



North  
Coast 

Proud to be One of 99  
Best Places to Work  
IN NORTHEAST OHIO

 John Carroll  
UNIVERSITY

Alex Teodosio  
Human Resources

 John Carroll  
UNIVERSITY

# Human Resource Department

## Mission Statement

The Human Resources Department is committed to partnering with the University community in attracting and retaining a **top performing** and **diverse workforce**. Our team is passionate about promoting and maintaining a **culture of operational excellence**, **employee engagement** and **inclusiveness** where **work is meaningful**, employees are **valued** and **collaboration is celebrated**.

Human Resources aspires to earn the respect and trust of all employees by providing **exemplary service** that supports our students and employees in carrying forward the University's mission to "inspire individuals to excel in learning, leadership and service in the region and the world."

# What is NorthCoast 99?

- A comprehensive Human Resources audit
- Examination of workplace practices such as:
  - employee benefit programs;
  - work-life balance policies;
  - recognition systems;
  - employment practices;
  - training & development opportunities and employee engagement initiatives.

# Who Administers the NC99 Program?

- Employers Resources Council (ERC) is a trusted and respected independent human resource research and service organization.
- The ERC has been recognizing the “99 best places to work” throughout a 22-County region in NE Ohio for the past 15 years.
- John Carroll University was the **only** 4-year university to receive this prestigious honor in 2016

# What are the Key Components?

- New Hire Surveys
- Top Performer Surveys
- Top Performer Philosophy & Definition
- Challenging & Meaningful Work
- Compensation
- Organizational Support & Work-Life Balance
- Career Advancement & Development
- Leadership & Culture
- Talent Attraction & Retention

# How are Organizations Evaluated?

- **Total Possible Points:** 631 points
- **Top Organization:** 559 points (88.59%)
- **99<sup>th</sup> Organization:** 428 points (67.83%)
  
- **JCU Overall Points:** 494 points (78.29 %)

# 2016 NC99 Winners

Embrace Pet Insurance
Equity Trust Company
Everstream
Excelas LLC
Federal Reserve Bank of Cleveland
FedEx Custom Critical
Fifth Third Bank
Findaway
FIT Technologies
Flexjet LLC
Foundation Software
FrontLine Service
Gardiner
Garland Company Inc.
GPD Group
Great Lakes Brewing Company
Hartville Group
Hattie Larlham
Human Arc
HW & Co.   CPAs & Advisors
JBC Technologies Inc.
John Carroll University
Kingston of Vermillion
Koinonia Homes Inc.
KPMG LLP
Lake Health
Lorain County Community College
Louis Stokes Cleveland VA Medical Center
Lubrizol Corporation
Main Street Gourmet
Majestic Steel USA Inc.
Marsh Berry & Company Inc.

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Great Lakes Brewing Company
Hartville Group
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JBC Technologies Inc.
John Carroll University
Kingston of Vermillion
Koinonia Homes Inc.
KPMG LLP
Lake Health
Lorain County Community College
Louis Stokes Cleveland VA Medical Center
Lubrizol Corporation
Main Street Gourmet
Majestic Steel USA Inc.
Marsh Berry & Company Inc.

Mercy Health Lorain
MetroHealth System
MRI Software LLC
NACS
National Interstate Insurance Company
Noble-Davis Consulting Inc.
OEC
Panther Premium Logistics
Park Place Technologies
PCPc Inc.
Pease & Associates CPAs
Plante Moran
PolyOne
Pomerene Hospital
PRC Medical LLC
Reserves Network
SDMyers
SecureState
ShurTech Brands
Sikich, formerly BCG & Co.
Skoda Minotti
Southwest General Health Center
State Industrial Products
Step 2 Company LLC
Summa Health
Team Wendy
ThenDesign Architecture (TDA)
Time Warner Cable
Total Quality Logistics (TQL)
TSG Resources Inc.
Turner Construction Company
Unity Health Network LLC
Village at Marymount
Vocon
Wayne Homes
Western Reserve Hospital
Willory

# New Hire Survey

JCU Score: 100%

- At least three newly hired employees in 2015 had to complete a 32-item online confidential survey regarding their perceptions of our **recruiting, selection, new-hire engagement and on-boarding initiatives.**



# Top Performer Surveys

JCU Score: 100%

- A “Top Performer” is defined as any employee who earned the **highest rating possible** on her or his most recent performance review in 2015.
- 50% of top performers (or 200, whichever number is smaller) has to complete a 58-item confidential online survey measuring **employee engagement**. At least 80% of the surveys had to be returned.

# Top Performer Philosophy & Definition

JCU Score: 75%

- **Measures how we define “top performers.”**
  - Organizational values
  - Ability to meet or exceed goals
  - Performance ratings
  - Special characteristics or behaviors
- **Evaluates how we communicate and identify “top performers”**
  - Recruiting process; Hiring process; Performance reviews  
New-hire orientations; Staff meetings; etc.

# Challenging & Meaningful Work

JCU Score: 87.78%

- Winning organizations provided numerous opportunities to work in a variety of jobs and roles:



encourage internal cross-functional committees



provide mentoring: either formal or informal



provide cross-training



provide developmental or stretch assignments



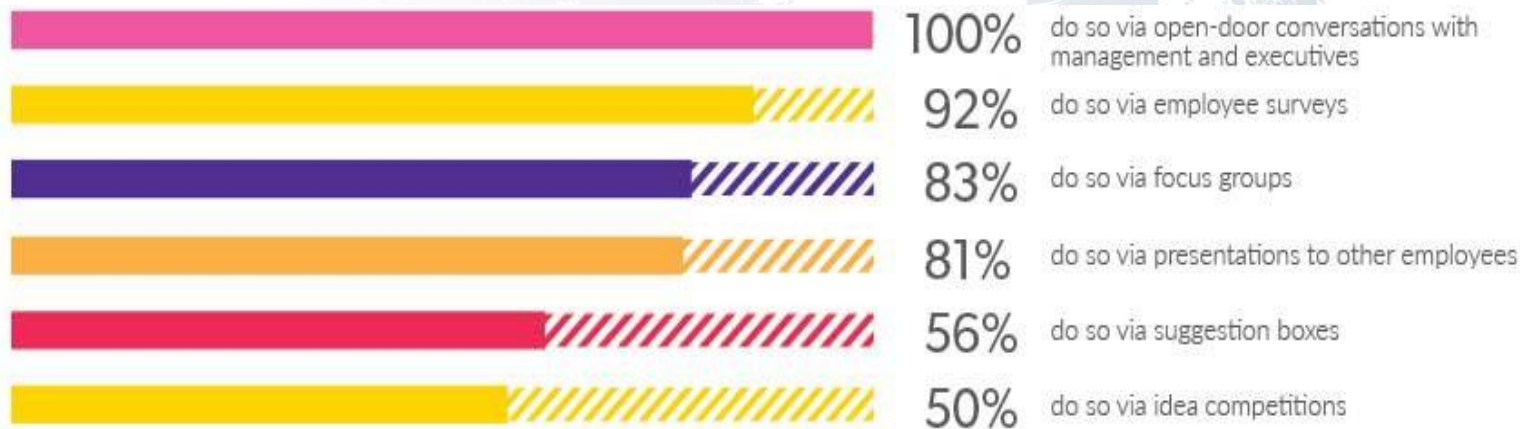
share internal job postings



provide job rotations

# Challenging & Meaningful Work

Winning organizations invite employees to share ideas and opinion:



# Challenging & Meaningful Work

NC99 winning organizations **solicited employees' opinions** in 2015...



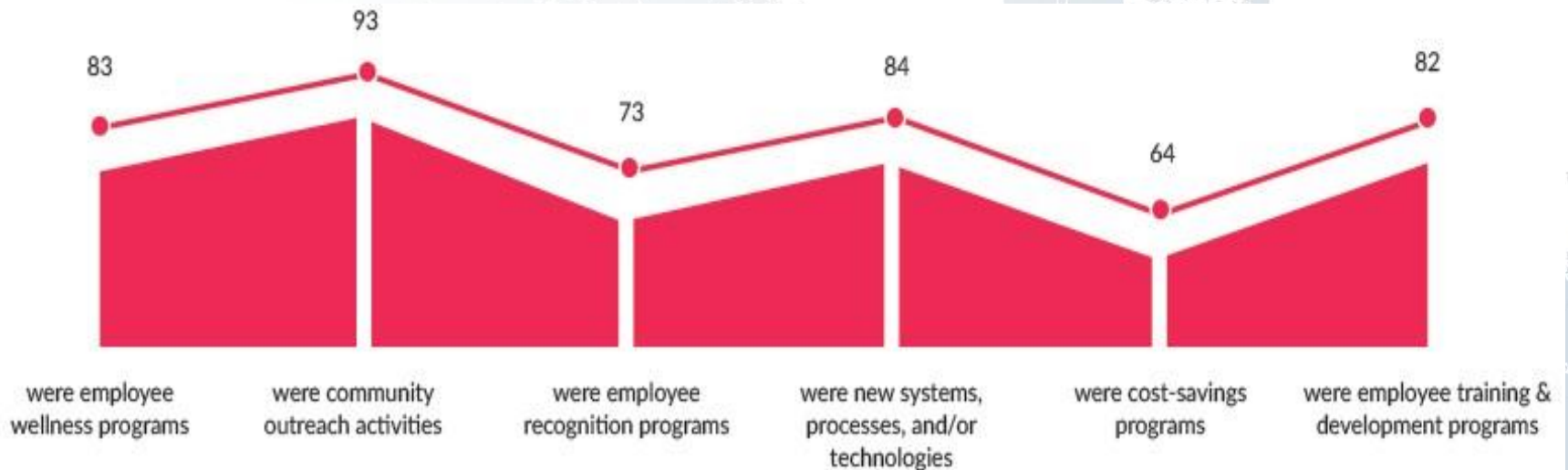
shared and reviewed the results with all employees



have made or are making changes based on the survey results

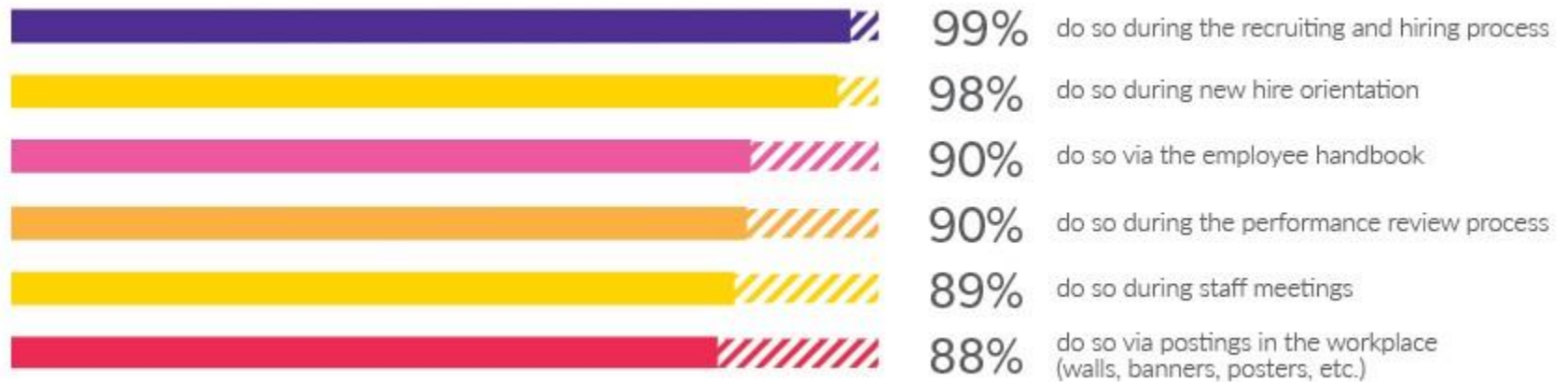
# Challenging & Meaningful Work

A number of initiatives and programs, first **proposed by non-management employees** and then implemented in 2015, included the following...



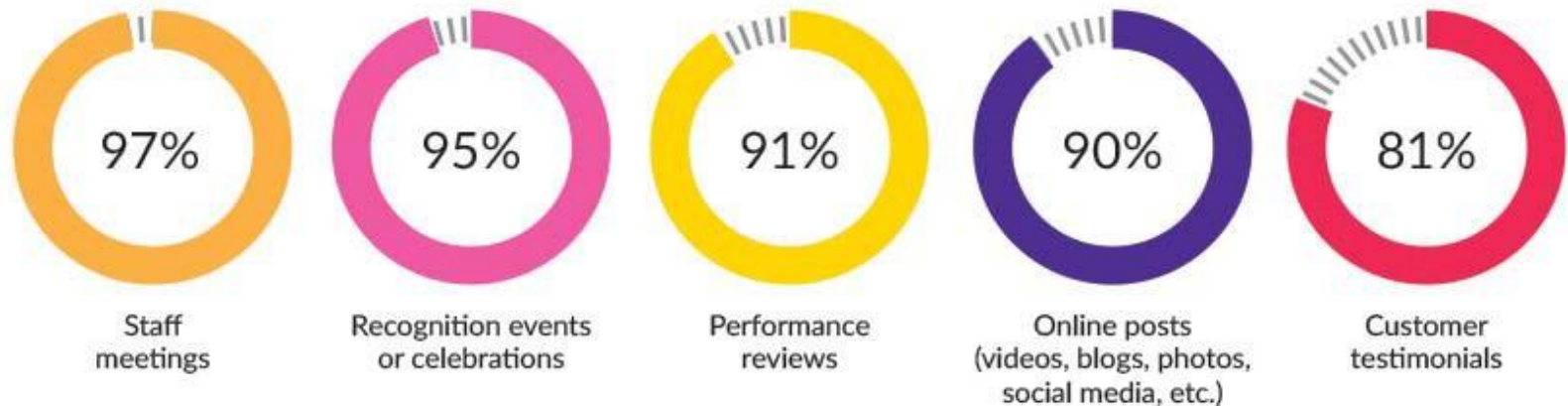
# Challenging & Meaningful Work

Winning organizations **communicate their mission, vision, and values** to employees in a number of ways...



# Challenging & Meaningful Work

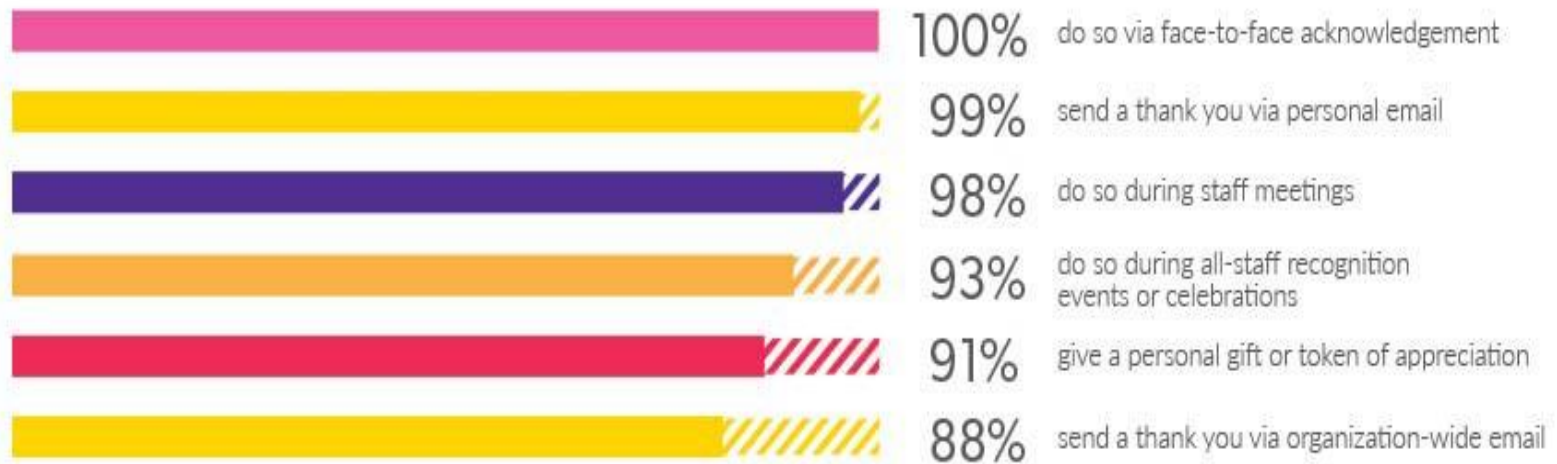
Winning organizations share stories that demonstrate the **impact the organization and individuals have on its employees, customers and community** in a number of ways...





# Challenging & Meaningful Work

2016 NC99 winning organizations show **individualized appreciation** toward their employees in a number of ways...



# Challenging & Meaningful Work

83% of organizations acknowledge employee or workplace behaviors and contributions that align with its mission, vision, and values both publicly and privately with the employees.

# Compensation

JCU Score: 64.65%

A majority of 2016 NC99 winning organizations have a formal, documented **compensation philosophy and strategy**



have one in place right now



don't have one, but are currently working on one

Among those 79 organizations who currently have one, **78% share that philosophy & strategy with all employees.**

# Compensation

- Best Practices in Compensation:
  - Obtain comparable market wage and salary data for current positions.
  - Have a compensation analysis process that takes into consideration internal equity.
  - Posts positions internally for transparency, employee development and validation of preferred candidate in new role.
  - Provides employees with an annual Total Rewards Statement.
  - Ask employees feedback on benefits they value



66% of 2016 NorthCoast 99 winners provide a Total Compensation Statement for employees.



By comparison, only 33% of non-winning organizations provide such statements.

# Compensation

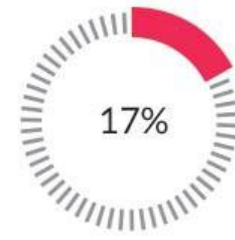
Winners used the following methods in structuring their compensation programs:



are market-based with ranges and grades



determine individual salaries for each position



use broadbands

# Compensation

Salaries for new positions are determined a number of ways. Here is how the NC99 Winners determine salaries:

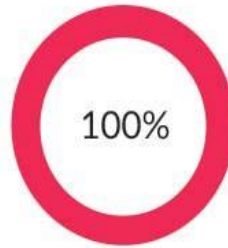
- **67** - research competitor's wages
- **90** - utilize salary surveys to obtain data for the position
- **84** – consider the applicants previous salary
- **91** - research local job market

# Work-Life Benefits

JCU Score: 62.25%



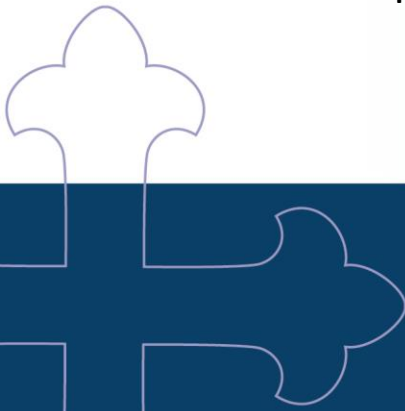
- Provides Wellness education programs
- Allow employees to serve on Board of Directors
- Maintains a Employee Assistance Program
- Offers Financial Planning Workshops
- Coordinates Health Risk Screenings
- Provides On-Site Flu Shots
- Allows employees to donate time to charities
- Organization supports charitable fundraisers
- Polices and practices promote a safe and secure workplace



offer telecommuting

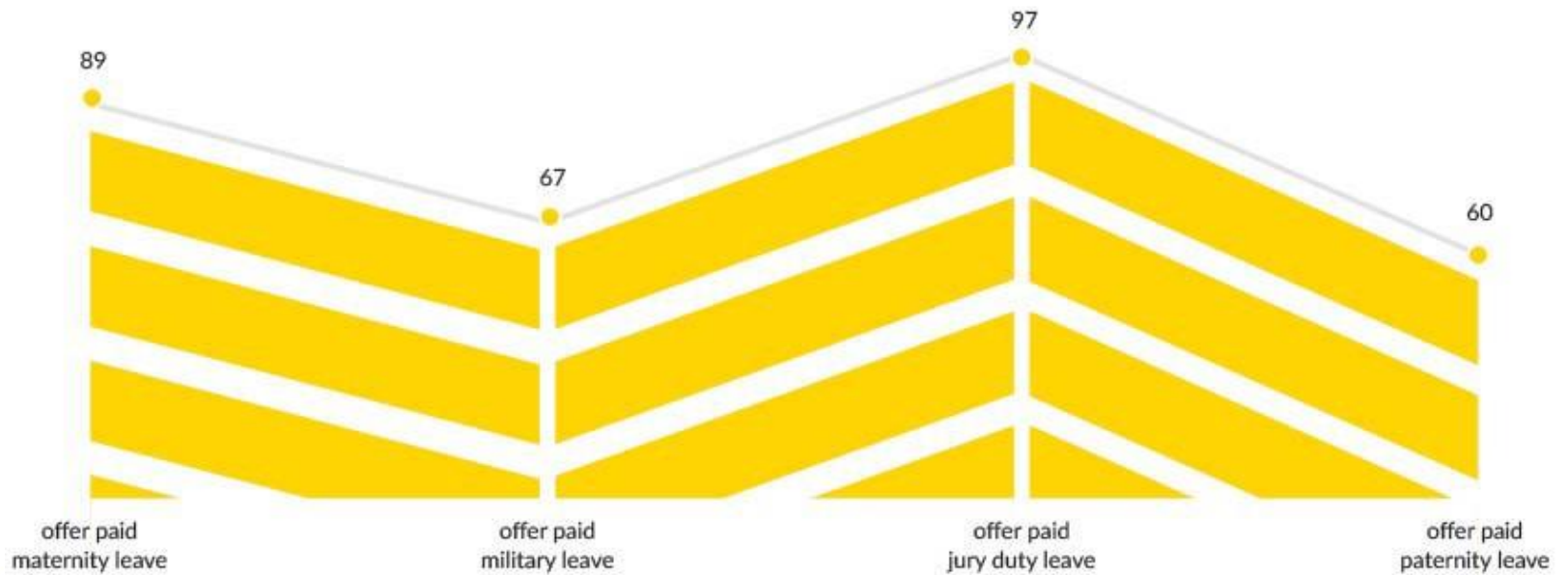


offer flextime



# Work-Life Benefits

Types of Paid Leave that Winners Offer Employees



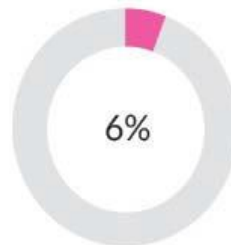


# Work-Life Benefits

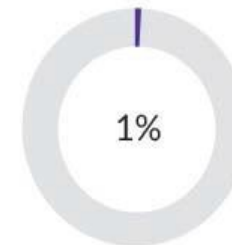
95% of all 2016 NorthCoast 99 winners allow their employees to participate in charity events, fundraisers, pro-bono work, or other community service during their normal work hours.



employees receive full pay and do not have to use any PTO



employees receive full pay, but have to use PTO



employees do not receive any pay

# Work-Life Benefits

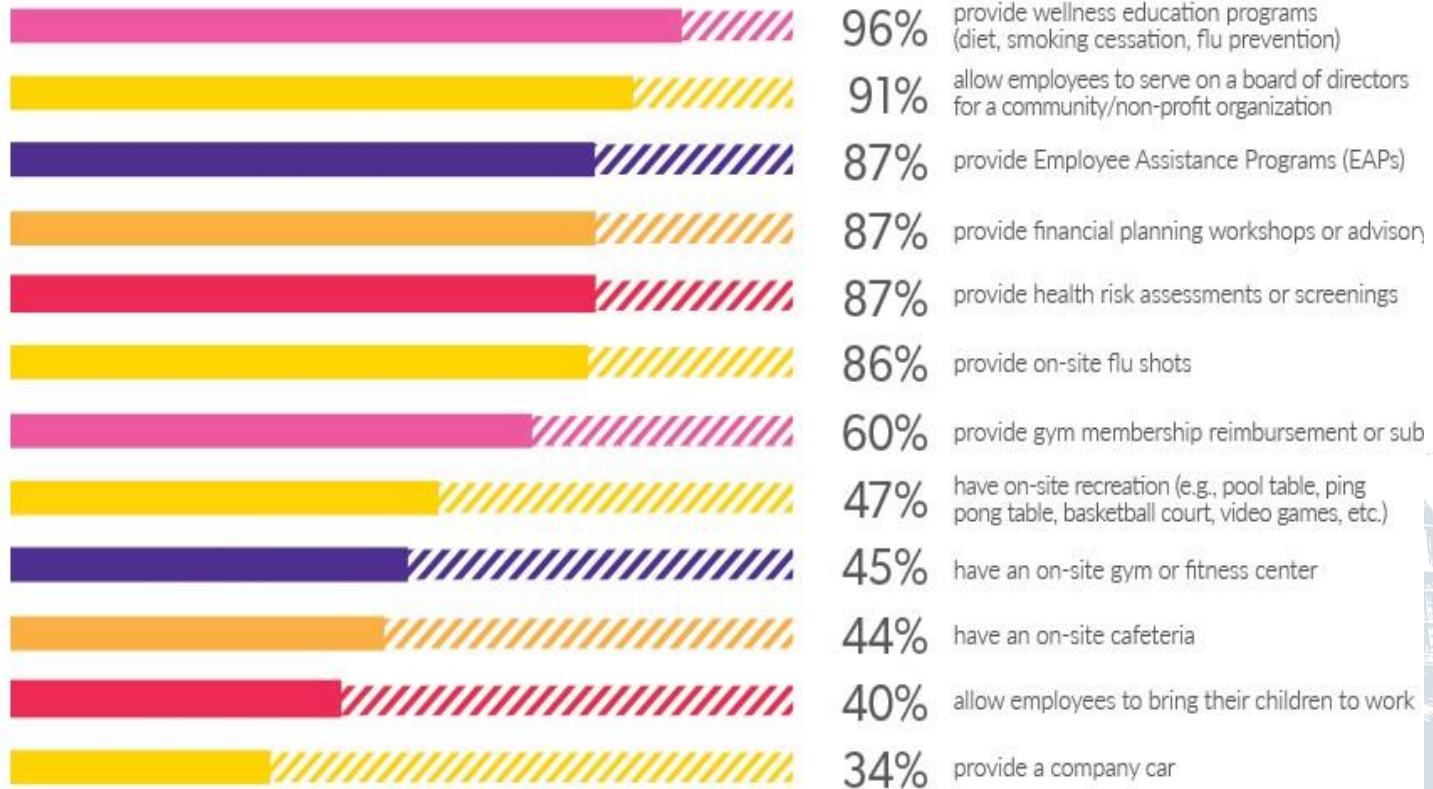
On average, employees in 2016 NorthCoast 99 organizations receive **8.8 full-day paid holidays** throughout each work year.

99 of NorthCoast 99 organizations offer **medical benefits/insurance**. Of these, **55% don't have a spousal carve out** surcharge or stipulation.

97 of NorthCoast 99 organizations offer **dental benefits/insurance**. Of these, **88% don't have a spousal carve out** surcharge or stipulation.



# Work-Life Benefits



# Work-Life Benefits

## Creating A Safe Work Environment

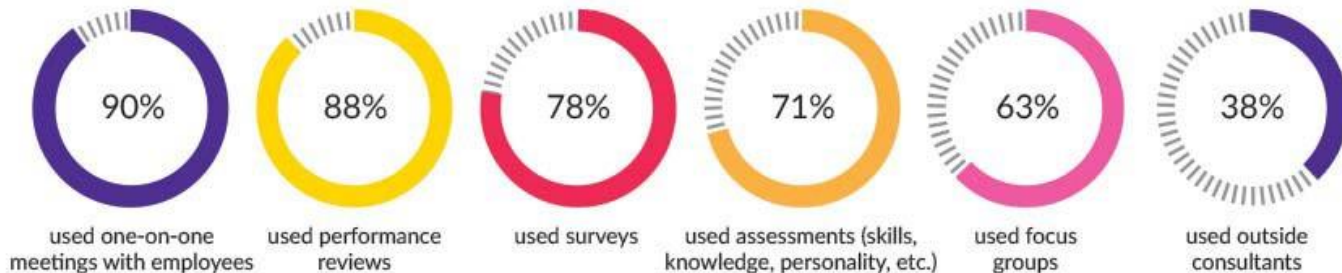


# Career Advancement & Development

JCU Score: 83.72%

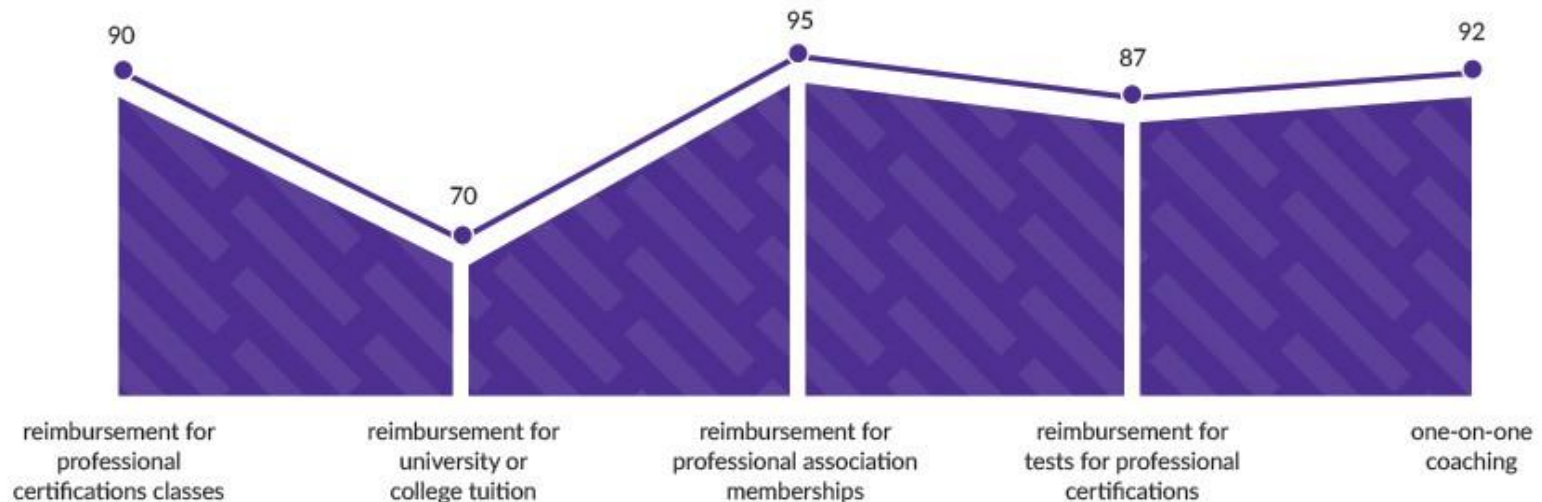
84.4% of employees in NorthCoast 99 organizations had the opportunity to meet with at least one executive in 2015 to discuss career advancement opportunities.

In 2015, 72 of 2016 NC99 winning organizations conducted formal training needs assessments



# Career Advancement & Development

2016 NC99 winning organizations **support their top performing and high potential employees' training needs or interests** in numerous ways...



# Career Advancement & Development

2016 NC99 winning organizations delivered, paid for, or reimbursed employees who participated in **professional development training** on various topics, including...



# Career Advancement & Development

2016 NC99 winning organizations use a number of methods to **measure the effectiveness of their onboarding programs...**



use observations



use surveys



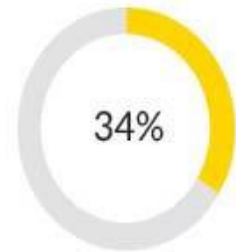
use interviews



track turnover within  
the first 90 days



track productivity  
metrics



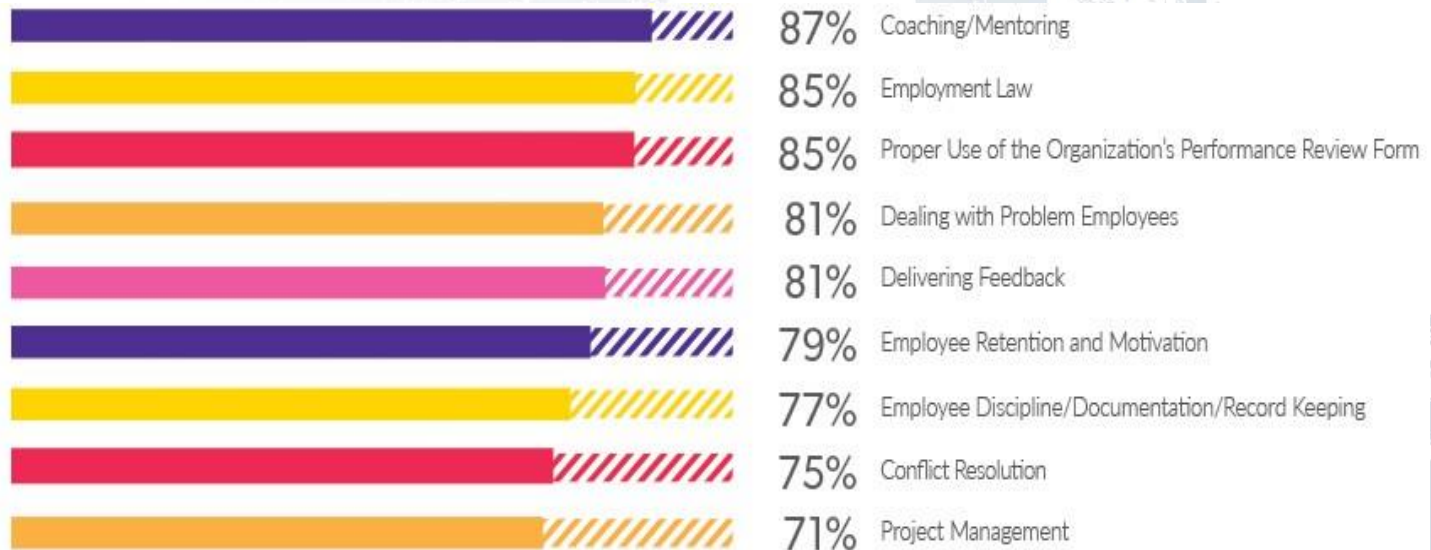
use focus groups



# Career Advancement & Development

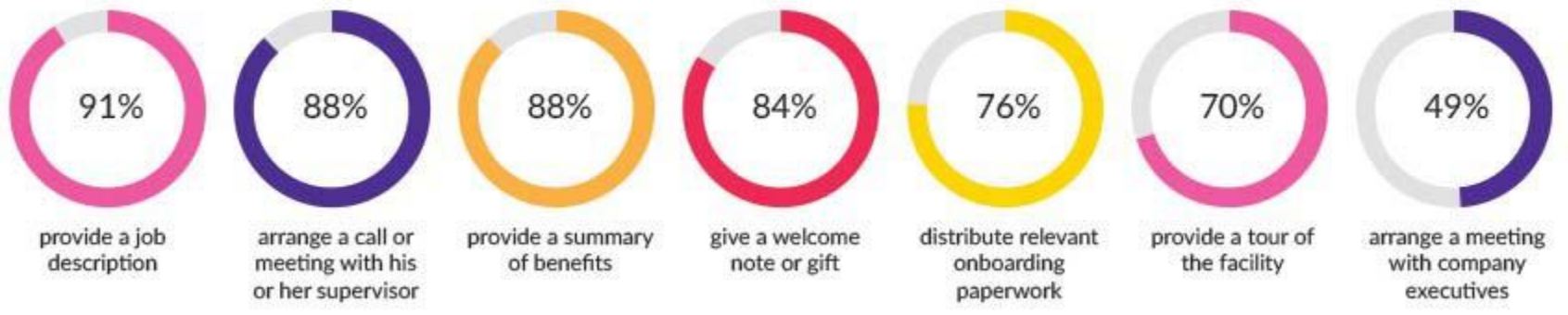
98% of 2016 NorthCoast 99 winners have a formal, written performance review process and form for their employees.

Last year, 2016 NC99 winning organizations delivered, paid for, or reimbursed employees who participated in **supervisory training** on various topics, including...



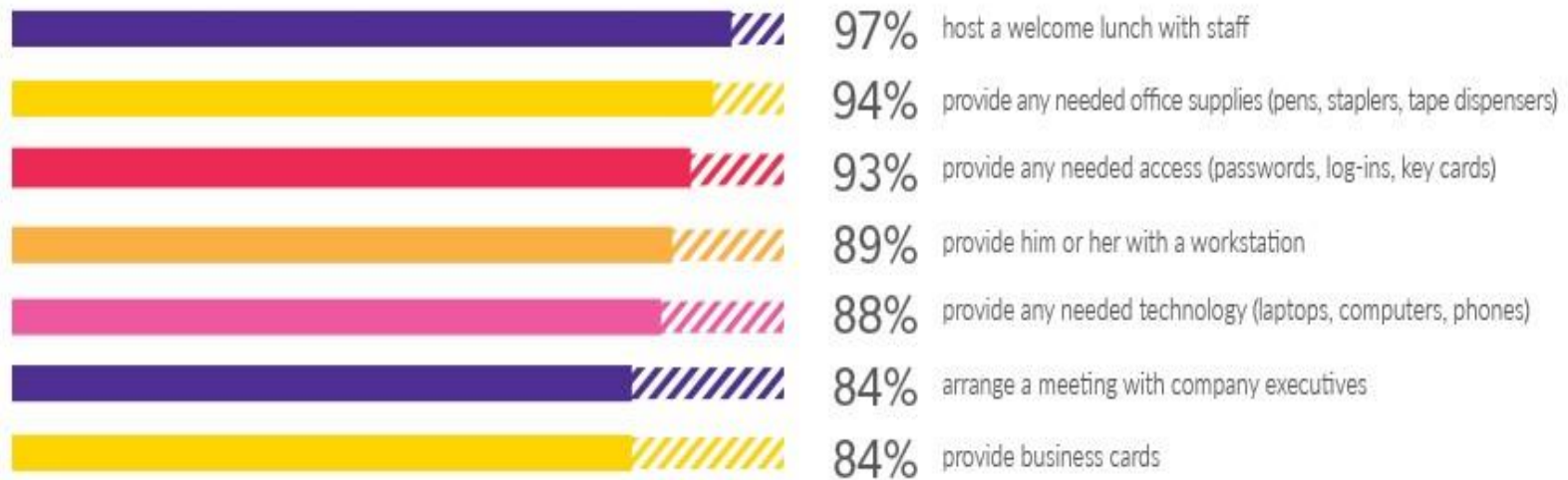
# Career Advancement & Development

Prior to an employee's first day of work, 2016 NC99 winning organizations do a number of things to help introduce that new hire to their job and the organization, provide a realistic job preview, assimilate him or her into the culture, and/or make him or her feel welcomed...



# Career Advancement & Development

On an employee's first day of work, 2016 NC99 winning organizations do a number of things to help introduce that new hire to their job and the organization, provide a realistic job preview, assimilate him or her into the culture, and/or make him or her feel welcomed...



# Career Advancement & Development

- **Career Advancement Summary**

- Non-managerial employees have access to meet with executives to discuss career.
- Conduct formal training needs assessments.
- Vehicles for manager feedback.
- Automated performance reviews that measure performance indicators and value indicators.
- Supervisors have regular, on-going, one-on-one meetings with employees.
- Provide reimbursement for workshops, conferences, trainings, professional memberships, etc.
- Organization provides training on leadership skills, performance management, team building, legal compliance, etc.
- Measure the effectiveness of their onboarding programs.

# Leadership & Culture

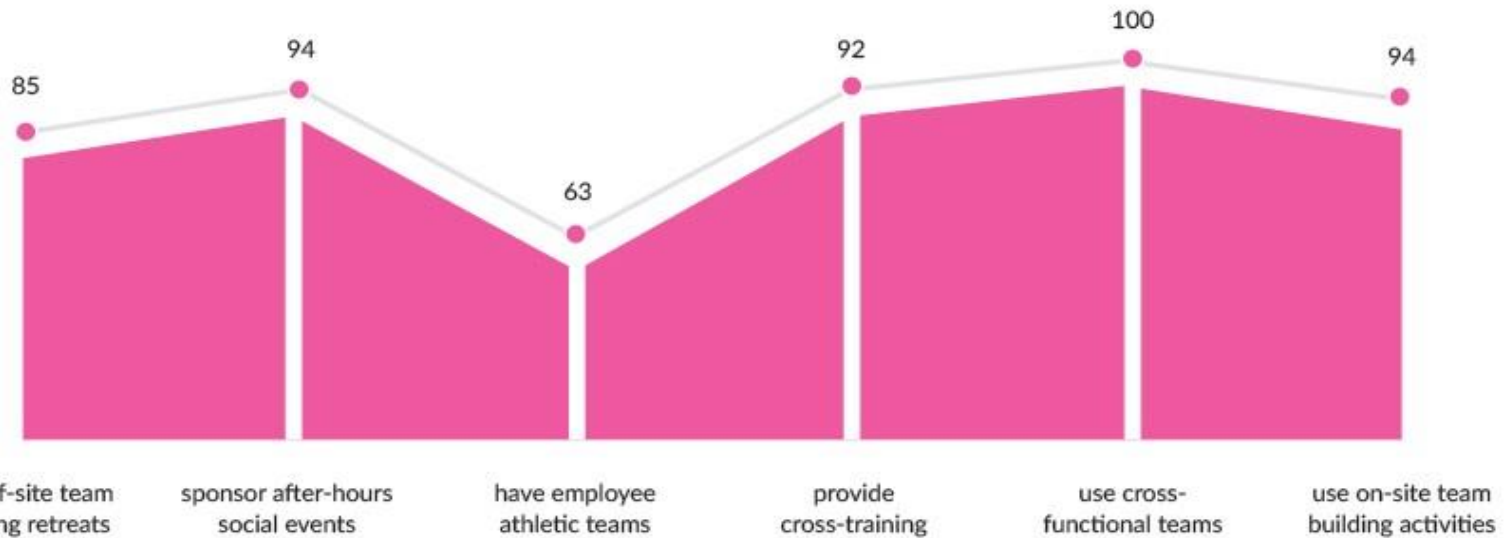
JCU Score: 88.24%

- NC99 Companies thrive in environments where leaders and coworkers create and maintain a workplace that embodies consistent communication, trust, teamwork, and pride. Winning organizations do all of that and more, with many of their employees describing their co-workers as “family.”
- 2016 NC99 winning organizations provide **monthly financial statements** to several different groups...



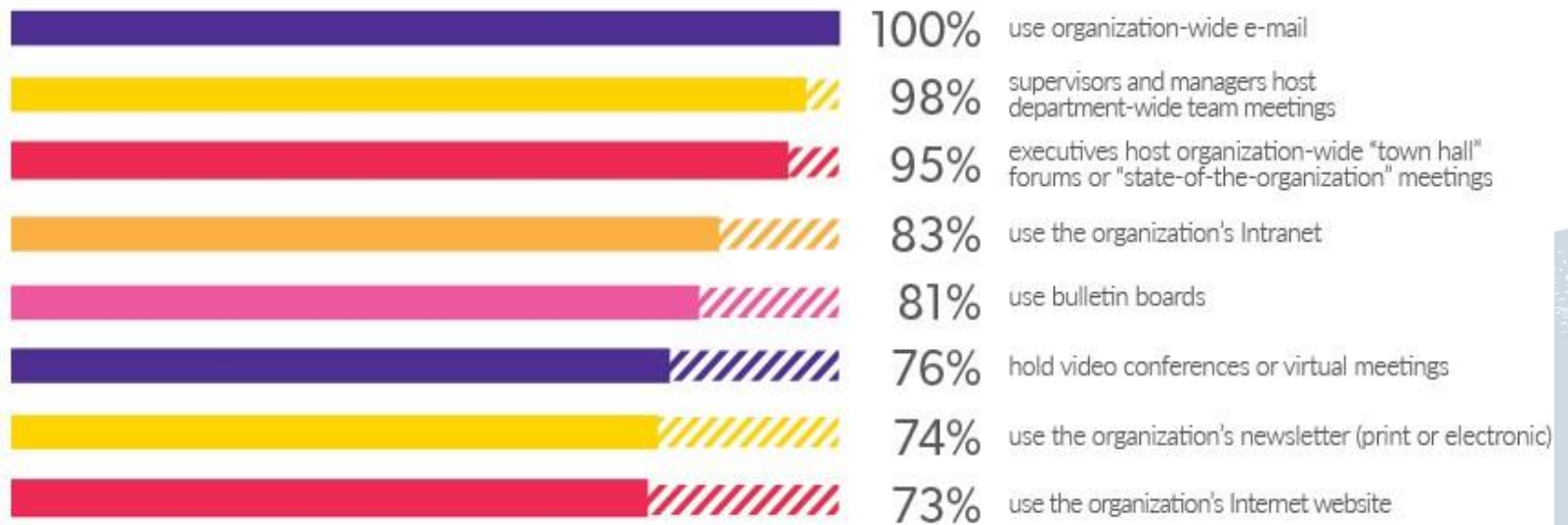
# Leadership & Culture

2016 NC99 winning organizations use a number of methods to encourage collaboration and teamwork among employees, departments, and/or levels...



# Leadership & Culture

2016 NC99 winning organizations use a variety of methods to **maintain communication among employees, departments, and/or levels...**



# Leadership & Culture

NC99 winning organizations **recognize, acknowledge, and/or celebrate a number of important events in employees' lives...**



acknowledge new hires



acknowledge work anniversaries



acknowledge new births or adoptions



acknowledge the deaths of employees' family members



acknowledge birthdays

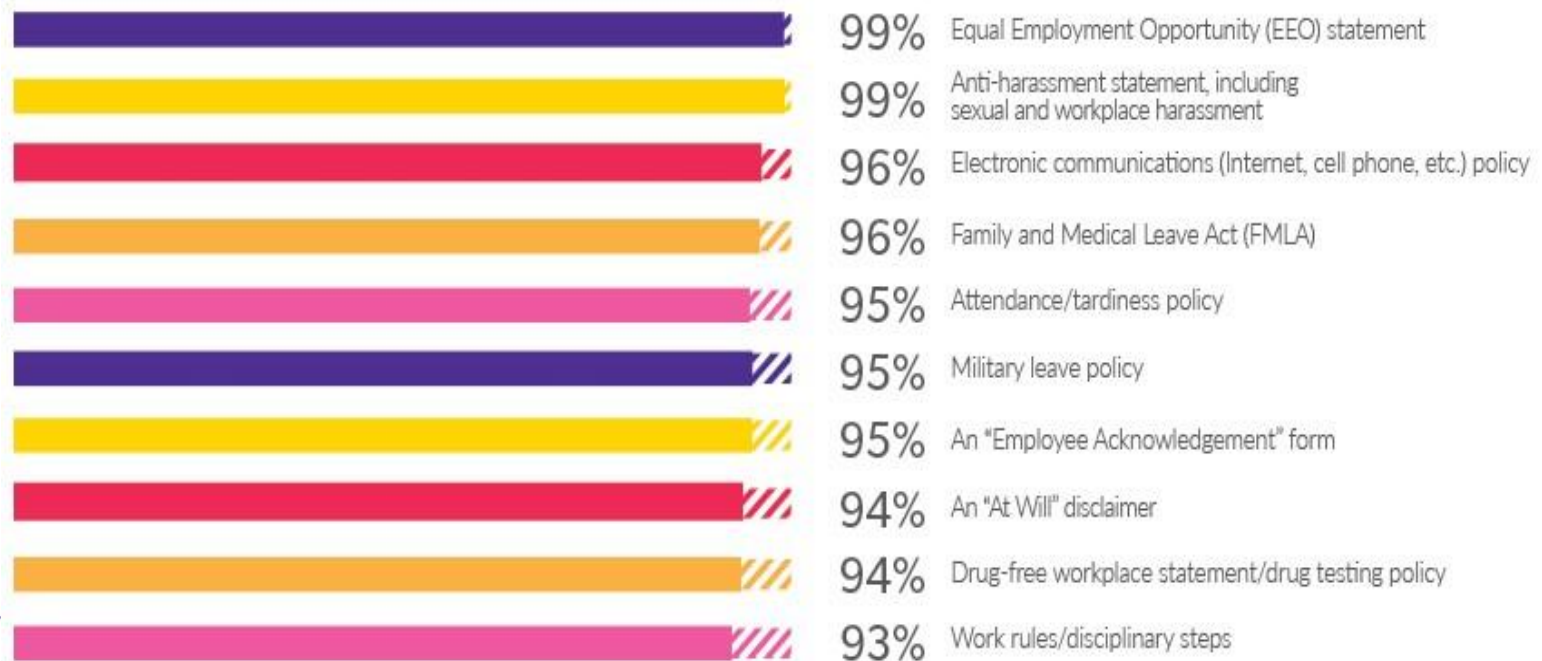


acknowledge professional awards or accolades given by an outside agency or firm

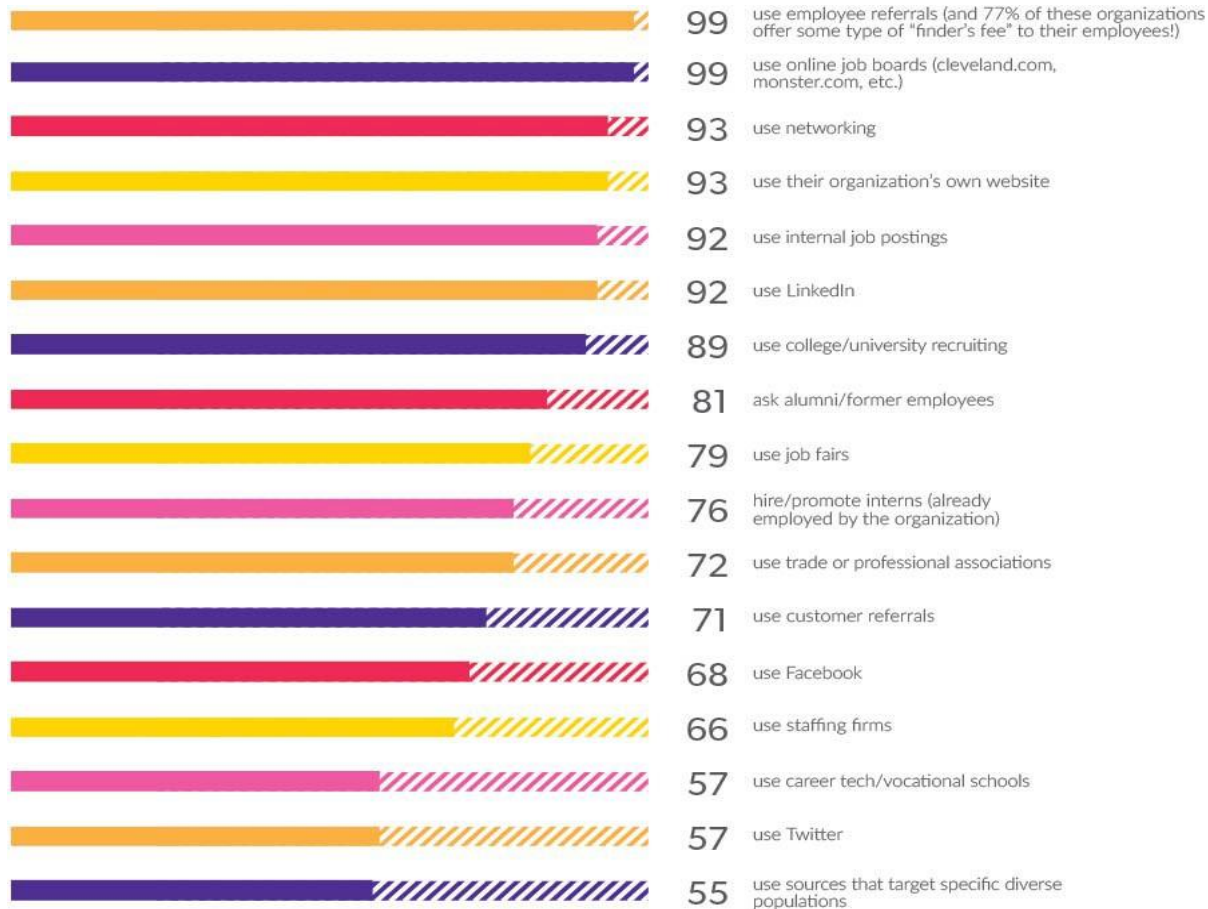


# Leadership & Culture

- 2016 NC99 winning organizations have a number of **formal, written policies included in their 2015 employee handbooks**



# 2016 NC99 winning organizations use a variety of sources to **target & recruit top performers...**



**70 of the 2016 NorthCoast 99 winning organizations use applicant tracking software to track and/or measure their organization's recruiting efforts.**

# Leadership & Culture

2016 NC99 organizations include **several pieces of information** in their job postings...



provide a  
job description



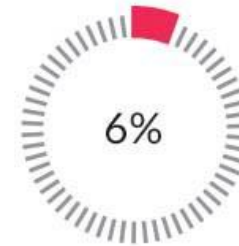
include a list of  
preferred knowledge, skills,  
abilities or job specifications



provide benefits details



include a salary range



provide examples  
of career paths

# Leadership & Culture

NC99 Organizations listed the following factors related to Employee Engagement (on a 6-point scale)

Subscale	Average Rating
Coworker Cohesion	5.38
Overall Employee Engagement	5.29
Performance & Alignment	5.25
Value & Innovation	5.21
Organizational Support	5.21
Supervision	5.18
Job Design & Challenge	5.10
Leadership	5.04
Autonomy	4.96
Training	4.85
Recognition & Rewards	4.61
Development & Growth	4.60

# Leadership & Culture

- Share monthly financial statements to different groups of employees.
- Use a variety of methods to maintain communications among employees, departments and/or levels:
  - Organizational-wide email
  - Department team meetings hosted by supervisors and managers
  - “Town-hall” forums or “state-of-the-organization” meetings

# Leadership & Culture

- Take various approaches to collaboration and teamwork among employees, departments and/or levels:
  - Cross-functional teams
  - On-site team building activities
  - After-hours social events
  - Cross-training
- Acknowledge certain key dates, employee milestones, life events
  - New hires
  - Work anniversaries
  - Birthdays
  - New Births / Adoptions / Deaths



# Attraction & Retention

JCU Score: 70.51%

- Use numerous sources to target and recruit top performers:
  - Employee referrals
  - Online job boards
  - Networking
  - Organizational website
- Use hiring methods to screen and select top performers:
  - Criminal background checks
  - Reference checks
  - Structured interviews
  - Team-based interviews

# Opportunities to Improve at JCU

- Provide employees with a **Total Rewards Statement**
- Share **monthly financial statements** to different groups of employees
- Distribute **onboarding paperwork** prior to when a new hire begins
- Offer non-managerial employees to meet with **Senior Leadership Team** to discuss career



# Opportunities to Improve at JCU

- Offer **project management training**
- Install outside entrances that can only be accessed **via card swipe** to certain secure buildings
- Require that all employees wear/display a **ID badge** at all times
- Require that all non-employees wear/display a **“Visitor” badge** at all times

# Summary

## Culture and Climate

- The policies and practices that create work culture have great influence on how employees feel about their organization.
- Employees mention that a work environment of support, inclusion, and respect all make them want to stay.
- If there was one overarching theme in this year's responses is that *people make the place*. Employees love going to work every day because they feel fulfilled in the relationships that exist there.
- Employees cite their organizational leaders and immediate supervisors as sources of positive influence on their daily work experiences. Likewise, coworkers also play a major role in respondents' decision to stay.
- Finally, the opportunity to interact with and serve students in meaningful ways is another reason our employees are committed to remaining with the organization.

**Thank you for all you do to make John  
Carroll such a great place to work.**

**North  
Coast 99**