your appearance; use positive, professional language and continuously be a silent example. Additionally, others are always serving us as well, so please remember to respect them and recognize their own contributions.

Next, become educated, not just to find a job, but for the sake of learning. Finish your degree if started or take an equally valuable career path by way of developing a trade or skill, then *refine* it! The value of any skill is in the degree of its refinement. The more refined, the more valuable — consider music, art and sports as an example.

We all have different personalities and our aptitudes for success in various

trades vary widely. Thank goodness for that, otherwise we'd all be astronauts or ballerinas with no audience! While some of us have aptitudes that are easily recognized in the business world, others of us may hold aptitudes that are not so readily seen. Perhaps you are a good communicator or a hard worker or a great team player — these are all key and highly valued skills.

Whatever your aptitude may be, high schools, trade schools, colleges and universities each have many different programs designed to create careers for all education levels and personality types. For example, in addition to offering two and four-year degrees, Utah Valley University offers year-long certification programs available to anyone of any age. This is the case for other educational institutions as well.

Additionally, today's schools are incredibly accommodating to individual needs and aptitudes. Whether you want to take concurrent enrollment in high school and work study or learn a trade, colleges, universities and trade schools are willing to work with you to help you take the next step on your career path. Language immersion, adult education and community learning programs can vary from forensics to cosmetology. There is really no end to what is offered.

Most companies offer training, tuition reimbursement and other pro-

grams designed to invigorate their associates' personal success. Take advantage of these opportunities when offered to develop a stronger you. Your employer's motivation is to create a more viable organization by empowering a more effective workforce. As this happens, they have an increasingly difficult task of retaining that workforce by providing a package that keeps them engaged — benefits, compensation, culture, opportunity, etc. If this is not done, their workforce is diminished. The Emerging Workforce Study (www.emergingworkforcestudy.com) is a national semi-annual study that helps organizations understand and navigate through this difficult task.

If you cannot envision what you want to do or where you want to be, consider working with a staffing company. Staffing agencies recruit top talent from all experience levels in many fields and have working relationships with companies you may not otherwise have considered. They are a great resource to add to your career path tool belt.

The bottom line is this: Be your best self. Finding your path to your career path is not always easy, but with the endless options and support available to you, you can step out and make it happen.

Ron Zarbock is the owner of the Utah and Idaho offices of Spherion Staffing.



RON
ZARBOCK



ADVERTISING AGENCIES

Ranked by Utah Gross Sales 2016



List Development Laneace Gregersen | laneace@slenterprise.com

	Company Name Address	Phone Web	Gross Utah Sales 2016	No. Utah Full-Time Employees	Year Est.	Services Offered	Local Executive
1	ThomasARTS 240 S. 200 W. Farmington, UT 84025	801-451-5365 thomasarts.com	\$50M	135	1993	Advertising agency	David Thomas
2	Penna Powers 1706 S. Major St. SLC, UT 84115	801-487-4800 pennapowers.com	\$41.2M	43	1984	Persuading people to consume, believe, live your brand	Chuck Penna CEO
3	Love Communications LLC 546 S. 200 W. SLC, UT 84101	801-519-8880 lovecomm.net	\$24M	38	1999	Full-service advertising agency & marketing firm	Thomas Love
4	Richter7 150 S. State St., Ste. 400 SLC, UT 84111	801-521-2903 richter7.com	\$19M	22	1971	Advertising, digital/database marketing, PR, social media	Tal Harry, Tim Brown, Scott Rockwood
5	FUEL Marketing LLC 2005 E. 2700 S., Ste. 180 SLC, UT 84109	801-484-2888 fuelmarketing.com	\$14M	16	2003	Advertising, marketing, media, digital marketing and public relations	Donna Foster Brad Plowman
6	RUMOR Advertising 807 E. South Temple, 3rd Floor SLC, UT 84102	801-355-5510 rumoradvertising.com	\$6.7M	20	1997	Branding, strategy, web development, ecommerce & mobile, media buying, PPC/SEO	Shane O'Toole Founder & CEO
7	Fluid Advertising 1065 S. 500 W. Bountiful, UT 84010	801-295-9820 getfluid.com	\$4.4M	35	1997	Growth acceleration agency	Phil Case
8	Red Rider Creative 510 S. University Ave., Ste. 200 Provo, UT 84601	801-226-1289 redridercreative.com	\$3.7M	13	1998	Complete creative design, strategy & media production	Clark Taylor President & CEO
9	Holmes & Co. Advertising 34 S. 600 E. SLC, UT 84102	801-355-2211 holmesco.com	\$1.7M	7	1990	Full-service advertising agency	Lisa Holmes
10	BWP Communications 654 W. 100 S. SLC, UT 84104	801-359-2766 bwpccommunications.com	\$920K	6	1995	Advertising, marketing, brand development, strategic communications	Brett Palmer
11	modern8 Corp. 145 W. 200 S. SLC, UT 84101	801-355 9541 modern8.com	\$400K	6	2001	A design-centric branding agency	Alysha Smith
12	MRM/McCann 60 E. South Temple, Ste. 1400 SLC, UT 84111	801-257-7700 mrm-mccann.com	*	200	1985	B2B marketing & advertising	Stephanie Mace EVP/General Manager



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