VANDERBILT UNIVERSITY

FORTUNE 100 BEST COMPANIES TO WORK FOR® 2009

GREAT PLACE TO WORK® INSTITUTE INC.

FORTUNE Application Process

- Explain Steps in Process
- Show Data
- Questions

Application Process

- Great Places To Work Institute
- Nomination
- Random Survey (2/3 of score)
- Culture Audit I & II (1/3 of score)
- Notification of Status

Nomination

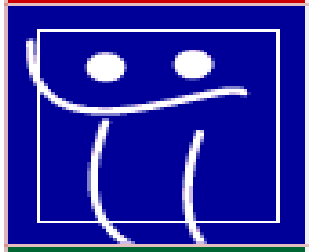
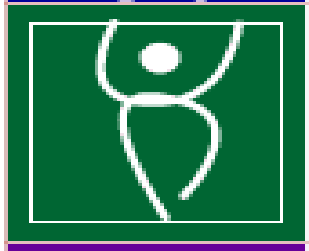
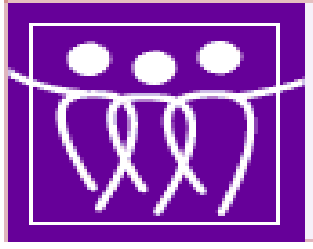
- Self Nominations accepted (March)
  - 1,000 US employees – Company at least seven years old
  - Online form with details about organization
  - Notified in April if selected to participate
    - 2008-09 only 353 companies selected

Random Survey (2/3 of total score)

- HR runs report –
  - 400 random sample – upload names to GPTW (May)
  - Customized CEO Letter – upload for approval (June)
  - System Administrator Checklist (June)
  - E-mail/Letter from Chancellor (June)
  - Survey sent – online or paper (June)
    - Two reminders from GPTW
    - Deadline – end of June

Random Survey (cont)

- Survey Distribution Questionnaire
- Repeat process with 100 more names if participation too low (186 participated)
- Survey is 57 questions with 2 open ended
  - TRUST Index
    - Credibility
    - Respect
    - Fairness
    - Pride
    - Camaraderie

Dimension	How it plays out in the workplace	
	Credibility • Communications are open and accessible • Competence in coordinating human and material resources • Integrity in carrying out vision with consistency	T
	Respect • Supporting professional development and showing appreciation • Collaboration with employees on relevant decisions • Caring for employees as individuals with personal lives	R U S
	**Fairness** • Equity - balanced treatment for all in terms of rewards • Impartiality - absence of favoritism in hiring and promotions • Justice - lack of discrimination and process for appeals	T
	**Pride** • In personal job, individual contributions • In work produced by one's team or work group • In the organization's products and standing in the community	
	**Camaraderie** • Ability to be oneself • Socially friendly and welcoming atmosphere • Sense of "family" or "team"	

Culture Audit I (July)

- Company Profile
- Type of Organization
- Industry/Location
- Non-Discrimination Policies
- Revenues
- Major Changes
- Number of FT, PT, Temp employees
- Job Levels
- Gender/Age/Tenure/Ethnic Identity
- Management Demographics
- Turnover
- Applicants and Hiring
- Compensation and Benefits and Perks
- Training
- Community Involvement
- Work/Family Issues/Family Care Needs

Culture Audit II (July)

- Hiring and Welcoming
  - Characteristics you seek in prospective new employees, aside from the skills to do their job.
  - How does your hiring process ensure a job candidate will fit into your culture?
  - In what ways do you welcome new employees into your company?

Culture Audit II

- Inspiring
  - How do you inspire employees to feel their work has more meaning than just a job?
- Speaking
  - In what ways does management share information – good or bad news?

Culture Audit II

- Listening
  - What avenues are available for employees to communicate with management?
  - What are the ways in which employees can make suggestions or be more involved in making decisions that affect their jobs or work environment?

Culture Audit II

- Thanking
  - How does your company who appreciation and/or recognition for good work and extra effort?
- Developing
  - What opportunities does your company provide to help employees discover and develop their talents so they can make a better professional contribution or enhance personal growth?

Culture Audit II

- Caring
  - Describe special or unique benefits offered which show how your company cares about people as individuals.
  - What special programs are offered to help employees balance work/personal/family lives?
  - What formal or informal programs provide support in times of need?
  - Describe programs to promote diversity.

Culture Audit II

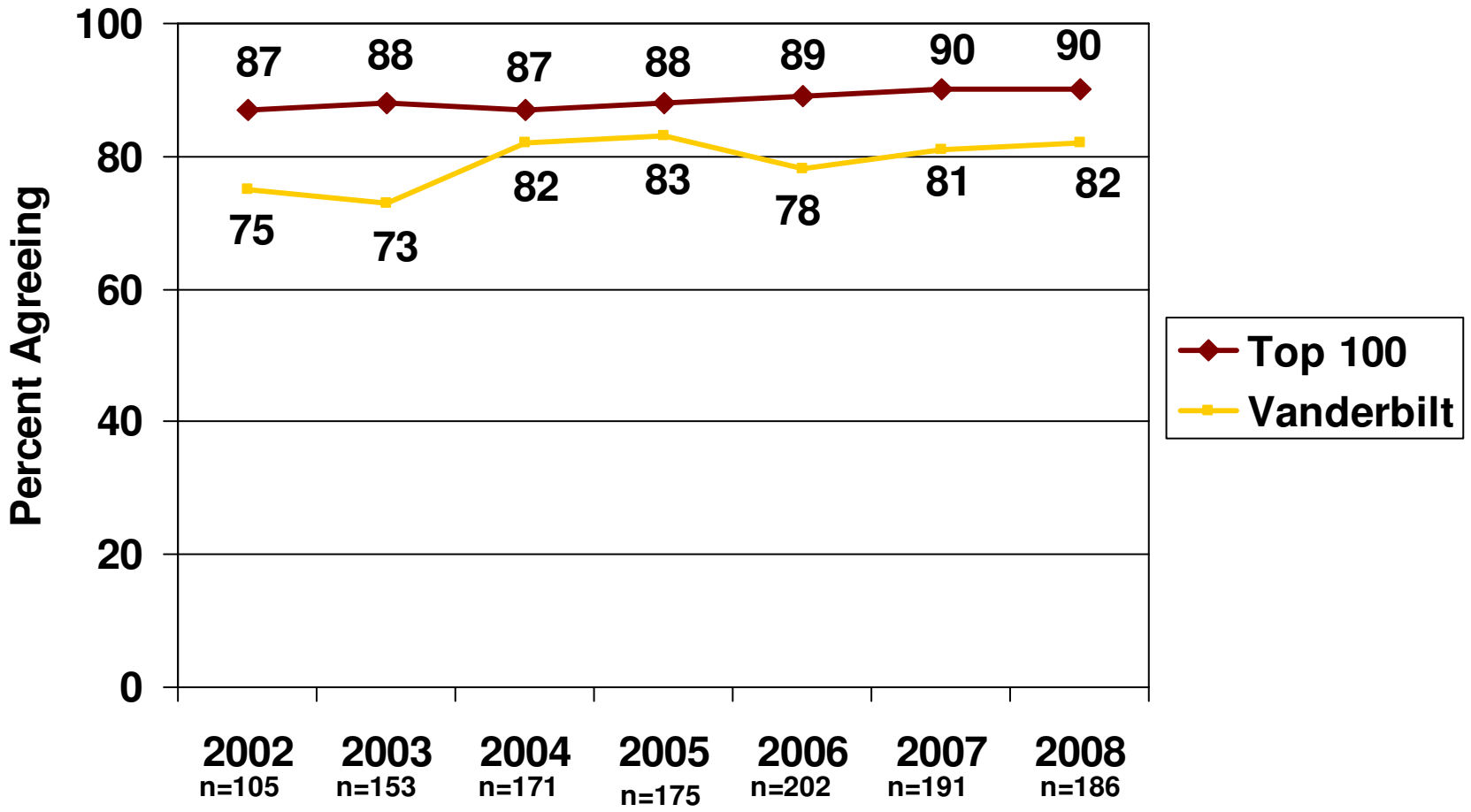
- Celebrating
  - In what ways do you celebrate successes?
  - How do you encourage fun and camaraderie?
- Sharing
  - Describe approach to total compensation and a sense of fairness.

Culture Audit II

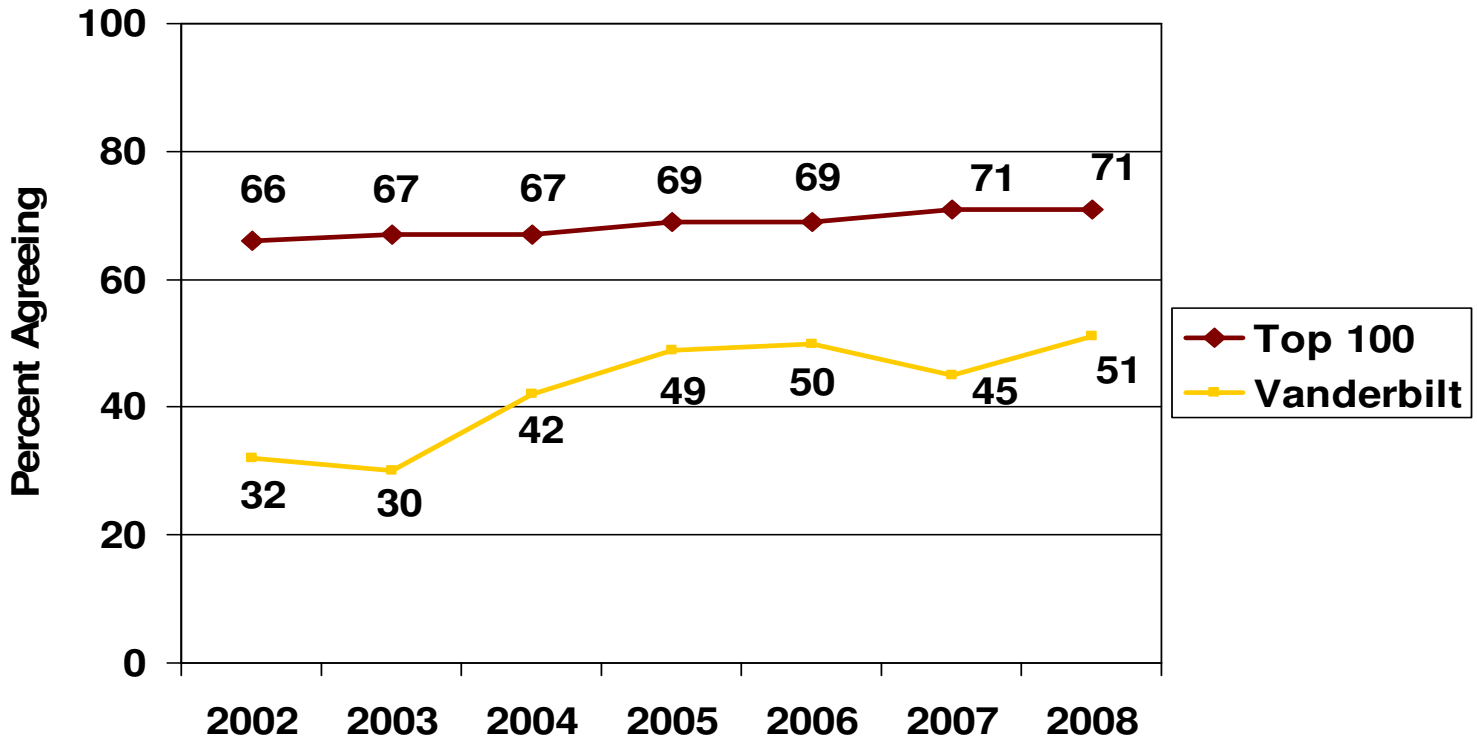
- Workplace Culture and Organization Success
  - Do you have evidence to suggest that your company's workplace culture contributes to the organizations success?
- Additional Comments
  - Any other programs that would describe your company's unique culture?

Vanderbilt Results for the Fortune 100 -Great Places to Work Survey for 2002 - 2008

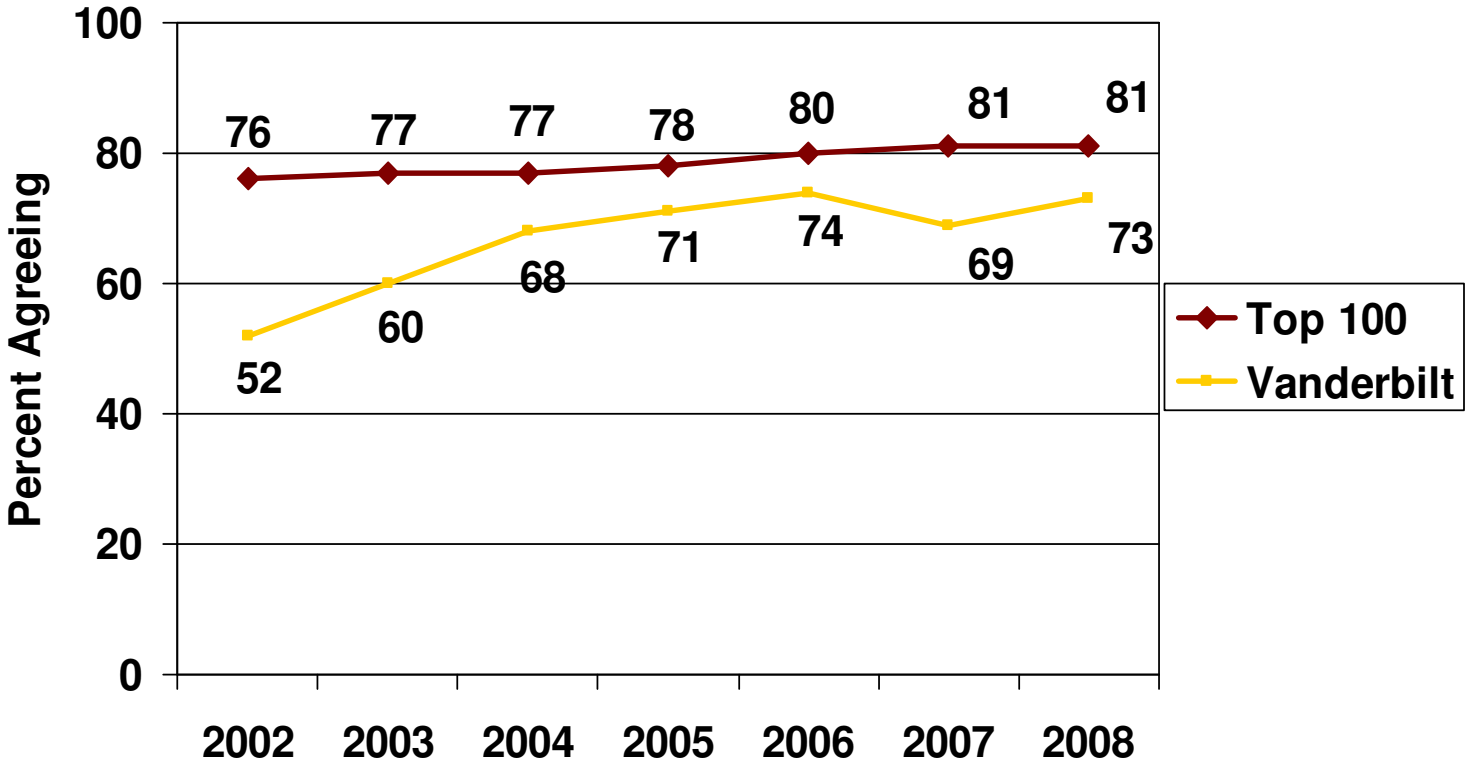
“Taking everything into account, this is a great place to work”



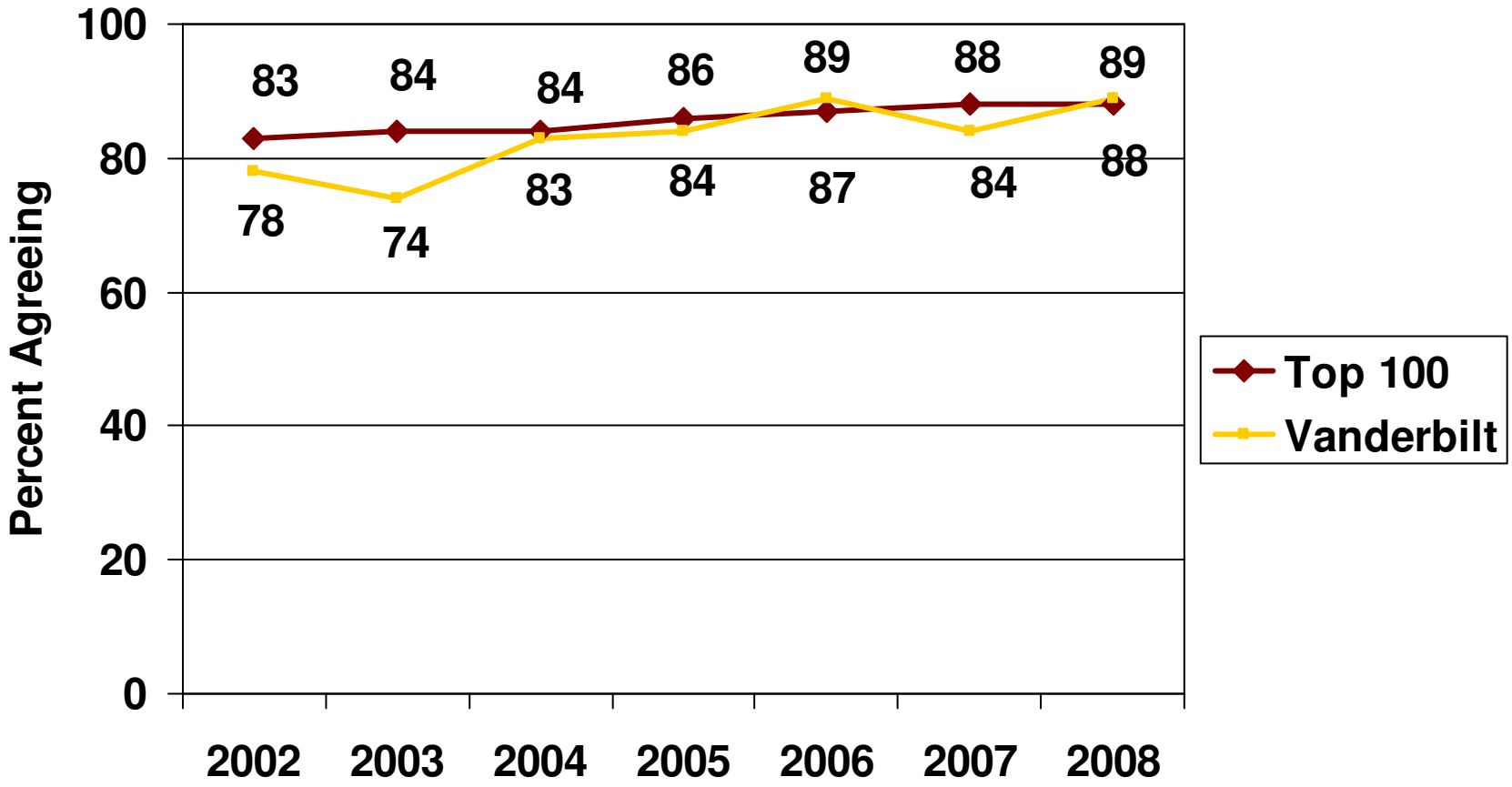
“I feel I receive a fair share of the profits made by this organization”



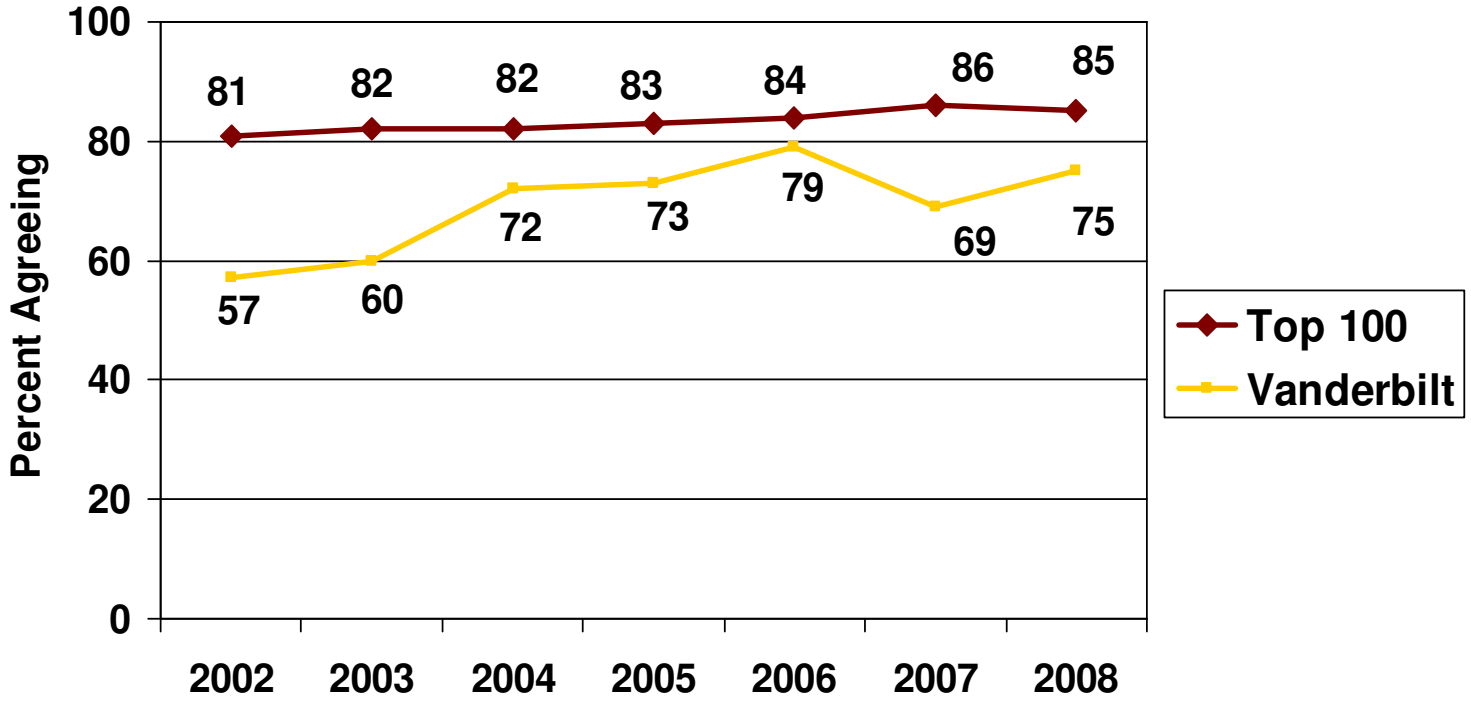
“People are encouraged to balance their work life and personal life”



“I feel I make a difference here”



“Management is approachable, easy to talk with”



Smallest Gap in VU score and Top 100

Question	VU Percent Agreeing 2008	Top 100 Percent Agreeing 2008	Difference (VU - Top 100) 2008
My work has special meaning, this is not "just a job"	85%	84%	1%
I feel I make a difference here	89%	88%	1%
People here are given a lot or responsibility	90%	89%	1%
We have special and unique benefits here	85%	85%	0%
This is a physically safe place to work	95%	96%	-1%
I believe management would lay people off only as a last resort	85%	87%	-2%

Largest Gap in VU scores and Top 100

Question	VU Percent Agreeing 2008	Top 100 Percent Agreeing 2008	Difference (VU - Top 100) 2008
I feel I receive a fair share of the profits made by this organization	51%	71%	-20%
People here are paid fairly for the work they do	58%	78%	-20%
Management recognizes honest mistakes as part of doing business	70%	84%	-14%
Management involves people in decisions that that affect their jobs or work environment	63%	75%	-12%
Management's actions match its words	70%	81%	-11%
I can ask management any reasonable question and get a straight answer	70%	81%	-11%

Notification

- Follow up questions – August through December
- Email or Phone Call Mid January

Questions