

WINNING WORKPLACES TOOL KITS

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This Tool Kit is designed to provide easy-to-implement, affordable ideas that help you enhance your workplace and make it a great place to work for employees. The Tool Kit is a step-by-step guideline to implement cost-effective programs. An organization that already has basic employee benefits such as health, dental, life and disability insurance, paid vacation, sick leave, and holidays is poised to become a Winning Workplaces™ organization and can enhance its workplace by using some of the concepts in this book.

The following Tool Kit is one of a 46-Tool Kit set. Each Tool Kit supports at least one of the six Building Blocks of a great workplace; most address several, since good practices result in multiple benefits that are difficult to isolate. When used together the Tool Kits will help you to enrich your workplace. A Tool Kit Grid (attached) outlines the relationships between the Tool Kits and the Building Blocks. The grid can also give you an idea of possible programs that would be most effective in your workplace and of the relative cost of implementing a particular Tool Kit.

Winning Workplaces has identified six fundamental Building Blocks of a great workplace: Trust, Respect & Fairness; Open Communications; Rewards & Recognition; Teamwork & Involvement; Learning & Development; and Work/Life Balance. Organizations that have built these elements into their culture are more productive and more profitable, are more likely to be resilient and adaptable, have better customer and employee retention rates, and know how to keep the organizational focus on achieving key business goals.

There are a number of ways to decide which Tool Kit(s) to use:

- Because the six Building Blocks work together to support a great workplace, you may wish to do an audit of the programs and policies that you already have in place to determine where your strengths and weaknesses are. Focus your investment in shoring up the weakest programs or policies based on the Building Blocks.
- You may want to know what your employees believe to be the organization's strengths and weaknesses before you begin to offer new programs. Winning Workplaces can help you gather that data through our Employee Survey or by conducting focus groups or interviews with your employees. Our survey is designed around the six Building Blocks, and the results can help you direct your actions and identify tool kits and programs that will be helpful to you.
- If, based on your audit or the employee survey, you want to enhance a particular Building Block, review all of the Tool Kits that support that Building Block and select one or two that would work best in your organization.
- If budget is a concern, you may want to start by considering the most affordable Tool Kits to implement. Any initiative can enrich your organization, but we recommend that you be mindful of the various Building Blocks that create a great workplace and develop programs that complement one another and support all six Building Blocks.
- You may use the Tool Kit descriptions to spur your own thinking and creativity. Find a program that either interests you, looks like a good idea, or has been

suggested by employees on our grid and then, modify or adapt it for your unique needs. Perhaps a Tool Kit will trigger an idea for another, related program that would work well in your organization.

No single program will change an organization's culture and no single Tool Kit will create a great workplace. Keep in mind that implementing any Tool Kit is likely to represent change in your organization, and change can be unsettling to some people. For this reason, even if offered with the best of intentions and commitment from leaders in the organization, a new program may not elicit the kind of employee reaction that you would hope for solely because it represents change.

Several elements of organizational behavior might be helpful as you consider introducing new programs:

- Because your organization is unique, any ideas need to be adapted to fit the organization, assuring that they support the existing strengths of your entity.
- Employees who participate in creating change are eager to assure its success. Because the programs suggested are supporting employees, engaging a group of employees to help determine priorities and develop implementation plans is an effective means of assuring that they will be well received.
- Even a handful of programs offered without the foundation of the core Building Block of Trust, Respect & Fairness will not support achieving your goals.

Finally, time is a critical element in building workplace culture. In direct contrast with the time requirements of the financial markets (i.e., short-term, expectations for quick results), organizations define themselves over periods of years. The payoff for implementing good workplace practices comes over time and to those who are patient. Investing in good workplace practices now is an investment in the future of your organization, and it will pay off in increased retention, productivity and profitability.

The Tool Kits were created by Winning Workplaces, a not-for-profit organization that provides information, training, ideas, consulting and these easy-to-use, affordable tools to help small and midsize organizations create great workplaces.

Winning Workplaces was founded by the Lehman family, part owners of Fel-Pro, a successful auto parts manufacturer that was a leader in developing innovative, employee-friendly workplace practices. Fel-Pro was ranked #4 in Fortune Magazine's list of the 100 Best Companies to Work For in 1998 and was honored by numerous industry awards for quality products and exemplary customer service. The business experience of our founders and evidence from other companies prove that effective workplace practices are better for employees and produce better business results.

Tool Kits

Program/Tool	Trust, Respect & Fairness *	Open Communications	Rewards & Recognition	Learning & Development	Teamwork & Involvement	Work/Life Balance	Cost to Company
Adoption Benefit						X	\$ to \$\$
Automotive Services Program						X	¢
Bulletin Boards, Signs & Graphics		X	X	X	X		¢ to \$
Chair Massage Program			X			X	¢ to \$
College Counseling Program				X		X	\$ to \$\$
Company Magazine		X	X	X	X		\$ to \$\$
Company Social Events					X	X	¢ to \$
Computer Financial Assistance Program				X		X	\$
Concierge Service						X	¢ to \$
Creating a Company Intranet		X					¢ to \$
Creating a Diverse Workplace Culture	X						¢
Departmental Lunches, Pizza Parties, Brown Bags & Quality Lunches		X	X	X	X		¢
Dependent Scholarship Program						X	\$ to \$\$
Educational Awards Program			X	X			\$
Eldercare Assistance Program						X	¢ to \$
Emergency Caregiver Program						X	¢ to \$
Employee Development & Job Training Program	X			X			\$ to \$\$
Employee Forum	X	X		X	X		¢
Employee Handbook	X	X			X		¢
Employee-Sponsored Community Support					X		¢ to \$
Financial Seminars				X		X	¢ to \$
Flexible & Seasonal Work Schedules	X					X	¢
Getting Started: Putting Basic Employee Benefits In Place			X			X	\$\$
Legal Counseling						X	\$
Matching Gifts Program					X	X	\$

Tool Kits

Program/Tool	Trust, Respect & Fairness *	Open Communications	Rewards & Recognition	Learning & Development	Teamwork & Involvement	Work/Life Balance	Cost to Company
Newborn / Adoption Gift						X	¢ to \$
Offsite Childcare Options	X					X	¢ to \$
Orientation & Welcome for New Employees		X		X	X		¢
Patent Awards			X	X	X		¢ to \$
Prenatal Counseling Program						X	\$
Quarterly Employee Meetings	X	X	X	X	X		¢
Recreation Area					X	X	\$ to \$\$\$
Retirement Planning & Counseling						X	¢
Safety Awards & Meetings	X	X	X	X	X		¢ to \$
Seasonal Gifts Program	X		X			X	\$
Service Awards	X		X				¢ to \$
Summer Day Camp						X	\$ to \$\$
Tax Preparation Program						X	\$
Time Off to Volunteer Program					X		¢ to \$
Transportation to Work Program						X	¢ to \$
Tuition Assistance				X		X	\$ to \$\$
Tutoring Services Program						X	\$
Vacation Purchase Program	X				X	X	¢
Volunteer Day					X	X	¢
Wedding Gift Program						X	¢ to \$
Wellness / Fitness Program					X	X	¢ to \$\$
Work Clothes Program					X	X	¢ to \$

* Trust, respect & fairness result from a combination of the other 5 elements so programs to improve your workplace in any of the other 5 areas will help you to build this important part of the workplace culture.

VACATION PURCHASE PROGRAMSM



WHAT is a Vacation Purchase Program?

A Vacation Purchase Program allows employees to purchase days of vacation beyond the amount of paid vacation they have earned through service to the company. The employee's hourly or salaried rate of pay dictates the purchase price of these additional vacation days. The company determines the number of additional vacation days an employee may purchase, as well as the maximum amount of vacation an employee may take.

WHY have a Vacation Purchase Program?

Newer employees, who have not yet earned a great deal of paid leave are most likely to utilize the Vacation Purchase Program. To the new or prospective employee who gets limited vacation the first year, the ability to purchase more time off has great appeal. It is more profitable for the company to have employees purchase extra days, rather than take either "sick" or "nonscheduled" leave to supplement their allotted vacation time. Certificates for additional paid vacation days can also be used for rewards and recognition.

HOW do we facilitate a Vacation Purchase Program?

Cost to Implement

Allowing employees to purchase additional time off results in costs tied to arranging for payroll deductions and lost productivity during the employee's extended vacation.

Eligibility

Decide who will be eligible for the program.

- Is the program offered to all employees?
- Are both salaried and hourly personnel eligible?
- Does an employee need a certain length of service before becoming eligible to purchase vacation days?

Limits

Determine how many vacation days/weeks may be purchased. What is the maximum amount of vacation allowed?



Attention: It is important to state explicitly that the benefit of purchasing additional vacation days is no longer available once a predetermined maximum level of accumulated vacation time has been reached.

Payment

The Vacation Purchase Program is often set up as part of a flex benefits package. The amount an employee owes for purchased vacation days can be combined with the cost of other benefits (medical coverage, life insurance, etc.), prorated per annum and deducted from payroll checks.

Promotion

If the Vacation Purchase Program is part of your Flex Benefits package, make sure it has its own prominent place in all Open Enrollment literature, along with medical, dental and other benefits. It is an important feature in the benefits package. Also, your Vacation Purchase Program should have good visibility in any recruitment or new hire literature that you distribute.

Scheduling

Vacation days purchased through the Vacation Purchase Program are subject to all the same restrictions for usage that apply to regular vacation days. All pre-arranged leaves of absence are subject to management approval.

Note: *The above instructions on facilitating a Vacation Purchase Program are not all-inclusive in their scope. There are many ways to set up such a program. These are examples of how it has been done successfully by some companies and are intended as a guide only.*

Thank you to Fel-Pro Incorporated for providing the model for this Tool Kit.

VACATION PURCHASE ELECTION FORM & PAYROLL DEDUCTION AUTHORIZATION SM

(SAMPLE)

EMPLOYEE Information

Name _____

Department _____

Employee Number _____ Ext _____

2002 VACATION PURCHASE Information

I wish to purchase 1 2 3 4 5 (circle one) days vacation for 2002.

Your Daily Rate is \$ _____.

-- Maximum number of paid vacation days allowed is twenty (20) --

PAYROLL DEDUCTION Calculation & Authorization

\$ _____ Cost per day

X _____ Number of Days purchased

/ _____ Divided by number of pay periods
(52 weeks factory or 26 weeks office)

\$ _____ Cost per Pay Period

I authorize the sum of \$ _____ to be deducted from my
(weekly/biweekly) payroll check in payment of _____ additional vacation
days for the year 2002.

Employee Signature _____