
TABLE OF CONTENTS

1 Introduction 1

2 Best Practice Case Studies 5

Based on interviews with leaders of the #1 companies on the Best Companies to Work for in America lists produced by Great Place to Work® Institute, Inc.

Wegmans Food Markets 6

Walking the Floors: Learning from the Experts

ACUITY 11

Top Accomplishments: A Lesson in Appreciation

Analytical Graphics, Inc. 16

Training the Best: Finding the Key in Your Own People

3 CREDIBILITY 17

In great workplaces, managers build their credibility by regularly communicating with employees about the company’s direction and plans. They efficiently and effectively coordinate people and resources, and clarify to employees how their work relates to the company’s goals. Managers set an example of integrity in the business and follow their words with actions.

Overview 18

CASE STUDY: Starbucks Corporation 19

Keeping it Fresh: Mission Review Program

Best Practices 22

for supporting Two-way Communication, Competence, and Integrity

4 RESPECT 57

Managers convey their respect to employees by providing people with the equipment, resources, and training they need to do their jobs. Through formal programs and informal practices, managers show their appreciation for individuals' good work and extra effort. In great workplaces, managers partner with employees, have multiple avenues for soliciting and acting upon feedback, and foster a spirit of collaboration across departments. Employees are assured that their work environment is safe and healthy and that managers care about them as people.

Overview 58

CASE STUDY: Analytical Graphics, Inc. 59

Training the Best: Finding the Key
in Your Own People

Best Practices 63

for demonstrating Support,
Collaboration, and Caring

5 FAIRNESS 107

In great workplaces, leaders generously share the company's financial success with employees through equitable compensation and benefit programs. Regardless of position in the organization, everyone has an opportunity for recognition. Promotion and hiring decisions are handled impartially and without discrimination, and clear processes for appealing and adjudicating disputes are in place.

Overview 108

CASE STUDY: FedEx Corporation 109

Fairness Guaranteed: Guaranteed Fair
Treatment and RESPECT Programs

Best Practices 112

for ensuring Equity, Impartiality and Justice

6 PRIDE..... 143

Managers in great workplaces help to build employees' pride in their work and the work of the company. Employees know that their jobs make a difference. Teamwork is cause for pride, and people feel good about the company's image and its contributions to the community.

Overview 144

CASE STUDY: Griffin Hospital 145

 Patient Empowerment: Planetree Philosophy

Best Practices 148

 for supporting Pride in People's Personal Jobs,
 Teams and Companies

7 CAMARADERIE 171

Employees at great workplaces feel that they can be themselves at work. Managers encourage people to celebrate the successes of their peers and cooperate with others throughout the organization. People in great workplaces take pleasure in their work - and in the people they work with - in a deep and lasting way.

Overview 172

CASE STUDY: Hot Topic 173

 Free to Be: Support of the Individual

Best Practices 175

 for developing Intimacy, Hospitality,
 and Community

8 HR Policies and Practices of the Best 207

Selected Statistical Graphs from Companies appearing on FORTUNE's 2005 "100 Best Companies to Work for"® in America List

9 INDEX	217
by Best Company	218
by Size	232
by Industry	240
by Practice Type	242