



Family manager Kathy Peel
On managing stress and personal wellness at work and at home

Growing your own talent
Contributing to professional development



June 2011

EMPLOYEE APPRECIATION




3 TIPS

THE IMPORTANCE OF COMPANY CULTURE

Tony Hsieh, CEO of Zappos, discusses how a positive work environment and satisfied employees influence business efficiency

PHOTO: ZAPPOS.COM, INC.





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CHALLENGES

Would your company offer nap rooms to employees? How about 28 onsite weekly group dance classes, ranging from ballet to breakdancing? Would it ever give its employees one paid day off for every eight hours of time they volunteer for a charity of their choice?

TIP

1

CHOOSING PROGRAMS THAT BUILD EMPLOYEE TRUST WILL RESULT IN BUSINESS SUCCESS

The key to building a workplace employees love

If your company is one of the Best Places to Work For selected by the Great Place to Work Institute, then you just may have answered yes. The perks described are all actual offerings of a few of the best workplaces, respectively Zappos, Google, and DreamWorks Animation. While benefits like these stand out as quirky or even eccentric, they often bring up two common questions: Are perks all it takes to create a great workplace? And perhaps more fundamentally, why do these businesses do it? Often people view the best companies to work for as distinguished by trendy perks, out-sized benefits, fun CEOs and top-tier financial rewards. While these grab people's imagination, there is a more fundamental reason why these companies' employees say they are great workplaces. In these organizations, something happens that transcends policies and practices. It isn't what the companies are doing, but instead how they're doing it. Rather than a prescribed recipe of policies and programs, great workplaces are built through the day-to-day relationships that employees experience. Employees believe they work for great organizations when they consistently trust the people they work for, have pride in what they do, and enjoy the people they work with.

Essential tools This fundamental definition was developed by Great Place to Work Institute through over 25 years of study and analysis of employees' opinions at the best workplaces. Each year through its consulting and list creation work, the Institute applies and validates this definition through surveys and interviews with more than two million employees across 45 countries. It has proven universal and consistent year-over-year, country-to-country, and across companies of all sizes, industries, and employee populations. The policies and programs vary widely, yet the fundamental definition consistently proves true. Programs and policies are essential: They are the tools that leaders and managers use to systemically create a great workplace that's aligned with the organization's business. But the selection and implementation of these practices make all the difference in whether they are successful in supporting the company's goals.

Investing time and resources in people Why does this matter? The relationships that create great workplaces affect companies' success. At a great workplace, employee morale is high, turnover is low, and innovation flourishes. They enjoy loyal



Ricardo Lange
CEO, Great Place to Work Institute, Inc.

“Programs and policies are essential: They are the tools that leaders and managers use to systemically create a great workplace that's aligned with the organization's business.”

customers and a strong standing in their community. These organizations can also recruit and retain the most talented employees, because people want to work where they feel trusted and valued. As a result, these organizations tend to thrive financially. Since 1998, independent financial analysts have compared profitability indicators of publicly-held organizations listed in the Institute's annual “100 Best” list for Fortune with major stock market indices. The “100 Best” companies have consistently outperformed the stock market returns of the S&P 500 and the Russell 3000, achieving a three times greater return. Regardless of whether your company is investing in extensive employee engagement strategies, working to improve its retention efforts, developing competitive reward and development programs, or just doing the minimum needed to keep things running—it is investing time and resources in its people. Choosing the right programs and policies that build trust will result in a more positive workplace for employees and greater success for your business.

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WE RECOMMEND



Tony Hsieh explains how Zappos' corporate values are aligned with their employees' personal values.

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“...at Zappos we really believe that it's important to create an environment where employees are comfortable being themselves, are able to express themselves, can develop true friendships with each other, and feel they are contributing to a vision that is meaningful to them and isn't just about profits.”

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The business case for “growing your own”

As America continues on the road to economic recovery, the quality of the workforce and the talent that employers can access to improve competitiveness will be a key issue for future prosperity.

While the Census Bureau reports that more individuals are currently graduating from high school and college compared to a decade ago, a majority of business leaders say it is still challenging to find employees with the skills and education their companies need. Given this reality, many successful companies are finding it necessary, and in fact profitable, to invest

in training and developing the skills of their new hires. Corporate Voices for Working Families, a national non-profit business membership organization, will soon publish research that finds that the return on investment from training lower-skilled, entry-level workers is positive and compelling.

Important strategies In a forthcoming report, “Why Companies Invest in ‘Grow Your Own’ Talent Development Models,” Corporate Voices will illustrate how companies like ARAMARK, CVS Caremark, Johns Hopkins Hospital and Pacific Gas and Electric have found that “growing their own”

talent, often with the joint commitment of community partners, helps to increase employee retention, lower turnover and hiring costs and increases the diversity of their workforce. For these companies, introducing youth to career opportunities is an important strategy for identifying and retaining talent. While there is a strong business case for “growing your own” talent, companies that do so are also fulfilling part of a corporate social responsibility agenda. By building the skills of young workers, businesses play an important role in connecting the more than four million young adults without high school diplomas to career opportunities.

Meaningful career pathways One company showing leadership in this area is H-E-B Grocery Company, which offers a variety of “career lattice” programs to attract, retain and promote employee growth throughout the many stages of their lives—from elementary school to top-level management. H-E-B considers job shadowing, internships, tuition reimbursement, scholarships and leadership training as important aspects of talent development that contribute to its overall success. The vitality and strength of families and communities depends on employer initiatives like these to create meaningful career pathways to make our

workforce more competitive. Through its workforce readiness portfolio, Corporate Voices seeks to document and encourage employer best practices to invest in the skills and education of the workforce. To access research, best practice case studies, such as the one highlighting H-E-B's “enterprising pathways” model mentioned above, and tools for making the business case for investments in workforce training, visit: www.corporatevoices.org.

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INSPIRATION

BOOSTING REAL PERFORMANCE WITH REWARDS

Recognizing employees for their work is crucial to workplace productivity and culture. So much so that an industry made up of rewards companies has existed for over 100 years. According to Razor Suleman, CEO of I Love Rewards, it's a \$46 billion dollar industry.

"Rewarding people just for showing up is a waste of money," says Suleman. To make rewards and recognition based on achievement, clear goals must be set. "Every business has key metrics that they want to see more of: upselling, contracts, prospects." By rewarding performance based on these clearly defined tasks, it is easy to tell if that result happened or not. "It's like paying commission," Suleman explains.

According to Globoforce, a globally-focused rewards and recognition program, "Recognition, applied strategically, is a fundamental method for increasing employee engagement, improving performance, and reducing turnover."

IncentiveLogic, another rewards program, also offers a unique Quick Rewards feature which is used for "incentivizing a single action, activity or program."

Breaking down a company's rewards makes it easier to motivate achievement. All of these companies offer a platform to monitor rewards, giving the employees the choice to select what is most valuable to them.

GETTING PAID FOR GETTING TO WORK

The United States Census Bureau reports that the average American spends a little over 25 minutes commuting to work. Averaging distance, miles per gallon, and the current cost of gas, that amounts to over \$1,600 per commuter per year on gasoline alone. Fortunately for many commuters, there is a pre-tax benefit available, called Qualified Transportation Fringe Benefits, which allows employers to give employees money specifically for commuting costs such as vanpools, public transit, and parking.

The first advantage of commuting benefits is saving money. Jeremy Doak of Commuter Check says, "The benefit to the employer offering the program pre-tax is an estimated \$200 per employee savings in payroll taxes." "It's more tax-effective to give employees Commuter Checks than salary," notes Mary Farley of Boas and Boas LLP, a Commuter Check client.

Secondly, these benefits are important for attracting and retaining employees. By offering reimbursement for travel expenses, employers can hire employees from a wider geographic area.

Additionally, commuter benefits encourage environmentally friendly behavior by specifically targeting commuting options that are greener, such as public transit and carpooling. TransitCheck, a program offered by Transit Center, develops innovative ways to encourage greater use of public transit in order to reduce traffic congestion and improve air quality.

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DELIVERING HAPPINESS
"A positive company culture is one where the company's corporate values are aligned with the employees' personal values."
PHOTO: ZAPPOS.COM, INC.

How to improve company culture and the bottom line

QUESTIONS & ANSWERS

You've been recognized for shaping a positive work environment and satisfied employees. How do you define a positive company culture?

A positive company culture is one where the company's corporate values (not just the stated values, but the actually practiced values) are aligned with the employees' personal values.

For Zappos, our 10 core values are:

- Deliver WOW Through Service
- Embrace and Drive Change
- Create Fun and A Little Weirdness
- Be Adventurous, Creative, and Open-Minded
- Pursue Growth and Learning
- Build Open and Honest Relationships With Communication
- Build a Positive Team and Family Spirit
- Do More With Less
- Be Passionate and Determined
- Be Humble

When we hire employees, we actually have interview questions for



Tony Hsieh
CEO, Zappos

each and every one of our core values.

How important do you think a positive company culture is for a business' efficiency?

In my book "Delivering Happiness," I talk about the power of values' alignment throughout the entire organization. Research has shown that companies with strong cultures tend to outperform their peers in the long run.

How do you implement employee appreciation measures yet avoid a sense of entitlement among employees?

While employee appreciation measures can help motivate employees, we really try to focus more on inspiring employees. You can inspire employ-

ees through a company vision that has a higher purpose beyond just profits or being #1 in a market, and you can inspire employees by having corporate values that match their own personal values.

What advice would you give to a new company owner to ensure its employees feel appreciated? How would that translate into efficiency and customer service/sales?

While it's definitely important for employees to feel appreciated, at Zappos we really believe that it's important to create an environment where employees are comfortable being themselves, are able to express themselves, can develop true friendships with each other (as opposed to just co-worker relationships), and feel they are contributing to a vision that is meaningful to them and isn't just about profits. We've found that when all of these things happen, communication is better, there are higher levels of trust, and people are more willing to do favors for each

other because they're doing favors for friends, not just co-workers. As a result, our managers tell us the efficiency and productivity of their teams increase from 20 percent to 100 percent.

Could you explain what Zappos' Insights program is, and what companies can hope to accomplish through it? What kind of companies could benefit from this program?

One of our goals at Zappos is to help other companies develop their own strong cultures. Zappos Insights is a separate entity and web site that offers services such as a monthly membership subscription program to 1-day and 2-day seminars to help companies figure out their own corporate values that are right for them. You can learn more about Zappos Insights at www.zapposinsights.com.

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How health care reform helps business and working families

A quarter century since women began their immense influx into the workforce, they now represent nearly half of all workers in America.

Working women, especially mothers, have redefined the modern workplace. In doing so, they started and have sustained a cultural shift in how and when work gets done, and in how employers recruit and retain their talent.

This shift has created challenges, however, and nowhere is this more apparent than with nursing mothers. Mothers with infants are one of the largest and fastest-growing segments in the workforce, particularly in retail, service and other lower-wage industries. Most women choose to begin breastfeeding after giving birth, given the sig-

nificant maternal and infant health benefits. But because continuing to breastfeed at work is so difficult—especially for those who don't have access to a clean or private place to pump milk, scheduling flexibility to do so, or a supportive manager—most stop breastfeeding after going back to work.

Support for nursing mothers
Health care reform addressed this problem last year—for the first time, the Fair Labor Standards Act (FLSA) was amended to require employers to provide nonexempt nursing mothers with reasonable break time and a sanitary, private space, that is not a bathroom, to pump milk at work. While this new federal law spotlighted an important health issue and helped remove the workplace as a barrier to breastfeeding, there is still much to be done to

educate businesses about lactation programs and workplace support for nursing mothers.

Best practice employers like Marriott International, PNC, Ernst & Young and LifeCare have long known that work-life supports like lactation programs improve bottom-line results. Through improved recruitment, retention, productivity and lower health care costs, supporting nursing mothers at work makes good business sense.

Closing the gap
Despite the health and business benefits of breastfeeding, only 28 percent of businesses have lactation programs. And, 57 percent of people are not aware of the new federal workplace lactation law. That is why Corporate Voices for Working Families has produced a free, high-quality online toolkit

for employers (online at: <http://www.corporatevoices.org/lactation>) to help them comply with the new law and support their nursing mothers. Components of the toolkit include: employer talking points to help facilitate a conversation about breastfeeding, lactation room checklists, success stories and breastfeeding resources flyers supervisors can give to employees. By making these tools and resources available, and by highlighting what works across industries, Corporate Voices aims to close the gap in lactation support, help working families and help businesses become more competitive in the 21st century.

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NEWS

Question: How can companies save big money on health care costs?
Answer: By implementing employee wellness programs to motivate their employees to healthier lifestyles.

TIP

2

INVESTING IN
EMPLOYEE
WELLNESS
DECREASES
HEALTH CARE
COSTS



UTILIZING
OUTSOURCED HR

“There has never been a more difficult time to start and grow a small business than now,” says Burton Goldfield, CEO of TriNet, a human resource outsourcing group. One of the keys to growing a business is having a solid Human Resources department, which can be tricky for small businesses. For some, outsourcing HR responsibilities, such as benefits, payroll, and talent acquisition, is the answer.

TriNet and ADP are two examples of a legal construct called a Professional Employer Organization (PEO), which takes on HR responsibilities. “Because the PEO takes on the majority of the HR management chores, the client company is freed to focus on the production and delivery of its products and/or services,” ADP says.

PEOs use economies of scale to achieve a wider selection of benefits from their partner networks, Burton explains. This allows them to create specialized offers to potential employees that would not be available to a smaller company by itself, such as individualized health care or dental programs.

In addition to building competitive offers to attract the best intellectual capital, HR outsourcing groups make sure employees are paid on time, which is crucial for employee retention. Paychex, a third outsourcing program, even provides local payroll specialists to small businesses.

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THE BENEFITS OF BEING WELL

Rising health care costs are eating away at the bottom line of businesses across the country, and altering the ways that companies hire and manage their people.

The best way to deal with this problem is to tackle it head on; healthier employees cost their companies less. Employers can motivate their staff to improve their overall health and therefore lower costs, by implementing rewards programs based on their involvement in healthy behaviors.

The key to motivation

Virgin Health Miles is one organization that has developed a way to help businesses motivate their staff to practice healthy behaviors. The company works with employers to

create prevention-focused, technology-based programs that get people healthy and active, which in turn lowers health care costs. Tom Abshire, their SVP, explains that “employers offer cash or other incentives if employees meet certain milestones.”

“As people start to develop these healthier behaviors, we then provide ongoing motivation in a number of ways; interesting, engaging programs for employees, and tools and data for employers to track key biometrics to measure improved workforce health,” Abshire says. “How do we motivate people? Find the combination of economic alignment and other motivators to keep people as engaged as possible. Then close the loop, show them how to get and stay healthy.”

More than just physical health

Physical health is only one aspect of well-being. John Harris of Healthways categorizes six domains of wellbeing that they use in the Gallup Healthways Wellbeing Index: emotional health, physical health, healthy behavior, work environment, basic access, and life evaluation.

“People who have one or more chronic disease and are in a poor work environment will miss on average six more days of work than a similar person in a good work environment,” says Harris.

Healthways takes the survey data in the index and modifies it into the Wellbeing Assessment, which matches biometric screening, medical claims data, and pharmacy data into an algorithm to find what program would be right for each

individual. The programs themselves include a suite of online tools, incentive programs, and a national network of support.

The pay-off

Harris says that for every point you drive up their overall assessment of wellbeing, an employer sees a one percent reduction in medical costs. For every 10 points that number increases, it will show a \$409 reduction per person per year, and an 11 percent reduction in unscheduled absences. Abshire adds, “Rising health costs is a huge cut out of profits. A number of different clients have done the health economics, for every dollar invested yields a five dollar return in savings.”

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Spending differently

Health Savings Accounts transfer responsibility from HMO to employee, proving a vital element in the fight against ballooning health care costs.

Insurance plans can be extremely complicated and poorly understood. Coupled with rising health care costs, some companies feel

the need to find new ways of managing individual health spending among employees. Health savings accounts are the answer for many such companies.

In 2003 the Health Savings Act was put in place. The Act enabled employees and employers both to contribute money into a health savings account, a triple tax exempt long term funding vehicle designed

to pay for health costs. HSA Bank, which focuses exclusively on health savings accounts, offers a 1.5 percent interest rate on balances of \$15,000 or higher. People under 55 can use their savings on anything that is Section 213D of the tax code, according to Dr. Steele Neeleman, founder of HealthEquity.

“When patients are spending their own money, they ask different

questions,” says Neeleman. “People spending their own money are much more likely to use preventative care, and are more careful with how they spend their money. With the tax advantage we have together saved over \$10 billion as of January 2010 across America.”

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QUESTIONS & ANSWERS



Gillian Pon, Ph.D.
Vice President,
Total Rewards
& Organization
Effectiveness, AOL



Fran Durekas
Founder and Chief
Development
Officer, CCLC

■ **Fran Durekas:**
How have you seen employee benefit needs change over the past few years? What unique approaches are you taking?

■ **Gillian Pon:**
From its inception, AOL has offered progressive “extras” beyond traditional benefits. Understanding that our 4,700+ U.S. benefit-eligible employees and those abroad are energized around wellness, we launched an initiative called “Get Fit,” which focuses on fitness of the “whole” employee—emotionally, mentally and physically.

In synch with our young families, AOL offers a well-baby program and on-site/back-up child care. After opening our first center in partnership with CCLC 10 years ago, followed by a second center, today more than 125 families (270+ kids) use on-site centers, as well as back-up care. It’s so successful we’re considering expanding our child care offerings.

In times when others are scaling back, AOL has made a conscious decision to invest in our benefits in support of our employees.

■ **Fran Durekas:**
How do your employee benefits reflect your workplace culture?

■ **Gillian Pon:**
Our benefits reflect our CEO’s philosophy of being a healthy company—mind, body and spirit. AOL is a culture of hardworking, social employees. Nap pods—affectionately called “NapQuest”—in our New York office help employees refresh. We have social spaces with lounge areas where employees love to gather and engage with each other.

As an Internet company, technology is at our core—so employees have access to “online” benefits and take advantage of programs that incent wellness behaviors. An additional feature of our child care centers is an ability to watch your child online and communicate with their teachers over AIM.

WORK-LIFE BALANCE

Today’s workforce is comprised of a significantly different demographic than that of a decade or two ago.

It is also now comprised of more mothers, students, and with the average age of retirement increasing, older workers as well. With the recent recession and plummeting employment rates, the group has faced financial instability and cutbacks.

Because of these factors, many people rely on flexible policies in order to care for their children, take on a second or even third job, or continue with their education. From entry-level through retirement, work-life balance is an important issue at any stage of an employee’s career.

“Taking a life-cycle approach to work-life balance is essential in recognizing that practices such as flexible work arrangements



AOL CHILD DEVELOPMENT CENTER “Many people rely on flexible policies in order to care for their children...”
PHOTO: CCLC/AOL.COM

affect individuals throughout all phases of their lives,” says Stephen Wing, president of Corporate voices for Working Families. “They help new mothers continue to breast-feed when they return to work, parents care for families, working learners continue their education, hourly workers manage work and life, and they help mature workers remain in the labor force.”

Not only do work-life policies help enable workers who are juggling a variety of commitments to fulfill them, but they also benefit the company itself. Flexible work arrangements serve as powerful tools both in recruiting and retaining talent.

SARA QUIGLEY

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Managing home stress and personal wellness starts with business management solutions

Stress at the workplace can be overwhelming, but when combined with the stress of running a household, it can be paralyzing.

Kathy Peel, founder and CEO of Family Manager Coaching, admits she used to be pretty domestically challenged. “I had a business background, so for my own sanity I started studying and researching organization and business strategies to better manage my family. It really did reduce stress at home,” she says.

Peel, determined to share her message with women facing similar struggles, has since been a repeat guest on countless television and radio programs, from “Oprah” to “Today,” and written 21 books on the subject. “I thought we could really help some other moms with this. They are smart women, they have been out in the business world, and



Kathy Peel
CEO & Founder, Family Manager Coaching

“Often people forget to take care of themselves and don’t get the essential nutrients they need to stay healthy.”

they come home and they fall apart. They weren’t taking the things they already knew about managing work and applying it to their home.”

The power of compartmentalizing

Peel’s strategy is simple, run things by department. She created seven distinct departments: home and property; food and meals; family and friends; finances; special events; time and scheduling; and self-management—a category that is frequently overlooked. Often people forget to take care of themselves and don’t get the essential nutrients they need to stay healthy. For example, Peel takes a daily eye vitamin with FloraGLO Lutein to make sure she’s doing everything she can to keep her eyes healthy and functioning at their best.

“As the Family Manager, you’re juggling a lot of different balls all the time so I know I don’t always have

time to eat a balanced diet. Taking a supplement gives me peace of mind knowing I’m bridging the nutritional gap to protect my vision.”

Peel also suggests that busy moms remember to delegate. “Everyone who lives under the roof of a home needs to share in the responsibility. When you look at that list, think about who else can do this stuff. No one is good at every department, so maximize your strengths and minimize your weaknesses.”

Delegating effectively will allow you the time necessary to care for yourself. Remember, you and your family need you in tip top shape, so don’t overlook the basics like nutrition and vision.

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Simplifying retirement planning

Planning for retirement is a difficult concept to grasp, especially for young workers.

That stage of life can seem so far away that the benefit of consistent saving is nearly impossible to instill, even as the current Social Security program runs out of money. Unfortunately, most people don’t start seriously saving for retirement until their late 30’s and early 40’s. This leaves people unprepared to have a comfortable retirement. In fact, according to the Employee Benefit Research Institute, 27 percent of workers said they had less

than \$1,000 in retirement savings in 2010, up seven percent from 2009.

The value of automatic enrollment

To combat this worrying trend, experts such as David John of both the Heritage Foundation and the Brookings Institute have conducted extensive research on how people save for retirement. Their findings were clear: “If an employer does not get involved, essentially it doesn’t happen. I wish that was not the case but it is,” says John.

John, having spent more than 30 years working in Washington, DC, has created a program called

Retirement Made Simpler “aimed at employers of all sizes to explain to them the value of automatic enrollment.” Automatic enrollment for retirement savings gives a gigantic boost to the amount of people who save, and how much they do.

“Under an automatic program,” John explains, “the worker is a part of a 401K, saves a set amount of salary (usually starting at three percent), and invests in a diversified portfolio that changes as the worker ages.” He adds, “there is a second feature called automatic escalation; when a worker gets a raise, a portion of the raise goes into their 401K,

while the rest of the raise goes into their paycheck.”

The biggest advantage to auto-enrollment programs is that it makes the decision process much easier for the employee. Most companies function today with opt-in programs, which are extremely complicated and require a lot of planning on the part of the employee. As the stats show, this does not happen enough. John says, “The automatic enrollment program changes the default from doing nothing to doing something.”

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