

# GREAT PLACE TO WORK® CONFERENCE

## Sustaining a Great Workplace

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@GPTW\_US  
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[www.greatplacetowork.com](http://www.greatplacetowork.com)



# What's In This Session for YOU?

- List **characteristics** of a great workplace
- Recognize when a great workplace could be **at risk**
- Learn **strategies** to address potential risks
- Identify ways to **sustain** a great workplace





# Great Workplace Characteristics



## Meet Navigator Management Partners

- **GPTW Best Small/Medium Companies List Award** – Four-time consecutive recipient
- **Inc 5000 Award**, 6 consecutive years.
- **Columbus Corporate Caring Award** - Finalist for 6 consecutive years; winner in 2008 and 2010.
- **Columbus Fast Fifty Award** – Seven consecutive years
- **Inner City 100 (Business Week)** – Four consecutive years
- **Entrepreneur of the Year** - Finalist twice; winner, once

Regional management and IT consulting firm with ...

- Many **locations**
- Diverse **workforce**
- Diverse **client portfolio**



# Our story is about growth ...



## July 2000

- One employee (founder)
- No physical office
- One client
- \$5,000 in revenue

## July 2011

- 73 employees
- Four locations
- 43 clients in 14 industries
- \$11.6 million in revenue

# Our Great Workplace Characteristics



## Trust\*

- I trust management (91%)\*\*
- I trust my co-workers (91%)



## Pride

- I am proud to say I work at Navigator (96%)
- Navigator cares about the community (100%)
- Employee attrition = 10%



## Camaraderie

- Community outreach activities
- Internal events and celebrations
- Daily opportunities for collaboration

\*Trust, Pride and Camaraderie are the three pillars of the Great Place to Work® Trust Model©

\*\*Drawn from NMP January 2011 Employee Survey



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# Recognize When You May be at Risk





**In August 2011, storm clouds gathered ...**





# Our Challenges ...



- Continuous **growth** might change our **culture**
- Flat organizational **structure** might not support future **growth targets**
- Employees asking for clear **career path**
- Satisfaction **survey** ratings **dropping**





# Strategies to Address Potential Risks



# The Plan ...

Appoint an **Organizational Design Committee** to

- Strengthen **HR metrics**
- Provide strong evidence to **support employee trust** in Navigator leadership and peers
- Define what we **value in our culture**, including those elements that have consistently made Navigator a great workplace



## Data Inputs

- Employee Satisfaction Survey Results
- Onboarding Survey Results
- Group Mailbox suggestions
- Anecdotal/conversational suggestions
- Blue Sky Feedback
- Number of vacation/training hours utilized by employees
- Current state roles/descriptions
- Current state capability groups

# The Work ...

- Committee established late December 2011
- Met 14 times Jan - Mar 2012
- Variety of formats:
  - WebCam meetings
  - Day-long face-to-face retreat
  - Sponsor touchpoints
  - Employee meeting updates and activities

# What Employees Told Us ...

- Restructure the **performance appraisal** process
- Reevaluate the **compensation** program
- Staff more **strategically**
- Provide clear **career paths** and **reporting lines**
- Don't do anything to hurt our **culture**



# Guiding Principles for Recommendations ...

- Maintain the Navigator **culture** while supporting **strategic goals**
- Address each **shortcoming** on the **Employee Satisfaction Survey**
- Add value and focus on Navigator **success criteria**
- Build for the organization as it will be in **five years**



# The Outcomes ...

- Strategically-linked and scalable **organizational chart**
- **Career path** model and position hierarchy
- List of twenty **recommendations**
- Proposed implementation **timeline**



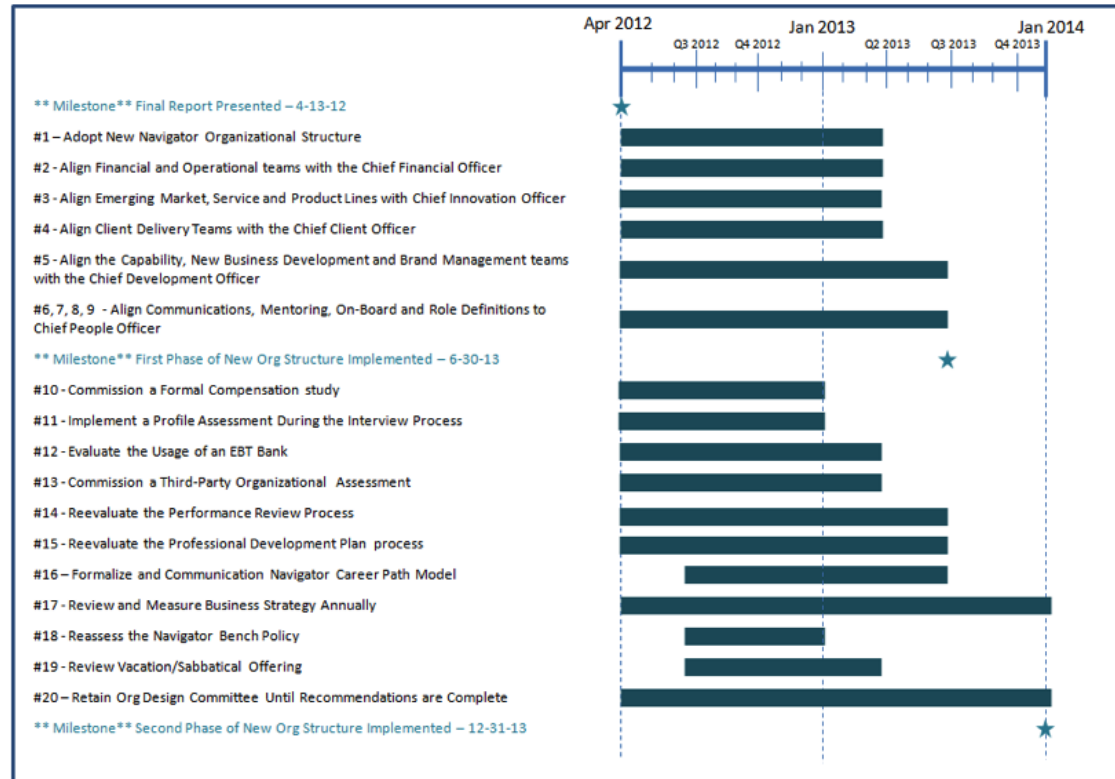
# The Reality ...

- Recommendations and timeline were **presented** to Navigator President/CEO
- Many recommendations and priorities were **accepted**
- Some were **not**





# Proposed Timeline ...



## Key Messages

- Opportunity not Structure
- Ownership not Direction
- Growth Opportunities not Career Ladder
- Leadership not Supervision
- Culture is Owned by Everyone not One Individual

# Preparing Employees ...

- Complete ODC Report made available to employees
- Employee participation exercise at April 2011 Quarterly Meeting



# One Year Later ...

- **50%** of our proposed recommendations have been **implemented**
- Phase I of the **New Org Structure** is **complete**



# One Year Later ...

- More Specifically...
  - **Mentoring** Program Enhancements
  - **Strategic Recruitment** & Realignment
  - Improvements to **On-boarding** Program
  - **Compensation Survey**
  - **Performance Management** Process Revamp
  - Development of **Culture Training**: “Nav 101”



# One Year Later ...

- Some **“Chief” roles**, got **tabled** in favor of increasing the scope of responsibility for our Firm’s Partners
- Purchased a Compensation **Survey** vs. commissioning a formal Compensation **Study**
- **Did not** move forward with a third-party **organizational assessment**



# One Year Later ...

- **2012 recipient** of the Great Place to Work/Fortune “**Best Small Companies**” Award!
- **93%** of employees cite “**satisfaction** with being an employee of Navigator.
- **Retention** rate of **91%!**
- **96%** of employees cite that they are “**proud to work** for Navigator.”





# Ways to Sustain a Great Workplace



# Key Success Factors

- **Executive** engagement and a **burning platform**
- High **visibility**
- **Commitment** to improvement at **all levels**
- **Understanding** of **risks**
- **Employee** engagement





# What Did We Learn?

- Do the **right thing**, the results will follow
- Be **flexible** and adjust the plan as needed
- Set realistic **expectations**
- **Don't attempt to fix**, what isn't broken



# Questions

