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28th
ANNUAL
REPORT

2021

BEST PLACES TO WORK *in IT*

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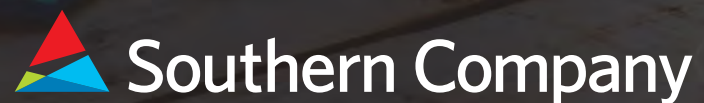
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Best Places to Work in IT

5 Career development and benefits distinguish top employers:

Top organizations on this year's list provide a dynamic environment in which IT pros can learn and develop.

BY MARC AMBASNA-JONES

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2021

BEST PLACES TO WORK *in IT*

FROM IDG

INSIDER PRO COMPUTERWORLD

Go forward + prosper

28th
ANNUAL
REPORT

The world of work has changed but what does this mean for job expectations?
In our 28th annual Best Places to Work in IT report, we reveal what IT pros really want from their job and which employers are investing in their futures.

[BY MARC AMBASNA-JONES]

WHAT DETERMINES a great place to work?
The disruption of the past 18 months due to the COVID-19 pandemic has re-shaped how organizations approach work and how employees engage with their employers. Creating great, physical workplaces may become a thing of the past

Top 10

[RANKINGS]

Best of the Best

Inside: Organizations that excel in five areas of human resources:

**CAREER DEVELOPMENT
TRAINING
BENEFITS
DIVERSITY
RETENTION**

for many organizations but what will always be key to be an attractive company is remuneration and benefits.

But it doesn't stop there. Other factors, such as job progression, training, diversity and sustainability are playing an increasing role in how organizations sell themselves to existing and prospective employees. Some do it better than others, and despite the upheaval caused by the pandemic, opportunities for development remain fundamental when determining the best places to work.

What we have found in our research is that some things remain constant. As in previous years, IT pros value challenging work, working in an enjoyable environment and for a socially and environmentally responsible company. Given the challenges of the pandemic, this

has taken on new meaning but of course, employees still want to be valued and enjoy prospects regardless of whether or not they are working remotely.

Maintaining culture and delivering benefits regardless of employee locations has been a particularly challenging hur-

to the overall sense of employee happiness over the past year.

The COVID factor

While not dwelling on this too much, we wanted to at least gauge reactions to the pandemic and how employers have performed in terms of enabling



Despite the upheaval caused by the pandemic, **opportunities for development remain fundamental** when determining the best places to work.




dle for most organizations and how this has been managed has attributed in some way to rankings. Although we cannot rank organizations on their response to the pandemic, the ability of organizations to manage the process has, to a greater and lesser extent contributed

IT pros, who, after all, have been at the forefront in delivering and supporting remote working tools. Thoughts are now turning to the future and the possibility of longer-term hybrid working capabilities. Across many organizations, IT pros have concerns about

levels of resourcing to meet the demands of supporting hybrid working environments and keeping them secure.

When asked; What do you think is the most important issue facing your organization's IT department today? And what do you think is the most important issue facing the IT profession as a whole? COVID-19 dominated the responses. From impacting skills development through to reduced company cohesion and interaction, IT pros are feeling the pinch from the pandemic. There have also been concerns about the levels of technology deployed to remote workers.

So, how have organizations reacted? How have they helped IT pros do their job and stay sane? As you would expect, this is a bit of a mixed bag. From providing employees with access to corporate Uber Eats accounts for virtual lunches, as



Most IT pros view COVID-19 as a temporary inconvenience and not necessarily a stick to beat their employers with.

one respondent from RPA firm Accelirate told us, through to creating “work-from-home ‘To Go’ boxes” to set up a remote workspace, as #1 small company Baxter Credit Union (BCU) told us, organizations are making efforts to address the unique challenges of COVID-19. But can you judge whether a business is a great place to work from how it responded to the pandemic?

While it will certainly have some impact on employee morale, these are unusual times and our research shows that IT pros are influenced by more traditional factors. Like last year's survey, training, remuneration and career prospects are key when it comes to determining whether or not a company is a good employer. Most IT pros view COVID-19 as a temporary inconvenience and not necessarily a stick to beat their employers with.

Career development

Having the opportunity to further their career ranked as important for 88% of IT pros. Although the majority of survey respondents (95%) unsurprisingly placed salary at the top of their most important factors list, the desire for career development remains strong. This has clearly been a central theme

at Altria Group, a tobacco corporation located in Richmond, Virginia, ranked number one for career development.

Altria didn't feature in the top ten last year but this year's standing suggests considerable progress in providing opportunities across its stable of businesses, which includes STE Michelle Wine Estates, as well as other tobacco companies, such as Philip Morris USA.

“Altria is a great place to work in IT because it is a stable company and it works with cutting edge technologies,” said one respondent. “There are interesting projects and tough challenges to overcome, as well as opportunities to work in so many different areas of the business that it can keep you from growing bored with your job.”

Another respondent claimed that “throughout my 20 years with the company I have been

Top 10

COMPANIES [CAREER DEVELOPMENT]

Career development
remains fundamental >>

1	Altria Group, Inc.
2	Owens Corning
3	Resultant
4	Holman Enterprises
5	Railinc Corp.
6	Asurion
7	Tractor Supply Company
8	Erickson Senior Living
9	Enova International, Inc.
10	Genesis HealthCare System

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able to learn many different business areas (either by supporting them or as a project manager). The CIO, shows an interest in his people, and personally helped me think about my future goals at the company over the last 10 years.”

These views echoed many others and reflect the organization’s \$10m investment in 2019 in training and career development programs. Clearly this is now bearing fruit.

New Jersey-based Holman Enterprises, which runs a number of automotive businesses, is another company that has grown on investment in the past 12 months. Ranked #4 this year (up from #7 last year), Holman has created personalized career development programs and backed them up with continued investment in its global training and career development



Teammates chat in Resultant’s Indianapolis headquarters.

scheme called Holman University. The majority of respondents from Holman cited the organization’s culture and providing a good career path and opportunity to grow.

Like Altria, Holman is a large organization with big IT

teams and many operational subsidiaries that can offer broader career prospects. For a smaller business, such as Resultant, ranked #3 in career development, this becomes more of a challenge. And yet, Resultant is clearly doing

something right. Resultant has an IT team of 69 and many comments from the survey suggest an environment that is willing to develop careers as much as possible.

“We know individual development is vital to maintaining top talent—especially our team of curious, lifelong learners—and we’ve been intentional about fostering a culture of growth,” says a Resultant company respondent to the survey. “Professional development is a collaborative effort between the employee and the organization, rather than a prescribed path that gets handed down.”

Career development opportunities in any organization can be an essential ingredient in shaping culture and employee satisfaction. Aligned with training, it can also lead to improved retention, as we shall see later.

Training and skills development

Access to training and skills development was chosen as a top factor in what makes a great company by 91% of IT pros in our survey. Most organizations would agree and this is reflected in the continued spending on IT training, across the board.

Leading the stack is Johns Hopkins University Applied Physics Laboratory (APL) which had a training budget of \$1,413,700 last year, equating to \$3,382 per IT employee. According to the organization, which provides research and technology development, its IT function is core to enabling innovations in cybersecurity, healthcare and space exploration, to name just a few. The organization is growing – grants have increased to more than \$10.4m in the past year – and sees skills development as

key to designing and delivering cross-Lab innovation initiatives.

The employee feedback matched the ambition, with IT staff at the organization enjoying the “challenging, cutting-edge work” and claiming APL is “an organization that truly wants its staff to develop.”

Of course, this could be applied to many organizations, but wanting it and doing something about it are different things. Investing in training and skills development should reflect that desire but it’s also a cultural attitude. Creating a learning environment through collaboration and mentoring is much better than just throwing a few online courses at people. Clearly APL has got it right.

For MetroStar Systems, a small government-focused tech company, ranked #3 in our top ten organizations for training, skills development is built around a mix



Dariush Delossantos, Erin Fleming and James Robinson explore new concepts in the Johns Hopkins University Applied Physics Laboratory ‘Central Spark’ innovation space, which has been adapted for pandemic social distancing and remains open around the clock for staff members to learn or refine skills in robotics, additive manufacturing, design thinking, virtual reality and computer processing.

of peer collaboration and online courses. With a budget a third of the size of APL at \$500,000, it’s in-	teresting that MetroStar spends more proportionally (\$2,049) on training its IT staff.
---	---

Top 10

COMPANIES [TRAINING]

Training and skills development drive employee engagement >>

1	Johns Hopkins University / Applied Physics Laboratory (APL)
2	MetroStar Systems, Inc.
3	Planned Systems International, Inc.
4	Altria Group, Inc.
5	Cloud for Good
6	KnowBe4
7	Erickson Senior Living
8	National Information Solutions Cooperative
9	VMware
10	Booz Allen Hamilton



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The company claims this is built into its ethos of putting its people first (interestingly also reflected in the fact it does not have a cap on employees' paid time off) and developing a sharing, collaborative culture where employees learn from each other as well as from the 300 courses provided in its

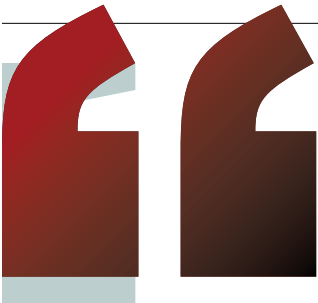
ployee last year and retained its #5 ranking. Interestingly, the business also features in the top ten for staff retention at #4 (last year it was #6).

What this all indicates is that IT pros do not have to look to just the large companies to improve skills. In fact, in many cases, small and

prospective employers to determine an overall employment package. The cost of healthcare, childcare support, flexible working hours, reimbursement for college tuition and the cost of earning technology certifications are just some of the more common benefits offered by organizations of all sizes. Inter-

COVID-19 pandemic has also shaken it up a bit, with working from home and the need to try and build or maintain a culture of wellbeing, inclusion and collaboration remotely.

For a large biotechnology corporation, such as Genentech, you would expect to see generous benefits as part of the



What this all indicates is that IT pros do not have to look to just the large companies to improve skills. In fact, in many cases, small and medium organizations are matching if not improving on larger rivals and, of course, tend to offer greater access to more work variety due to having fewer people in the mix.



Learning Management System, MetroStar University.
In a similar vein to MetroStar Systems, Cloud for Good, a Salesforce partner and integrator for non-profit clients, based in Asheville, NC, maximizes its training budget on its relatively small IT team of 79. It spent \$3,354 on training per IT em-

medium organizations are matching if not improving on larger rivals and, of course, tend to offer greater access to more work variety due to having fewer people in the mix.

Benefits

After salary, IT pros look to additional benefits offered by

estingly, our survey found that for IT pros, the most important benefits are paid leave, healthcare provision and profit sharing / employee stock ownership.
This has barely changed over the years, although we have seen more organizations, such as MetroStar Systems, offer uncapped paid vacation time. The

employment mix, and it doesn't disappoint. The San Francisco-based business is ranked #1 in our benefits list for the second year running with its 470 IT employees enjoying sabbaticals, paid parental leave, flexible work schedules, healthcare and college tuition reimbursements, among many other benefits.

Top 10

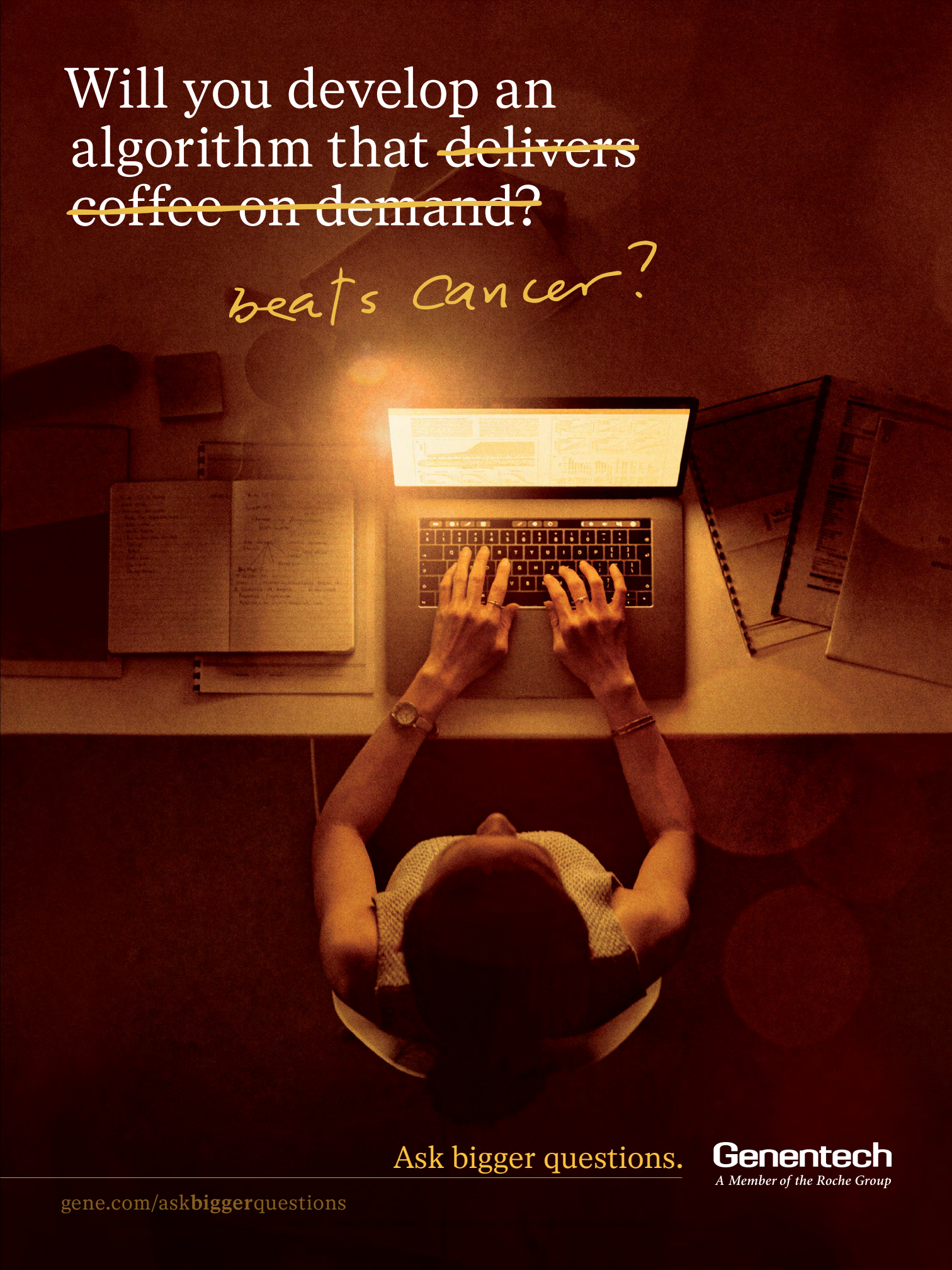
COMPANIES [BENEFITS]

Benefits: Essential requirement or icing on the cake? >>

1	Genentech
2	AARP
3	MITRE
4	Ultimate Kronos Group (UKG)
5	Navy Federal Credit Union
6	Owens Corning
7	Red Hat
8	Zimmer Biomet
9	Baxter Credit Union (BCU)
10	Johns Hopkins University / Applied Physics Laboratory (APL)

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Employees describe company culture as “outstanding” at South San Francisco-based Genentech, ranked #2 in large companies.

Genentech, which is ranked #2 in large companies, has an extensive list of benefits to not just entice new employees but to look after employees for the long term, with wellbeing (for example, fitness and health apps, meditation and mindfulness resources, sleep improvement tools, resiliency training, coaching and mental health therapy sessions) front and center.

Feedback from Genentech IT employees speaks volumes for the organization’s benefits policy but also its work and direction, with one respondent saying, “company culture and treatment and care for employees is outstanding at this organization, even during difficult and uncertain times.”

For AARP, a non-profit social welfare organization, ranked #2 in our benefits list (also ranked #16 in medium size organizations), going that extra

mile to encourage employees to continue learning while also giving them a sound foundation on which to grow has reaped rewards. The organization is on a mission to empower people who are 50+ to choose how they live, as they age. With a membership of nearly 38 million, technology is key to this enablement and with a recent digital transformation project, migrating the organization to cloud-based services, there is plenty of work for the IT team.

Many of its IT staff cite the organization’s provision of health-care and retirement benefits, as well as its “great employee tuition assistance program.” It’s a common theme, as you would expect, across the top ten organizations, from the leading Owens Corning (ranked #1 in large companies) through to the only small organization on the list, Baxter Credit Union. In many ways this

represents the perception that great benefits are primarily but not exclusively the domain of large organizations.

Of course, there are plenty of exceptions but it's always worth bearing in mind that large organizations have the benefit of scale. But one area where there should be a level playing field is in diversity. Around 72% of IT pros claim that cultural and ethnic diversity is an important factor in the workplace.

Diversity and inclusion

The business case for diversity is not in question, as a World Economic Forum report revealed a couple of years back. Diversity and inclusion can lead to greater innovation and increased revenues and for many employees it represents a mindset. A diverse, inclusive organization is almost certainly a more dynamic, progressive one, a mindset which



The Hartford's tech and data team is on the front lines of innovation, building systems and solutions that reflect and best serve its customers, partners and communities.

can feed into so many other aspects of the workplace and employee engagement.

Interestingly, Ultimate Kronos Group last year helped set-up the Equity at Work Council, an interdisciplinary group that explores

the science behind diversity, equity and inclusion in the workplace. It is, says the company, an attempt to find insights that can underpin actions, to drive what it says is a “focus on people”.

Ranked #1 for diversity,

Axxess, a small, Dallas-based healthcare organization with an IT team of 96, benefits from an ethos driven by the founder and CEO, John Olajide. As one employee said; “Axxess is a great place to work because of its craving for talent and the passion of the CEO. It has the very clear vision and mission to grow and everyone is working towards that goal. Axxess also encourages and respects the diversity of the people.”

Axxess, like Ultimate Software (now Ultimate Kronos Group and ranked #10 for diversity last year), Eriksson Living (ranked #1 last year), Kaiser Permanente (ranked #4 last year), Children’s Hospital of Philadelphia (ranked #6 last year) and Planned Systems International (ranked #8 last year), has retained its top 10 ranking from 2020. However, while not all organizations may be blessed with the same vision as these diversity leaders, there appears to be some

Top 10

COMPANIES [DIVERSITY]

Diversity can drive innovation
and engagement >>

1	Axxess
2	Association of American Medical Colleges
3	Children's Hospital of Philadelphia
4	Kaiser Permanente
5	Sharp HealthCare
6	Ultimate Kronos Group (UKG)
7	Erickson Senior Living
8	Children's Healthcare of Atlanta
9	Planned Systems International, Inc.
10	IT Convergence



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progress, at least according to some IT pros.

At The Hartford, for example, a Connecticut-based insurance business, ranked #5 in large companies (and #11 in the diversity rankings), significant strides have been made. The business, which employs a whopping 2,163 IT staff, featured in the list of

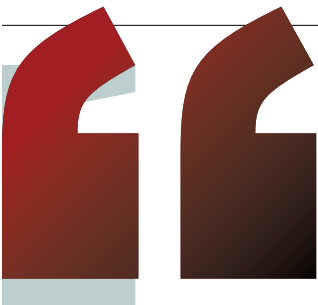
encourages ethical practices and collaboration. For IT Convergence (ranked #10 in our diversity list), a cloud technology services and integration company, diversity has fed into the organization’s rhetoric on employee happiness. Over the past two years, it has actively focused on promoting more

Staff retention

In some respects, it would be fair to expect staff retention scores to reflect rankings such as career development, which is considered a top concern for the majority of IT pros and yet just three companies feature in both top tens—Owens Corning (ranked #1 in large compa-

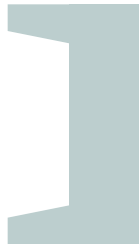
Workiva, our top ranked company in staff retention (ranked #12 in medium size companies), culture appears to be the foundation for its success.

A software-as-a-service company in Iowa, Workiva claims it has established a results-driven culture that empowers employees to take and own action. “IT em-



Diversity and inclusion can lead to greater innovation and increased revenues and for many employees it represents a mindset.

A diverse, inclusive organization is almost certainly a more dynamic, progressive one, a mindset which can feed into so many other aspects of the workplace and employee engagement.



best places to work for LGBTQ equality in 2021, part of the Human Rights Campaign Foundation’s Corporate Equality Index.

Many of the comments from IT pros at The Hartford back this up. There is, according to many respondents, a strong focus on diversity and inclusion and the organization

women within the business, with women now accounting for 29% of the total workforce.

For many organizations, developing diversity within the workspace is still very new and although most organizations today have policies on diversity, as with most things, actions speak louder than words.

nies), Erickson Senior Living (ranked #17 in large companies) and Tractor Supply Company (ranked #14 in large companies).

So, what really drives staff retention? Inevitably, leadership plays a big role in generating and maintaining a culture that keeps staff challenged, engaged, respected and inspired. For

employees are encouraged to make their position or role their own—this is a true luxury that any entrepreneurial-minded employee can appreciate, and a key to employee retention,” says one employee.

With an IT team of 67 this may, in theory, be easier to do than in, say, Red Hat (ranked #3 in large companies) with its IT

Top 10

COMPANIES [RETENTION]

Staff retention:
Building trust is essential »

1	Workiva
2	Axxess
3	Owens Corning
4	Cloud for Good
5	Red Hat
6	DriveTime Automotive Group
7	Plante Moran, PLLC
8	Align Technology
9	Erickson Senior Living
10	Tractor Supply Company



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Inevitably, leadership plays a big role in generating and maintaining a culture that keeps staff challenged, engaged, respected and inspired.

team of 420 but not insurmountable. Empowering employees, treating them with respect and giving them room to grow on their terms can, it seems work wonders but that comes down to trust, on both sides.

For Cloud for Good, it appears that a mix of flexible working (the

workforce is now totally virtual allowing for work/life balance) and enabling its team to develop beyond the business through a \$2,000 a year donation, are paying dividends. All employees surveyed had great things to say about the company, from its education and training focus (it's also ranked #5 in training) through to enabling a positive culture despite remote working. Like Workiva, there seems to be a lot of trust between the workforce and leadership and this is of course reflected in the retention ranking.

This is also true at Erickson Senior Living, a Maryland-based retirement communities operator, ranked #17 in large companies. With an IT team of 150, the business clearly strives to be a diverse and encouraging employer (it's ranked #7 in both diversity and training and #8 in career development). IT pros working at the company use words such as “respect”,




IT team members meet at Workiva headquarters. Our top ranked company in staff retention, Workiva is also ranked #12 among midsize companies.

“honesty”, “empowerment”, “openness” and “encouragement” to describe their experience and reason for working at the company.

Of course, all businesses can claim to instill ideals, create policies and throw money at tools and services but when it comes down to it, it has to mean something to those doing the actual work. While not every business

gets it right all of the time, there is never any harm in putting the workforce first. That's the long-term game. Anything else will just be found wanting. ♦

MARC AMBASNA-JONES is a UK-based freelance writer and media consultant and has been writing about business and technology since 1989.



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PROFILE

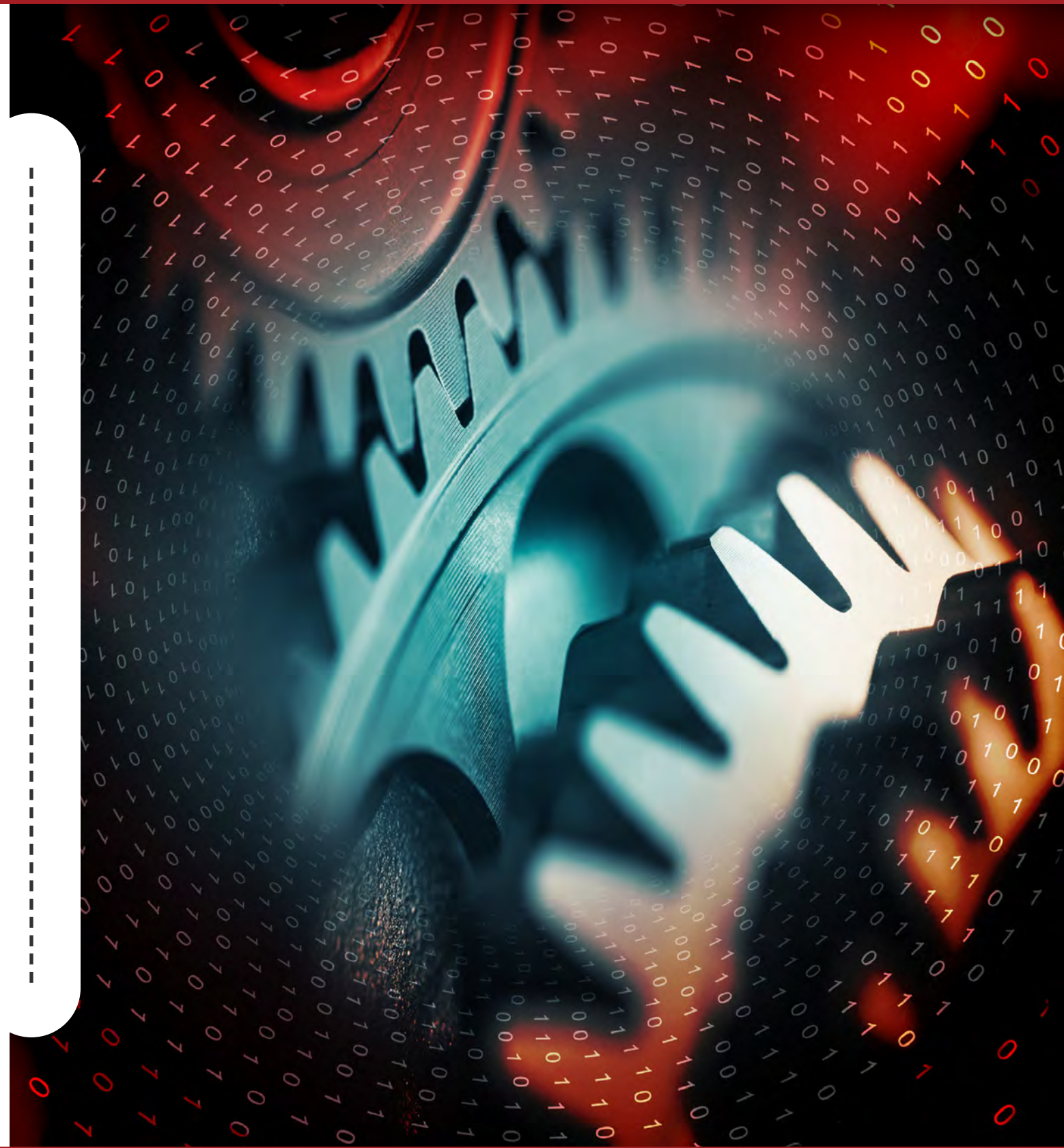
NO. 1 | LARGE

*Among organizations
with 5,000 or more
U.S. employees*

Career development and benefits are key to underpinning job retention. » A regular achiever in our annual surveys, Owens Corning embodies the hard work required to create an attractive IT employer.

BY MARC AMBASNA-JONES

A N INDUSTRIAL materials manufacturer focused on roofing, insulation and composites, Owens Corning is one of the most consistent organizations in our Best Places to Work in IT surveys. This year,

Owens
Corning

NO. 1 | LARGE

Owens Corning

Toledo, Ohio

[owenscorning.com](https://www.owenscorning.com)

No. of employees: **8,400**

No. of IT employees: **156**

7%

IT employee
promotion rate, 2020

\$3,141
(per year)

Training budget
per IT employee

38 / 54
(days)

PTO after one year / 10 years

the organization boasts three top ten rankings and returns to our #1 large IT employer spot. Based in Toledo, Ohio, it operates in 33 countries, with revenue of over \$7bn in 2020, and has an IT team of 156.

When asked, this team was fairly consistent in its praise for the organization, regularly citing a “challenging” work environment with plenty of project variety. There’s also a sizable nod to the increased flexibility and work/life balance but the mainstay of the firm’s continued success is its benefits and career development. When IT pros join Owens Corning, they are clearly looked after well.

Ranked #2 in our career development listing, #6 in benefits and #3 in retention, obviously the organization is doing something right.

“I love working for Owens Corning's IT department for so



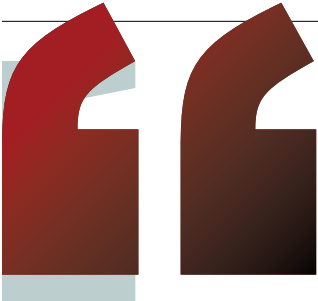
Owens Corning, headquartered in Toledo, Ohio, consistently features in the Best Places to Work in IT rankings.

many reasons,” said one respondent. “Having the flexibility and great work life balance means so much to me and my family. I am compensated well and extremely valued as an employee, with over five weeks of paid vacation time allowing me to spend extra time with my family and decompress throughout

This satisfaction with opportunities is also reflected in its retention ranking of #3, which would be difficult to achieve if its IT pros believed they were hitting ceilings all of the time. A big part of this is also culture. This incorporates values and attitudes to areas such as sustainability, diversity and

place to work because we have a great culture that fosters collaboration and success across many business units. We are given the funding and support to deliver great results.” Again, this is a fairly typical response. “Owens Corning has a great IT department to work in, with

ment, but I am working with some excellent people to support me in my position. It certainly is a challenging position but I am compensated well with salary, bonuses and benefits.” Interestingly, the organization bakes in career development and work/life balance into its benefits package, so it’s part



I love working for Owens Corning's IT department for so many reasons. ... I am compensated well and extremely valued as an employee, with over five weeks of paid vacation time allowing me to spend extra time with my family and decompress throughout the year. Owens Corning continues to challenge me as well as educate me within the IT realm, so I continue to grow.

the year. Owens Corning continues to challenge me as well as educate me within the IT realm, so I continue to grow.” This is fairly typical of the responses we have received, with employees particularly focused on career development paths, enabling security and fair progression through the ranks.

inclusion. While the business regularly features in the Dow Jones Sustainability World Index, in recognition of its work to reduce carbon, waste and water use, for example, it also nurtures a collaborative and engaging culture within its IT team. According to one respondent, “Owens Corning is a great

its team culture, where I’m surrounded by thoughtful coworkers that challenge me to think differently,” said another respondent, adding that the organization’s aspiration to acquire good talent, combined with initiatives around inclusion and diversity, has led to a strong, close-knit unit. “It is a fast-paced environ-

of the expectation and culture from the start rather than something that evolves on an ad hoc basis. The business says it is “committed to helping employees in their endeavor to build a family, including financial assistance for adoption and surrogacy,” alongside flexible work arrangements and Employee



Ranked #1 large IT employer, Owens Corning also boasts three top ten rankings in career development, benefits, and retention.

Assistance Programs (EAP).
So, what about diversity and inclusion? Although the firm ranks only #27 in our diversity list, it has put in place actions through affinity groups, to drive what it terms “a more inclusive

and emotionally intelligent culture.” The aim of these affinity groups is to raise awareness and help in creating inclusive teams across the entire organization.
In IT, 18% of IT staff are from ethnic minorities, while 44%

are women, quite a high percentage when compared with most other IT teams in our survey. There is clearly still work to do, especially here but also in its provision of training (it ranked #28 in our training list)

but for the moment at least, this has had little impact on its overall scores. Owens Corning is clearly a great place to work in IT but as with any employer, there is always room for improvement. ♦



Owens Corning has a great IT department to work in, with its team culture, where **I'm surrounded by thoughtful coworkers that challenge me to think differently.**

2021

100

BEST PLACES TO WORK in IT

FROM IDG

INSIDER PRO COMPUTERWORLD

LARGE COMPANY RANKINGS

Among organizations with 5,000 or more U.S. employees

No. 1
Overall for
Benefits

1	Owens Corning Toledo, Ohio
2	Genentech South San Francisco, Calif.
3	Red Hat Raleigh, N.C.

4	Vanguard Malvern, Pa.
5	The Hartford Hartford, Conn.
6	Ultimate Kronos Group (UKG) Lowell, Mass.
7	Navy Federal Credit Union Vienna, Va.
8	Worthington Industries Columbus, Ohio
9	Asurion Nashville, Tenn.
10	Johns Hopkins University/ Applied Physics Laboratory (APL) Laurel, Md.
11	Altria Group, Inc. Richmond, Va.
12	Booz Allen Hamilton McLean, Va.

No. 1
Overall for
Training

No. 1
Overall for
Career
Development



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MAKERS OF BETTER

13	Amedisys <i>Baton Rouge, La.</i>
14	Tractor Supply Company <i>Brentwood, Tenn.</i>
15	Applied Materials, Inc. <i>Santa Clara, Calif.</i>
16	Aflac <i>Columbus, Ga.</i>
17	Erickson Senior Living <i>Catonsville, Md.</i>
18	Blue Cross and Blue Shield of North Carolina <i>Durham, N.C.</i>
19	San Diego Gas & Electric and Southern California Gas Company <i>San Diego</i>
20	Zimmer Biomet <i>Warsaw, Ind.</i>

21	VMware <i>Palo Alto, Calif.</i>
22	Discover Financial Services <i>Riverwoods, Ill.</i>
23	Norton Healthcare <i>Louisville, Ky.</i>
24	Southern Company <i>Atlanta</i>
25	Portland State University <i>Portland, Ore.</i>
26	Motorola Solutions Inc. <i>Chicago</i>
27	RSM US LLP <i>Chicago</i>
28	Liberty Mutual Insurance <i>Boston</i>
29	Principal Financial Group <i>Des Moines, Iowa</i>



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30	Sharp HealthCare <i>San Diego</i>	35	FedEx Corporation <i>Memphis, Tenn.</i>
31	International Paper <i>Memphis, Tenn.</i>	36	Atrium Health <i>Charlotte, N.C.</i>
32	University of Notre Dame <i>Notre Dame, Ind.</i>	37	Health Care Service Corporation <i>Chicago</i>
33	CDW <i>Lincolnshire, Ill.</i>	38	Jet Propulsion Laboratory (JPL) <i>Pasadena, Calif.</i>
34	Nationwide Mutual Insurance Company <i>Columbus, Ohio</i>	39	Total Quality Logistics <i>Cincinnati</i>

TOTAL QUALITY LOGISTICS

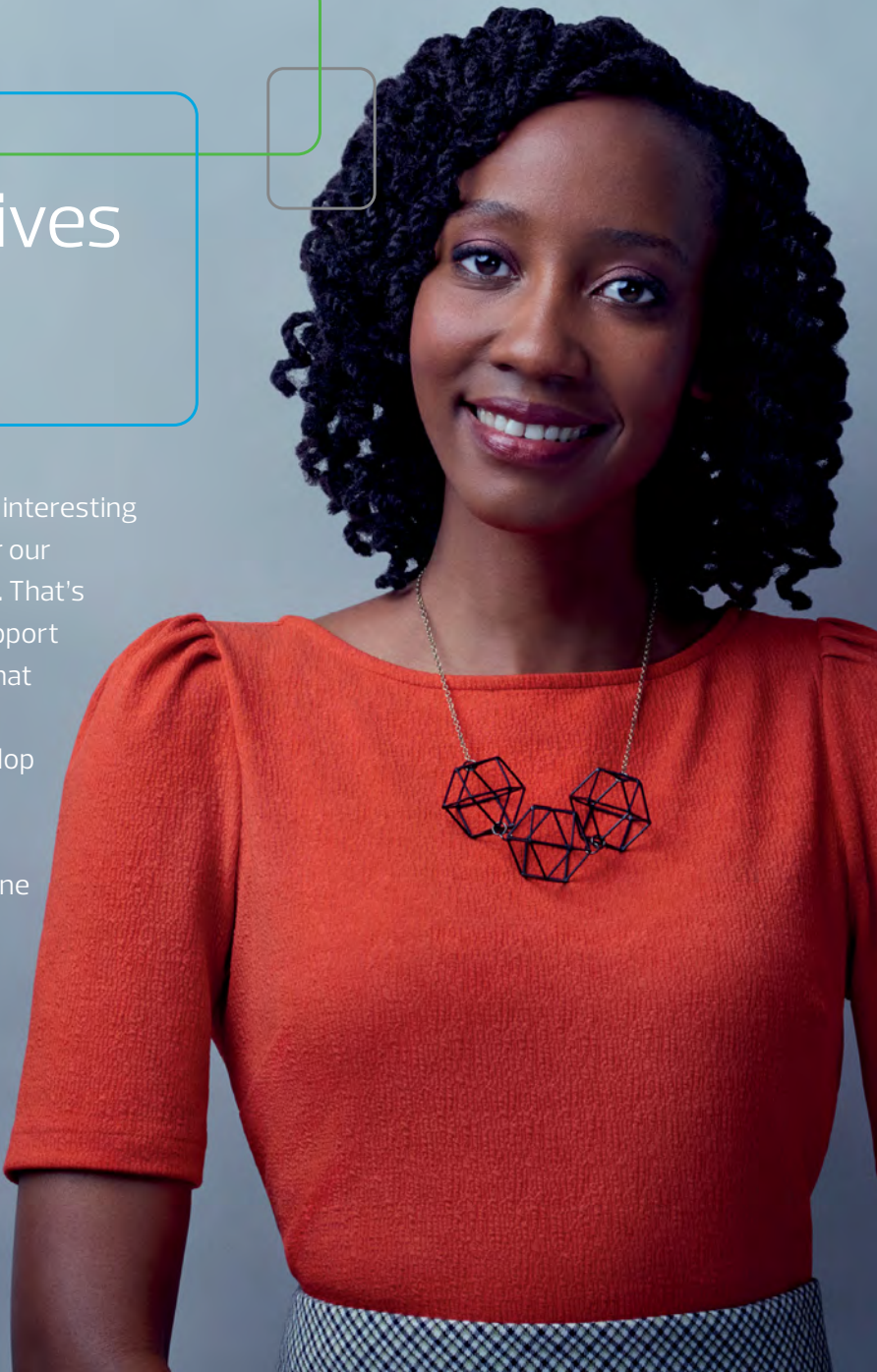


IT Stay At Home Prep: A member of the Total Quality Logistics' communications team helps program phones for at-home use last March.

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40	Johns Hopkins Medicine <i>Baltimore</i>
41	MSC Industrial Direct Co. <i>Melville, N.Y.</i>
42	AdventHealth <i>Altamonte Springs, Fla.</i>
43	Kaiser Permanente <i>Oakland, Calif.</i>
44	MITRE <i>McLean, Va.</i>
45	Banner Health <i>Phoenix</i>
46	Children's Hospital of Philadelphia <i>Philadelphia</i>
47	Select Medical <i>Mechanicsburg, Pa.</i>
48	Children's Healthcare of Atlanta <i>Atlanta</i>

49	CSX <i>Jacksonville, Fla.</i>
50	Fannie Mae <i>Washington, D.C.</i>
51	The Kroger Co. <i>Cincinnati</i>
52	Holman Enterprises <i>Mount Laurel, N.J.</i>
53	ADM <i>Chicago</i>
54	Oshkosh Corporation <i>Oshkosh, Wis.</i>
55	United Parcel Service, Inc. <i>Atlanta</i>
56	U.S. Department of Veterans Affairs, Office of Information and Technology <i>Washington, D.C.</i>

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2021

BEST PLACES
TO WORK *in IT*

FROM IDG

INSIDER PRO COMPUTERWORLD

PROFILE

NO. 1 | MIDSIZE

*Among organizations
with 1,001 to 4,999
U.S. employees***An employee-first focus with
a broad range of benefits. >>**

Work life balance, cutting-edge tech, good pay and benefits, diverse culture and career development; FINRA's strength is in being a flexible employer with a broad range of benefits.

BY MARC AMBASNA-JONES

ALTHOUGH the Financial Industry Regulatory Authority (FINRA) has not featured in any of our top ten lists, the broker-dealer regulator, based in downtown Washington, D.C. (it also has satellite offices

FINRA



NO. 1 | MIDSIZE

FINRA

Washington, D.C.

finra.org

No. of employees: 3,599

No. of IT employees: 702

14%

IT employee
promotion rate, 2020

\$1,214
(per year)

Training budget
per IT employee

29 / 35
(days)

PTO after one year / 10 years

across the US), features in the top 20 of three of our key categories. For this reason, it has excelled overall, as a balanced and evolving medium-sized employer.

FINRA is a government-authorized, not-for-profit organization that oversees 624,000 US broker-dealers, analyzing billions of daily investor market events. It uses innovative technologies, such as AI and machine learning to help manage the data workload and detect fraud and is a regular contributor to the open-source software community.

A large portion of its 702-strong IT team cites FINRA's pursuit of cutting-edge technologies as an attractive feature of working for the organization, enabling learning on the job and a sense of being consistently challenged. It's an interesting point because while FINRA ranked #17 on the training list, it



Teammates arrive at not-for-profit organization FINRA's Washington, DC headquarters.

was #35 in career development. IT pros feel they are learning but there is limited scope for internal movement, which is surprising for a large team.

Where FINRA is unquestionably strong is in benefits. It featured just outside the top ten, ranked #14, with many IT employees saying it offers a com-



FINRA encourages a culture of innovation with annual, company-wide Createathon events.

petitive salary, as well as good, additional benefits packages. Interestingly two words that creep up consistently in employee responses are flexibility and work/life balance. Many respondents have been impressed with

FINRA’s reaction to COVID-19, claiming it was already in a great position to pivot to remote working because it was already geared-up to provide flexible working options.
“It’s a great place to work for

many reasons,” said a FINRA IT employee, “but I particularly value the priority placed on work-life balance, providing resources, such as backup care and during the pandemic, empathy and flexibility.”

According to FINRA, work productivity has actually increased during the pandemic, so it now encourages greater work-life balance, along with family priorities, by providing stipends to purchase equipment and improve their home office set-up. It’s even instituted ‘FINRA Fridays’ to allow staff to log off early in the afternoon or be free of any calls/meetings after 2pm. Even during these challenging times, FINRA’s tech team continued with volunteer days of service, and maintained the culture of innovation with a fully remote 5th annual Createathon company-wide event. The event allows for dedicated days every year to break down walls between departments to collaborate and formulate new solutions to help the overall organization.
Another area where FINRA seems to have done relatively well is diversity. It ranked #21



It's a great place to work for many reasons, but I particularly value the priority placed on work-life balance, providing resources, such as backup care and during the pandemic, empathy and flexibility.

in our diversity list but according to respondents has clearly made significant strides in developing its culture towards becoming a more inclusive and diverse workplace.

“FINRA spends an enormous amount of energy working to make an inclusive, employee-first culture,” said one respondent.

The IT team has 172 women, of which 74 are in leadership roles, and 261 from ethnic minorities (of which 114 are in leadership roles), and the organization actively encourages the formation of employee resource groups (ERGs) to create a culture of inclusivity. These have evolved into groups offering mentoring, skills development and networking events, among others. Approximately half of the entire IT team currently participate in one or more ERGs.

As with any organization, how it treats its employees is often reflected in its ability to retain staff. FINRA scored well in retention, ranking #19 in our employee retention list. By covering most of its bases well (although



FINRA featured just outside the top ten for benefits, but many IT employees say it offers a competitive salary, as well as good, additional benefits packages. Two words that appear consistently in employee responses are flexibility and work/life balance.

not particularly excelling in any, when compared with other organizations), FINRA manages to engage the vast majority of its IT employees on a work level, while

developing a seemingly empathetic and inclusive culture that is attractive to anyone that wants to feel welcome and valued in the workplace. ♦

2021

100

BEST PLACES
TO WORK *in IT*

FROM IDG
INSIDER PRO COMPUTERWORLD

MIDSIZE
COMPANY RANKINGS

Among organizations
with 1,001 to 4,999
U.S. employees

1	Financial Industry Regulatory Authority <i>Washington, D.C.</i>
2	Align Technology <i>San Jose, Calif.</i>

3	VyStar Credit Union <i>Jacksonville, Fla.</i>
4	Plante Moran, PLLC <i>Southfield, Mich.</i>
5	DriveTime Automotive Group <i>Tempe, Ariz.</i>
6	Informatica <i>Redwood City, Calif.</i>
7	National Information Solutions Cooperative <i>Lake St. Louis, Mo.</i>
8	Credit Acceptance <i>Southfield, Mich.</i>
9	Enova International, Inc. <i>Chicago</i>
10	Zebra Technologies Corporation <i>Lincolnshire, Ill.</i>



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AMERICAN FIDELITY ASSURANCE COMPANY

Colleagues from American Fidelity's IT team enjoy a division celebration at the company's outdoor pavilion.

No. 1
Overall for
Retention

11	Janney Montgomery Scott LLC <i>Philadelphia</i>	16	AARP <i>Washington, D.C.</i>
12	Workiva <i>Ames, Iowa</i>	17	ChenMed, LLC <i>Miami Gardens, Fla.</i>
13	Genesis HealthCare System <i>Zanesville, Ohio</i>	18	CME Group <i>Chicago</i>
14	Nuance <i>Burlington, Mass.</i>	19	American Fidelity Assurance Company <i>Oklahoma City, Okla.</i>
15	Avery Dennison Corporation <i>Glendale, Calif.</i>	20	Miami University <i>Oxford, Ohio</i>

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2021

BEST PLACES
TO WORK *in IT*

FROM IDG

INSIDER PRO COMPUTERWORLD

PROFILE

NO. 1 | SMALL

Among organizations
with 1,000 or fewer
U.S. employees

Big gestures and benefits add weight to an attractive ethos. » Purposeful work gives BCU employees job satisfaction but it takes more than a good cause to come out top in our small company rankings.

BY MARC AMBASNA-JONES

BASED in Vernon Hills, a northern suburb of Chicago in Illinois, Baxter Credit Union (BCU) is ranked #60 of top U.S. credit unions

BCU



NO. 1 | SMALL
Baxter Credit Union

Vernon Hills, Ill.

bcu.org

No. of employees: 708

No. of IT employees: 70

10%

IT employee
promotion rate, 2020

\$307
(per year)

Training budget
per IT employee

25 / 35
(days)

PTO after one year / 10 years

(of which there are over 5000, according to the National Credit Union Administration) and #1 in our ranking of the best small organizations to work for in IT in 2021.

With an IT team of 70, up nine from 12 months ago, BCU has excelled overall and featured strongly in our benefits and diversity rankings. BCU didn't take part in our re-search last year, but has made quite an impression this year.

What is very clear from its IT employees is that BCU has nurtured a team-oriented working environment, with collaboration, creativity and development at its core. Although a relatively small organization, which of course brings its own challenges of resourcing, BCU has managed to create a positive working environment, even through COVID-19.



BCU, whose corporate headquarters are located in Vernon Hills, Ill., fosters a team-oriented environment with a strong focus on collaboration and creativity.

When asked what makes BCU such a special (or not so special!) place to work, one employee responded that the organization “really cares

about the members and tries to put them first,” adding that “the entire C-Suite knows my name and that makes me feel good. My boss really cares

about me and takes the effort to show appreciation for my work and I am challenged at my job consistently and driven to do my best.”

It’s certainly a glowing reference for the BCU leadership and reflects the sentiment of the majority of BCU’s employee respondents. So, what makes it so special?

Firstly, it is the nature of the work. Working for a credit union means buying into its ethos, and BCU’s mission—to empower people to discover financial freedom—clearly strikes a chord with its employees.

“We know that the work we are doing matters,” says one BCU IT pro. “The stability, security, and efficiencies we develop on the IT side have a direct impact on these people being able to pay bills on time, get an affordable loan, and

have access to their money safely and reliably. Because of this, we have clarity of purpose and meaning behind everything we do.”


In order to achieve this purpose, BCU’s IT team is granted significant latitude and budget to pursue new technologies

nization that cares for and recognizes employees through big gestures, such as all-expense paid trips for service excellence and small, monthly meetings just to publicly thank hard working employees.


“It is a flexible work environment and collegial atmo-

indeed a big factor in IT staff happiness (BCU ranked #9 in our benefits list) and BCU is not short of generous options. As well as medical and dental insurance, paid parental leave and employee stock options, there are clear career development plans, training and flexible working. An in-house concierge is available to run individual errands and an in-house barista will deliver coffee, while access to an in-house gym will help work off the visit to a bi-weekly ice cream truck.

With 50% of the IT team from ethnic minority groups and 27% female (BCU was ranked #13 in diversity), this all paints a picture of an inclusive, engaging and enjoyable place to work, where you feel that just about anyone could turn up to work and be welcomed with open arms. ♦



Working for a credit union means buying into its ethos, and **BCU's mission**—*to empower people to discover financial freedom*—**clearly strikes a chord with its employees.**



and competencies, leading to a culture of learning and innovation. It’s this culture that clearly underpins IT’s belief in the work and the stability of the team.

According to an IT team respondent, BCU is an orga-

nization that treats people as family and has proven to be rock solid even through a pandemic, as evidenced by zero layoffs and the funding and payment of the bonus program,” says the respondent.

Employee benefits are

2021

100

BEST PLACES
TO WORK *in* IT

FROM IDG

INSIDER PRO COMPUTERWORLD

SMALL

COMPANY RANKINGS

Among organizations
with 1,000 or fewer
U.S. employees

1	Baxter Credit Union (BCU) <i>Vernon Hills, Ill.</i>
2	Cloud for Good <i>Asheville, N.C.</i>
3	KnowBe4 <i>Clearwater, Fla.</i>

4	Railinc Corp. <i>Cary, N.C.</i>
5	Axxess <i>Dallas</i>
6	American Academy of Family Physicians <i>Leawood, Kan.</i>
7	Dataprise <i>Rockville, Md.</i>
8	Planned Systems International, Inc. <i>Arlington, Va.</i>
9	OCLC, Inc. <i>Dublin, Ohio</i>
10	MetroStar Systems, Inc <i>Reston, Va.</i>
11	National Rural Electric Cooperative Association <i>Arlington, Va.</i>
12	NTT Managed Services <i>Southfield, Mich.</i>

No. 1
Overall for
Diversity



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BLUE CROSS BLUE SHIELD OF NORTH DAKOTA

Blue Cross Blue Shield, based in Fargo, N.D., was described by one employee as “truly a special place to work.”

13	Association of American Medical Colleges <i>Washington, D.C.</i>	20	Dedicated IT <i>Lake Park, Fla.</i>
14	IT Convergence <i>Irving, Texas</i>	21	Connectria LLC <i>St. Louis</i>
15	Resultant* <i>Indianapolis</i>	22	Nitel <i>Chicago</i>
16	Sprinklr, Inc. <i>New York</i>	23	Blue Cross Blue Shield of North Dakota <i>Fargo, N.D.</i>
17	Armor <i>Richardson, Texas</i>	24	Edafio Technology Partners <i>North Little Rock, Ark.</i>
18	Avaap USA, LLC <i>Edison, N.J.</i>		
19	Accelirate Inc. <i>Sunrise, Fla.</i>		

* Formerly KSM Consulting

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INSIDER PRO and *Computerworld* from IDG conducted the 28th annual survey to identify the 100 best places to work for IT professionals. In November 2020 *Insider Pro* and *Computerworld* started accepting nominations from U.S.-based organizations and from non-U.S.-based employers that met the following criteria: Nominated organizations were required to have a minimum of 300 total employees at a U.S. headquarters and a minimum of 30 IT employees in the U.S., with at least 50% of IT employees based in the U.S.

Participants were asked to provide contact information for the person at their organization who is familiar with or has access to employment statistics and financial data, as well as benefits policies and programs for the IT department and the entire organization.



How We Chose *the* Best Places to Work

The methodology behind our selection of the 100 organizations on the 2021 Best Places to Work in IT list. **BY KATE HOY**

In January 2021 the contacts at the nominated organizations received a 52-question company survey asking about average salary and bonus increases, percentage of IT staffers promoted, IT staff turnover rates, training and development, and the percentage of women and minorities in IT staff and management positions. In addition, information was collected on the employer's retention programs, methods of rewarding outstanding performances, and benefits ranging from elder care and child care to flextime and reimbursement for college tuition and the costs of earning technology certifications.

Upon completion of the company survey, participants were instructed to select a random sample of employees from their U.S.-based full- and part-time IT staffs for participation in an employee survey. All

participating companies were emailed instructions regarding sample selection as well as a unique survey link to share with employees. Topics covered in the employee survey included satisfaction with compensation and benefits, training and development programs, and work/life balance. In addition, employees were asked to rate employee morale in the IT department, the importance of various benefits, and their level of agreement with a variety of statements on topics ranging from career growth to management's fair and equal treatment of employees.

A total of 21,820 IT employees responded to the employee survey from the final 100 organizations selected as best places to work for IT professionals.

The nomination survey, company survey and employee survey were all conducted online.

The responses to the company and employee surveys were collected and tabulated by a third-party research vendor. The company portion of the research was closed in February 2021, and the employee survey portion was closed in March 2021.

In scoring the responses from the company and employee surveys, company results were weighted based on the importance ratings provided by respondents to the employee survey. Approximately half of the total scoring was based on employee responses, with the remaining half based on the survey of the company's benefits and other programs.

Top 10 Lists

Our top 10 lists show the best of the best — the organizations that excel in these five areas of human resources: career development, benefits, retention,

diversity, and training. To determine those lists, we considered the following factors:

- **Benefits:** The range of benefits offered, including sabbaticals, elder care and childcare, and health and vision plans; employee satisfaction with the range of benefits.
- **Career development:** Mentoring programs; tuition reimbursement for college classes and technical certifications; promotions within IT; employee satisfaction with tuition reimbursement, opportunities for career growth and management's involvement in career development.
- **Diversity:** Percentage of women and minorities in staff and managerial positions; employee perceptions that

management treats everyone fairly regardless of race or gender.

- **Retention:** Frequency of employee satisfaction surveys; turnover rate; promotions; morale; employee satisfaction with work/life balance, sabbaticals, job-sharing and telecommuting programs.
- **Training:** Number of training days; training budget; employee satisfaction with training and access to training; satisfaction with reimbursement for certification training; satisfaction with continuing education programs.

The survey process was managed by Jen Garofalo, research director in IDG's Insights and Performance Marketing group, working with independent firm Research Results. ♦