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
<table>
<thead>
<tr>
<th>Dimension</th>
<th>How it plays out in the workplace</th>
</tr>
</thead>
</table>
| **Credibility** | Communications are open and accessible  
                      Competence in coordinating human and material resources  
                      Integrity in carrying out vision with consistency |
| **Respect** | Supporting professional development and showing appreciation  
                        Collaboration with employees on relevant decisions  
                        Caring for employees as individuals with personal lives |
| **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 |
| **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
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 show 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 organization’s 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

<table>
<thead>
<tr>
<th>Question</th>
<th>VU Percent Agreeing 2008</th>
<th>Top 100 Percent Agreeing 2008</th>
<th>Difference (VU - Top 100) 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>My work has special meaning, this is not &quot;just a job&quot;</td>
<td>85%</td>
<td>84%</td>
<td>1%</td>
</tr>
<tr>
<td>I feel I make a difference here</td>
<td>89%</td>
<td>88%</td>
<td>1%</td>
</tr>
<tr>
<td>People here are given a lot of responsibility</td>
<td>90%</td>
<td>89%</td>
<td>1%</td>
</tr>
<tr>
<td>We have special and unique benefits here</td>
<td>85%</td>
<td>85%</td>
<td>0%</td>
</tr>
<tr>
<td>This is a physically safe place to work</td>
<td>95%</td>
<td>96%</td>
<td>-1%</td>
</tr>
<tr>
<td>I believe management would lay people off only as a last resort</td>
<td>85%</td>
<td>87%</td>
<td>-2%</td>
</tr>
</tbody>
</table>
## Largest Gap in VU scores and Top 100

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

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