



100 Best Companies to Work For (2014)

1. Part I: General Information

Fields in red are required.

Company Profile

1.1 Company name	Hoag Memorial Hospital Presbyterian ("Hoag")
1.2 Web address	www.hoag.org
1.3 U.S. headquarters: Street Address	One Hoag Drive
1.4 U.S. headquarters: City	Newport Beach
1.5 U.S. headquarters: State	(CA) California
1.6 U.S. headquarters: Zip Code	92658-6100
1.7 Year founded <i>(Please use four digit year only, e.g., 1978)</i>	1952
1.8 Name of CEO	Robert T. Braithwaite
Your clarifying comments:	An admired and longtime leader, Robert joined Hoag in 1992 and has served in various capacities, most notably as chief administrative officer responsible for the opening of Hoag Hospital Irvine in 2010. Of late he has served as Hoag's chief operating officer, and now succeeds Dr. Richard Afable who is chief executive officer of Covenant Health Network, an affiliation between Hoag and St. Joseph Health. Throughout his career at Hoag, Robert has demonstrated unwavering dedication to the mission, vision and values of the organization, leading by example for our more than 5,000 employees, 1,500 physicians and 2,000 volunteers. He also has shown great foresight and determination in embracing change and innovation for the benefit of the patients and communities we serve.
1.9 Title of CEO	President and Chief Executive Officer
1.10 What year did he/she become CEO? <i>(Please use four digit year only, e.g., 1978)</i>	2013
1.11 In what year did the current CEO first join the company?	1992
1.12 What was the current CEO's first position with the company?	Administrative Resident

Type of Organization

1.13 Is your company publicly held? Yes No

Your clarifying comments:

Hoag Memorial Hospital Presbyterian "Hoag" is a not-for-profit organization owned by the community and governed by a board of directors.

1.14 Is your company privately held? Yes No

1.15 Is your company a partnership? Yes No

1.16 Is your company a nonprofit? Yes No

1.17 Is your company a cooperative? Yes No

1.18 Is your company a governmental agency? Yes No

1.19 Is your company a subsidiary or division of another company or majority owned by another company? Yes No

1.20 Does a single individual or family own more than half of the company? Yes No

1.21 If any of the controlling owner(s) is/are actively involved in the day-to-day management of the company, what is/are their name(s)/role(s)?

Industry

1.22 In which industry is your business? Health Care -- Hospital

North American Industry Classification System (or NAICS) Questions

1.23

If you indicated above that you were a publicly-traded company, please enter your 6-digit, primary NAICS (or **North American Industry Classification System**) code in the box provided:

NOTE: If you feel that more than one number applies to your company, please enter the one that most closely captures your industry in the box provided. Provide any additional numbers in the "Clarifying Comments", located to the right.

1.24 Please identify your primary industry code from the following drop down menu. 62- Health Care and Social Assistance

1.24.1 In your previous fiscal year, what was your rate of patient re-admission? 10

All Inpatients (including Mother/Baby)- % Readmit to Acute Care within 30 Days Oct 2011-Sept 2012: 6.339%

Your clarifying comments:

Acute Care - % Readmit within 30 Days Oct 2011-Sept 2012: 10.489%

1.24.2 In your previous fiscal year, what was your average length of stay for patients (in days)? 4

Your clarifying comments:

Actual length of stay is 4.3 days.

1.24.3 According to your most recent HCAHPS Survey results, what was your score for "Overall Hospital Rating?" 80

1.24.4 According to your most recent HCAHPS Survey results, what was your score for "Recommend Hospital?" 86

1.25 What was your company's total net profit in your most recent fiscal year? (Please list whole numbers only, for example if your net profit was \$5 million, you would list it as 5000000.) 158883567

Location

1.26 Number of sites within the U.S. (A site is defined as any facility where at least one employee works - excluding home/virtual offices.) 2

Your clarifying comments:

Our two campuses are located within 15 miles of one another in Orange County, Ca. Our main campus is in Newport Beach and our other campus is location in Irvine.

1.27

Please provide the total number of full- and part-time employees at the Headquarters location described in questions 1.3-1.6 above. Do not include temporary or contract employees. (Please provide a whole number only with no commas.) 3965

1.28 In what city & state is your **largest** concentration of employees? (If you have multiple sites in one city, please consider all of those employees when listing the city.) Newport Beach, Ca.

1.29

Please provide the full street address for this location, including zip code. (If you have more than one location in the same city, please provide the street addresses for each location.) One Hoag Drive
Newport Beach, Ca. 92658-6100

1.30 Provide the total number of full- and part-time employees at the location listed in the question above. Do not include temporary or contract employees. (If you have multiple sites in one city, please consider all of those employees when listing the city.) 3425

1.31 In what city & state is your **second** largest concentration of employees? (If you have multiple sites in one city, please consider all of those employees when listing the city.) Irvine, Ca.

1.32 Please provide the full street address for this location, including zip code. (If you have more than one location in the same city, please provide the street addresses for each location.) 16200 Sand Canyon Ave. Irvine, Ca. 92618

1.33 Provide the total number of full- and part-time employees at the location listed in question above. Do not include temporary or contract employees. (If you have multiple sites in one city, please consider all of those employees when listing the city.) 540

1.34 In what city & state is your **third** largest concentration of employees? (If you have multiple sites in one city, please consider all of those employees when listing the city.) n/a

1.35 Please provide the full street address for this location, including zip code. (If you have more than one location in the same city, please provide the street addresses for each location.)

1.36 Provide the total number of full- and part-time employees at the location listed in question above. Do not include temporary or contract employees. (If you have multiple sites in one city, please consider all of those employees when listing the city.)

Non-Discrimination Policies

Is there a written non-discrimination policy at the company that includes the following:

1.37 Age Yes No

Please see Hoag's Employee Handbook, Code of Conduct and Hoag's Discrimination and Harassment Policy. Our Hoag Employee Handbook and Code of Conduct contain information for our employees about our policy in these areas. Our Human Resources policies cover discrimination, harassment, and employee rights both cultural and religious. Hoag is committed to providing a work environment free of harassment and unlawful discrimination. In keeping with this commitment, Hoag maintains a strict policy prohibiting unlawful discrimination and harassment of any type including: race, color, age, sex, religion, nationality, sexual orientation, and any other characteristics protected by state and federal law. This policy applies to all agents and employees, including supervisors and non-supervisory employees. Furthermore, it prohibits harassment in any form, including verbal, physical, visual and auditory harassment.

Your clarifying comments:

1.38 Disability Yes No

1.39 Race/Ethnicity Yes No

1.40 Religious beliefs Yes No

1.41 Sex/Gender Yes No

1.42 Sexual Orientation Yes No

Revenues

1.43 Total Worldwide revenues in the latest fiscal year (Please provide whole numbers only - without commas, \$ or M signs. For example, \$450,000,000 would be represented as 450000000.) 2337743338

1.44 Total U.S. revenues in latest fiscal year (Please provide whole numbers only - without commas, \$ or M signs. For example, \$450,000,000 would be represented as 450000000.) 2337743338

1.45 For the previous two questions, when did your fiscal year end? 09-30-2012

Major Changes

1.46 Has your company acquired any companies or merged with any other companies since January 1st, 2013? Yes No

- 1.47 Is there any acquisition or merger now pending? Yes No
- 1.48 Did the company divest any units since January 1st, 2013? Yes No
- 1.49 Has the company had a single (or combination of) layoff(s) that reduced the number of employees by 5% or more in the past five years? Yes No
(Please list in chronological order, and use the number of employees prior to the layoff to calculate the percentage of reduction.)

Public Relations Contact Information

- 1.50 Public Relations First Name: Nina
- 1.51 Public Relations Last Name: Robinson
- 1.52 Public Relations Email Address: nina.robinson@hoag.org
- 1.53 Public Relations Phone Number: 949-764-6943

2. Part I: Demographic Information

Fields in red are required.

All questions refer to **U.S. employees only** unless otherwise stated.

Number of Full-Time Male Employees

- 2.1 Now 872
- 2.2 12 months ago 853
- 2.3 24 months ago 975

Number of Full-Time Female Employees

- 2.4 Now 2377

Your clarifying comments:

The higher number of female employees hat Hoag is due to our largest job category being nursing which is historically a predominately female employee base.

- 2.5 12 months ago 2353
- 2.6 24 months ago 2726

Number of Part-Time Male Employees

- 2.7 Now 114
- 2.8 12 months ago 103
- 2.9 24 months ago 125

Number of Part-Time Female Employees

- 2.10 Now 602
- 2.11 12 months ago 571
- 2.12 24 months ago 715

Number of Male Temporary/Contract Employees

(Hospitals should include PRN or Per Diem employees here.)

- 2.13 Now 119
- 2.14 12 months ago 123
- 2.15 24 months ago 138

Number of Female Temporary/Contract Employees

(Hospitals should include PRN or Per Diem employees here.)

- 2.16 Now 398
- 2.17 12 months ago 388
- 2.18 24 months ago 379
- 2.19 For the previous questions, which date are you using for "now"? 04-01-2013

Job Levels

Of your U.S. full-time and part-time employees, how many are:

(The total of applicable answers to questions 2.20- 2.27.1 must add up to the sum of the numbers provided in questions 2.1, 2.4, 2.7 and 2.10 above.)

2.20 Hourly -- clerical/administrative	524
2.21 Hourly -- production, services	428
2.22 Hourly -- professional, technical	2520
2.23 Commission -- sales	0
2.24 Salaried -- professional, technical	230
2.25 Salaried -- manager/supervisor	167
2.26 Salaried -- executive/senior manager	96
2.27 Are you a partnership (such as a law firm or an accounting firm)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
2.28 If your company is a law firm, how many lawyers does it employ? <i>(Please indicate in numbers only, for example type "3" for three.)</i>	

Gender

Of your U.S. full-time and part-time employees, how many are:

(The total of applicable answers to questions 2.29- 2.30 must add up to the sum of the numbers provided in questions 2.1, 2.4, 2.7 and 2.10 above.)

2.29 Female	2979
2.30 Male	986

Age

Of your U.S. full-time and part-time employees, how many are aged:

(The total of applicable answers to questions 2.31- 2.35 must add up to the sum of the numbers provided in questions 2.1, 2.4, 2.7 and 2.10 above.)

2.31 25 years or younger	292
2.32 26 to 34 years	1082
2.33 35 to 44 years	999
2.34 45 to 54 years	899
2.35 55 years or older	693

Tenure

Of your U.S. full-time and part-time employees, how many have been with the company:

(The total of applicable answers to questions 2.36- 2.41 must add up to the sum of the numbers provided in questions 2.1, 2.4, 2.7 and 2.10 above.)

2.36 Less than two years	723
Your clarifying comments:	22% of our employees have been at Hoag for longer than 10 years.
2.37 2 to 5 years	1464
2.38 6 to 10 years	880
2.39 11 to 15 years	446
2.40 16 to 20 years	126
2.41 Over 20 years	326

Ethnic Identity

Of your U.S. full-time and part-time employees, how many are:

(The total of applicable answers to questions 2.42- 2.49 must add up to the sum of the numbers provided in questions 2.1, 2.4, 2.7 and 2.10 above.)

2.42 African-American or Black	116
2.43 American Indian or Alaska Native	17
2.44 Asian	747
2.45 Caucasian or White	2100

2.46 Hispanic / Latino	886
2.47 Native Hawaiian or Other Pacific Islander	8
2.48 Two or More Races	73
2.49 Unknown Ethnicities	18

Your clarifying comments:

Our employees primarily live in the cities surrounding Newport Beach and Irvine located in Orange County, Ca. The diversity of the area is largely Caucasian, Hispanic and Asian.

Management

Of the executives and senior managers (listed in 2.26), how many are:

2.50 Women	65
2.51 Minorities (non-Caucasian)	19

Of the managers and supervisors (listed in 2.25), how many are:

2.52 Women	107
2.53 Minorities (non-Caucasian)	54

If you responded "yes" to question 2.27 (indicating that you are a partnership), how many of your partners are:

2.54 Women	
2.55 Minorities (non-Caucasian)	

Absenteeism

2.56 Do you measure employee absence rates?

Yes No

Your clarifying comments:

Hoag does not measure overall organization absenteeism rates. Absence rates are maintained for each individual at the department level. Our attendance policy defines excessive absenteeism so that all employees are treated fairly and to the same standard.

Turnover

Turnover among full-time employees in the past 12 months:

2.57 Number of full-time employees laid-off due to a workforce reduction 0

Your clarifying comments:

We did not have a workforce reduction in fiscal year 2012.

2.58 Number of voluntary separations (excluding retirements) of full-time employees 254

2.59 Number of involuntary separations of full-time employees 94

2.60 Number of retirements of full-time employees 8

Turnover among part-time employees in the past 12 months:

2.61 Number of part-time employees laid-off due to a workforce reduction 0

Your clarifying comments:

We did not have a workforce reduction in fiscal year 2012.

2.62 Number of voluntary separations (excluding retirements) of part-time employees 86

2.63 Number of involuntary separations of part-time employees 24

2.64 Number of retirements of part-time employees 5

Applicants & Hiring

2.65 Number of job applicants in past 12 months (excluding current employees)
(When answering this question, please give us the highest number that you track.) 63000

Your clarifying comments:

We receive approximately 5000 applications per month. Our number one source of hires continues to be employee referrals. Employee referrals have been our number one source of hires since we began tracking it in 2004.

2.66 Number of jobs/positions filled over the past 12 months? (new and current jobs/positions)

791

Your clarifying comments:

This is the number of external hires for the 12 month period and does not reflex internal transfers within the organization.

2.67 How many jobs or positions were filled **internally** over the past year? (Please enter whole numbers only, and do not include commas.)

638

Your clarifying comments:

This number represents internal movement of our employees for job status changes (full time to part time, etc.), promotions, and job changes such as patient care assistant to registered nurse, etc. Hoag gives first priority to our internal staff before seeking external candidates to fill the position.

2.68 Over the past 12 months, What percentage of new hires was referred by employees?
(Please provide us with a number only. For example, if your answer is 20%, list "20" in the space provided.)

35

Your clarifying comments:

Employee referrals is our number one source of new hires for Hoag.

2.69 Does the company pay a bonus for a successful referral?

Yes No

2.69.1 What was the maximum bonus paid for a single referral in the past 12 months?
(Please list as a dollar amount, without the \$. For example, if your answer is \$300 list "300" in the space provided.)

4000

2.70 Do you actively recruit at college campuses for new employees?

Yes No

Your clarifying comments:

We have a large base of partner schools and colleges that provide students of multiple disciplines rotating to our hospitals every semester. We also have paid and unpaid internships for students which provide them a valuable learning opportunity. Our Clinical care Extender Program provides opportunities for college students interested in a medical career to volunteer at Hoag in a clinical department. This program has more than 800 volunteers each year. Hoag fully funds the Clinical Care Extender Volunteer Program (CCE Program) contracted thru a third party. The volunteers attend internship/volunteer fairs and presentations to classes and groups such as "Future Doctors" group and biological science classes at the colleges. Hoag considers the CCE program as being a workforce development program (whether it is for Hoag or another medical community). This qualifies as a community benefit program. Hoag has hired RNs, EMTs, clerical coordinators, aids, patient sitters, etc. from this program over the years.

Other Demographic Questions:

2.71 Do you have employees that are covered by a union contract?

Yes No

2.72 Number of full-time employees who work for the company outside the U.S.

0

2.73 Number of part-time employees who work for the company outside the U.S.

0

3. Part I: Compensation & Other Forms of Income

Fields in red are required.

Compensation

3.1 What is the job function or title of the largest number of full-time hourly employees?

Registered Nurse

Your clarifying comments:

Registered nurses comprise 40% of our workforce. Hoag has been a Magnet designated facility since 2005. Hoag is one of 395 hospitals nationwide and one of the 24 California hospitals t have this prestigious designation.

A Magnet hospital is one that has embarked on an extensive review and systematic evaluation of its nursing practice by the American Nurses Credentialing Center (ANCC). Magnet hospitals must meet stringent quantitative and qualitative standards that define the highest quality of nursing practice and patient care. Becoming a Magnet hospital means that the organization must meet over 65 standards developed by the ANCC. These standards

must be demonstrated in a very extensive written document and validated and clarified by a site visit. The designation is for four years and organizations must resubmit documentation annually and every four years for a site visit validation. The ANCC Magnet Recognition Program® recognizes healthcare organizations that provide the very best in nursing care and professionalism in nursing practice. The program also provides a vehicle for disseminating best practices and strategies among nursing systems. The ANCC Magnet Recognition Program is the gold standard for nursing excellence. Hoag is very proud that we do not use external agency nurses to staff our hospitals.

3.2 What was the average annual base pay rate for an employee in this position in the past 12 months?
(Please list as a dollar amount, without the \$. For example, if your answer is \$30,000 list "30000" in the space provided.)

75000

3.3 What was the average additional cash compensation above the stated amount in the last question for an employee in this position in the past 12 months? You should include bonuses, cash payouts, overtime, etc.
(Please list as a dollar amount, without the \$. For example, if your answer is \$2000 list "2000" in the space provided.)

6000

3.4 Based on your industry, what quartile (or compensation "band") would you estimate the compensation listed above for the **full-time, hourly** position could be classified based on the selections below?

- 75% or higher
- 50%-74%
- 25%-49%
- 1%-24%
- We do not track.

3.5 What is the job function or title of the largest number of full-time salaried employees?

Applications Analyst

3.6 What was the average annual base pay rate for an employee in this position in the past 12 months?
(Please list as a dollar amount, without the \$. For example, if your answer is \$30,000 list "30000" in the space provided.)

108500

3.7 What was the average additional cash compensation above the stated amount in the last question for an employee in this position in the past 12 months? You should include bonuses, cash payouts, overtime, etc.
(Please list as a dollar amount, without the \$. For example, if your answer is \$2000 list "2000" in the space provided.)

16900

3.8 Based on your industry, what quartile (or compensation "band") would you estimate the compensation listed above for the **full-time, salaried** position could be classified based on the selections below?

- 75% or higher
- 50%-74%
- 25%-49%
- 1%-24%
- We do not track.

401k or 403b

3.9 Does the company have a 401k or 403b plan?

- Yes
- No

Your clarifying comments:

To be eligible to enroll, our employees must be at least 21 years of age. Employees may contribute between 2 and 100% of their annual pay. In 2013, federal tax laws allowed contributions up to \$17,500 and an additional \$5,500/annual for employee's age 50 or greater. Hoag contributes 50 cents for every dollar the employee contributes, up to the first 4% of their eligible pay. The total Hoag match will not exceed 2% of their pay. Hoag will make a Safe Harbor non-elective contribution to the plan. The contribution is equal to 3% of their annual eligible pay.

3.9.1 Are employees automatically enrolled?

- Yes
- No

Your clarifying comments:

There are 4715 employees who are eligible to contribute to the 401k. There are 232 (non-contributing) employees who receive a contribution from Hoag on their behalf. A grand total of 4,483 employees contribute to the 401k.

3.9.2 Does your company match employee contributions?

- Yes
- No

Your clarifying comments:

3.9.3

What percentage of employee contributions to a 401k will the company match?

(Please provide us with a number only. For example, if you match 50% of an employee contribution up to 4% of that employee's pay, please report 50% as "50" in the space provided here.)

Matching contributions begin the 1st month following 6 months of employment.

50

Your clarifying comments:

3.9.4

What is the maximum percentage of an employees' pay that the company might contribute in this way?

(Please provide us with a number only. For example, if you match 50% of an employee contribution which is up to 4% of that employee's pay, the maximum possible company contribution will be 2% of the employee's pay. Please list "2" in the space provided here.)

oag matches 50% up to 4% of the employee's pay.

2

3.10 Does the company make a contribution to the 401k or 403b plan regardless of whether or not employees contribute to the plan (e.g., profit-sharing, or other discretionary contributions)?

Yes No

Your clarifying comments:

"In addition to the 2% matching, annually. Hoag contributes an annual Safe Harbor Contribution of 3% of employees eligible compensation. In addition to the Safe Harbor contribution, Hoag provides a Length of Service contribution as follows:
0.5% for 10-14 years of service for a total of 3.5%
1.5% for 15-19 years of service for a total of 4.5%
2.5% for 20-24 years of service for a total of 5.5%
3.5% for 25 or more years of service for a total of 6.5%
A contributing employee could potentially receive a maximum 5% - 8.5% (depending on their contribution amount and length of service)
A non contributing employee could receive a maximum of 3%-6.5% (depending on their length of service)
The calculated average is 3%."

3.10.1 What is the average percentage of an employee's salary that the company contributed in the last fiscal year?
(Please provide a number only. For example, 3% should be listed as "3" in the space provided.)

3

Pension Plan

3.11 Does the company offer a traditional defined benefit pension plan?

Yes No

Employee Stock Ownership Plan

3.12 Does the company have an Employee Stock Ownership Plan (ESOP)?

Yes No

Your clarifying comments:

We are a not for profit hospital.

Employee Stock Purchase Plan

3.13 Does your company have an Employee Stock Purchase Plan (ESPP)?

Yes No

Stock Awards

3.14 Does the company offer stock options to employees?

Yes No

3.15 How many equity awards (such as restricted stock or stock grants) were provided to all new and tenured full-time employees." *(Please provide us with a number only. For example, if your answer is 1,000, list "1000" in the space provided.)*

3.16 What percentage of all full-time employees received these equity awards? *(Please provide us with a number only. For example, if your answer is 20%, list "20" in the space provided.)*

Restricted Stock Units

3.17 Does the company offer restricted stock units to employees?

Yes No

Additional Compensation Questions

3.18 Does the company have a deferred profit-sharing plan independent of a 401k or 403b plan?

This would not include gain sharing, cash payouts or bonuses.

Yes No

3.19 Does your company provide any financial planning resources to employees specifically for retirement planning?

Yes No

Hoag together with Retirement Benefits Group (RBG) provide information, education and resources to employees with guidance on how to save and plan for retirement. In partnership with RBG, employees have access to a Financial Consultant and a complimentary comprehensive financial planning session. Joel Shomaker, CFP®™ Retirement Benefits Group Financial Planner, will provide guidance to help employees make smart overall financial decisions.

Your clarifying comments:

4. Part I: Benefits & Perks

Fields in red are required.

Health Care Coverage

4.1 What percentage of an employee's health care premium does the company pay?

(Please provide us with a number only. For example, if your answer is 20%, list "20" in the space provided.)

85

"For 2013, Hoag remains committed in paying an average of 80% of the employee's benefit cost. This is above current market rates for most employers who pay approximately 70% or less of the cost. Hoag will continue to offer its employees a variety of benefits including comprehensive medical plans, dental, vision, employee assistance program, wellness incentives, life and disability insurance. Our commitment is to always offer a free/no cost plan for our employees to choose from the option of medical plans offered. This year the free plan is the HSA option. Also offered is a selection of voluntary insurance benefits including supplemental life, home, auto, boat, pet, legal and critical illness. employee's benefit cost while including premium rebates for employees and their dependents to participate in Hoag's Wellness Incentive Programs. These wellness programs not only offer valuable health benefit support but also financial incentives via premium rebates for actively participating in your own wellness. Employees' health is important to Hoag. All of our medical plans for 2013 include 100% preventative care coverage to encourage our employees and their eligible dependents to obtain physicals, mammograms, prostate screenings and other valuable preventative services. We understand that no two employees have the same needs; therefore, all of the benefit plans have been specially selected to give our employees more choices so you can select the options that best fit you and your family's lifestyle and budget needs."

Your clarifying comments:

4.2 Has this percentage changed in the past year?

Yes No

4.2.1 What percentage of the health care premium did the company previously pay?

(Please provide us with a number only. For example, if your answer is 20%, list "20" in the space provided.)

82

4.3 What percentage of the premium for dependents is covered by the company?

(Please provide us with a number only. For example, if your answer is 20%, list "20" in the space provided.)

82

4.4 Does the company offer a pre-tax savings account (such as a Flexible Spending Account or Dependent Care account, etc.) for such events as medical expenses or child care?

Yes No

The Health Care and Dependent Care Flexible Spending Accounts offer a great way for our employees to save money. These accounts allow the employee to set aside pre-tax money from each paycheck to pay for eligible out-of-pocket health care or dependent care expenses that are incurred throughout the plan year. The employee may participate in our medical, dental and/or vision plans. Employees enrolled in the HMO plans may open a Flexible Spending Account (FSA) to help pay for eligible expenses. The maximum amount the employee can contribute to this account for 2013 is \$2,500 for Health Care FSA and \$5,000 for

Your clarifying comments:

Dependent Care FSA. They must use the funds in these accounts before the end of the year (December 31, 2013) or they will forfeit any unused portion. IRS rules preclude the employee from being enrolled in the FSA plan if they are enrolled in the CIGNA HSA medical plan.

4.5 Does the company offer health insurance to part-timers?

Yes No

4.5.1 How many hours per week are they required to work to get this coverage?

20

4.5.2

What percentage of a **part-time** employee's health care premium does the company pay?

(Please provide us with a number only. For example, if your answer is 20%, list "20" in the space provided.)

4.5.3 How many part-time employees are currently eligible to receive this benefit?

4.6 Does the company have health insurance plans that cover the following:

- Dental care
 Vision care
 Prescription drug subsidy
 Mental health care
 Alternative treatments, such as acupuncture, homeopathy, or chiropractic
 Fertility treatments
 Other

Hoag also offers it employees the following additional benefits:

Long Term Disability, Basic Life Insurance and AD&D, Supplemental Life and AD&D Insurance, Employee Assistance Program, Home, Auto and Boat Discount Insurance, Pet Insurance, Hyatt Legal Plan, Critical Illness Insurance

Long Term Disability, Basic Life Insurance and AD&D, Supplemental Life and AD&D Insurance, Employee Assistance Program, Home, Auto and Boat Discount Insurance, Pet Insurance, Hyatt Legal Plan, Critical Illness Insurance

Your clarifying comments:

4.6.1 Please list the "other" item(s):

Domestic Partner Benefits

4.7 Does the company offer domestic partner benefits to **all** same sex couples (except where prohibited by law)?

Yes No

4.8 Does the company offer domestic partner benefits for unmarried opposite sex couples (where permitted by law)?

Yes No

Retiree Benefits & Insurance

4.9 Does the company provide health insurance for retirees?

Yes No

4.10 Does the company offer long-term care insurance to employees (i.e., insurance that provides for nursing homes or assisted living for employees as they age)?

Yes No

Your clarifying comments:

Long Term Care Insurance was offered as a benefit last year but due to low enrollment it was not offered this year.

Workers' Compensation

4.11 If data is readily available, in the last calendar year, how many workers' compensation claims per 100 full-time equivalents (FTEs) did you receive?

Your clarifying comments:

Data is not readily available this year.

4.12 If data is readily available, in the last calendar year, what was the average number of lost work days per claim? (Work day is equivalent to 8 hours)

Your clarifying comments:

Data is not readily available this year.

4.13 If data is readily available, in the last calendar year, what were your total workers' compensation costs per 100 full-time equivalents (FTEs)?

(Please list as a dollar amount, without the \$. For example, if your answer is \$300 list "300" in the space provided.)

Your clarifying comments:

Data is not readily available this year.

Health Screening

4.14 Does the company offer employees regular on-site health screenings for the following conditions:

- Breast cancer
- Prostate cancer
- Skin cancer
- Cholesterol
- High blood pressure
- Flu shots
- Other

4.14.1 Please list the "other" on-site health screenings:

see comment

Your clarifying comments:

Vaccinations: MMR, Hepatitis B, Pneumonia, T-DAP, TD, annual TB screening, laboratory titers, annual complete blood count. Visual screening for acuity and color blind. On-site Employee Health Services staff can access for first aid treatment, over the counter medications, blood pressure, weight. Perform school physicals and complete the necessary paperwork. Ergonomic workstation evaluations and indoor air quality testing. Annual biometric screening (BMI, height, weight, blood pressure, cholesterol and glucose) as well as health coaching.

Fitness Benefits

4.15 Does the company have an on-site fitness center?

Yes No

4.16 Does the company subsidize off-site fitness center memberships?

Yes No

Your clarifying comments:

Hoag provides discounted memberships to 24 Hour Fitness for employees to encourage and support a health lifestyle. Our employees live in 4 surrounding counties and this membership provides easy access to a 24 Hour Fitness near their home.

4.17 Does the company pay employees for enrolling in wellness programs (such as a smoking cessation or weight-loss program, etc.)?

Yes No

4.17.1 If you answered "yes" to the above question, how much is the amount that you pay employees for enrolling in wellness programs? (Please list as a dollar amount, without the \$. For example, if your answer is \$300 list "300" in the space provided.)

Your clarifying comments:

Employees are given incentives to participate in the Biometric screening, weight watchers' at work and health coaching. They receive a reduction in their health insurance premium up to 20%. For Weight Watchers they receive \$100 for participating in 80% of the meetings for each 17 week series. Employees receive \$300 for completing a health coaching session.

On-Site Medical Benefits

4.18 Does the company have an on-site medical care facility for employee use?

Yes No

4.18.1 At all locations or only at headquarters?

see comment

Your clarifying comments:

Hoag has urgent cares centers in surrounding cities and on campus that employees can access.

4.18.2 Is this facility available to both full-time and part-time employees?

Yes No

4.18.3 What is the out of pocket cost per visit?

Your clarifying comments:

Out of pocket expenses are dependent on the health plan the employee chooses. Employees using Hoag preferred centers pay less out of pocket.

Tuition Reimbursement

4.19 Does the company offer college tuition reimbursements to employees?

Yes No

In 2012, 276 employees participated in tuition reimbursement. The total cost of Tuition Reimbursement alone was \$660,409.33. In 2012, an additional \$160,000 In tuition scholarship was provided to our employees thru our Hoag Foundation. Hoag partnered with EdAssist, the industry leader in strategic, managed education solutions, to bring a better way to further our employees careers. EdAssist offers a web based portal that makes it easier to submit course request and faster tuition approvals and reimbursements. They also have free access to experienced and dedicated Education Advisors who assist employees in developing their personal education plan. As part of this partnership employees have access to education provider networks which provide tuition reductions, waived fees and textbook discounts. A special employer reporting site is available with access to several reports like, course detail reports, expenditure, program participation reports and many more. There are three programs: Tuition Reimbursement Program A - Full time (\$2500/year) and Part time (\$1200/year), used for employees pursuing a GED, Bachelors or higher degree related to a position at Hoag Hospital. Tuition Reimbursement Program B - Full time (5250/year) and Part time (\$2250/year), used for RN's pursuing a BSN, MSN or Doctorate degree. Program C for English/Spanish medical interpretation thru the Southern California School of Interpreting. 6 employees have received a medical interpreting certificate. The employee must be fluent in both English and Spanish to be accepted in the program.

Your clarifying comments:

4.19.1 To what maximum amount per year?

52500

4.19.2 What percentage of your employees used this benefit last year?

7

Your clarifying comments:

Actual number is 7.5% of qualified employees.

Training

4.20 On average, how many hours of training per year do regular full-time, hourly employees receive?

62

Your clarifying comments:

For all questions regarding training hours, the number of hours is only what we are able to capture from our learning management system. Hoag provides training via classroom instruction, online access both internal and external, attendance at national conferences, short training sessions in daily huddles, one on one training, etc. Training occurs at all levels and by various venues to meet the needs of the employees and education needed.

4.21 For the figures above, what percentage of the training do you estimate is directed to the employees' current job?

Your clarifying comments:

This is difficult to determine as we do not capture training that is required versus not required.

4.22 For the figures above, what percentage of the training do you estimate is directed toward professional growth and development opportunities?

Your clarifying comments:

This is difficult to estimate as we allow our employees to access any training we have either for their current job or a job they want to build skills to move into. Training is available online thru Skillsoft, CiNet, GEHealthcare as well as classroom sessions from expert training companies such as Achieve Global, Vital Smart, Franklin Covey, etc.

4.23 On average, how many hours of training per year do regular full-time, salaried employees receive?

68

Your clarifying comments:

See above notes.

4.24 For the figures above, what percentage of the training do you estimate is directed to the employees' current job?

Your clarifying comments:

See above note.

4.25 For the figures above, what percentage of the training do you estimate is directed toward professional growth and development opportunities?

Your clarifying comments:

See above notes.

4.26 On average, how many hours of training per year do regular part-time hourly employees receive?

62

Your clarifying comments:

4.27 For the figures above, what percentage of the training do you estimate is directed to the employees' current job?

See above notes.

Your clarifying comments:

4.28 For the figures above, what percentage of the training do you estimate is directed toward professional growth and development opportunities?

See above notes.

Your clarifying comments:

4.29 On average, how many hours of training per year do regular part-time salaried employees receive?

See above notes.

68

4.30 For the figures above, what percentage of the training do you estimate is directed to the employees' current job?

Your clarifying comments:

See above notes.

4.31 For the figures above, what percentage of the training do you estimate is directed toward professional growth and development opportunities?

Your clarifying comments:

See above notes.

On-Site Perks

4.32 Does the company provide any of the following on-site:

- Free snacks during the day
- Free beverages during the day
- Personal concierge service
- On-site package/mailling service
- Massage therapy
- Discount Ticket Sales
- Fitness Classes
- Car Wash
- Weight Watchers Meetings
- Hair Salon
- Convenience Store
- Vehicle Maintenance
- Dry cleaning
- Banking
- Personal travel service
- Free lunch on a regular, daily basis
- Subsidized lunch on a regular, daily basis
- Free breakfast foods on a regular, daily basis
- Take-home meals on a regular, daily basis

Departments are supplied with coffee and tea at no charge to our employees.
We have regular events onsite for our employees including: ice cream, Jersey Mikes sandwiches, holiday party, etc.

Our cafeteria is open from 6 am to 3 am daily and employees can purchase meals to take home. All food purchased by our employees is discounted 16% when they use express pay to pay for food. Express pay is a payroll deduction for food purchased.

Your clarifying comments:

4.33 Please list the "other" on-site perks:

Free parking and shuttle service between parking locations.
Discount meals in our Cafes and Cafeterias.

5. Part I: Time Off

Fields in red are required.

Paid-Time Off

After **one year** of employment, how many paid business days off do employees receive in the following categories? (*Averages should be given if there are differences across job types, departments, etc.*)

5.1 Holidays

0

Your clarifying comments:

Our paid time off program (PTO) includes sick, holiday and vacation. The employee chooses how they use their PTO. Employees also have the option of cashing out their PTO per the PTO cashout guidelines.

5.2 Vacation

0

Your clarifying comments:

Our paid time off program (PTO) includes sick, holiday and vacation. The employee chooses how they use their PTO. Employees also have the option of cashing out their PTO per the PTO cashout guidelines.

5.3 Do you offer a set or unlimited number of sick days?

Your clarifying comments:

Our paid time off program (PTO) includes sick, holiday and vacation. The employee chooses how they use their PTO. Employees also have the option of cashing out their PTO per the PTO cashout guidelines.

5.4 General Paid-Time-Off (PTO). If you do not offer a specific number of vacation or sick days, you can use this space to specify the number of paid-time-off days that you offer.

28

Your clarifying comments:

"Employees hired prior to October 3, 2011 are on the schedule 0-4 years, 4-9 years and 9+ years. Employees hired after October 3, 2011 are on the schedule 0-5 years, 5-10 years and 10+ years. FULL TIME employees from 0-4 years, they earn based on the formula: 8.61 hours multiplied by regular hours worked plus PTO taken all divided by 80 hours. This maximum accrual is 28 days of PTO or 224 hours. Over 4 years but less than 9 years of service 10.16 hours multiplied by regular hours worked plus PTO taken all divided by 80 hours. This maximum accrual is 33 days of PTO or 264 hours. Over 9 years of service 11.7 hours multiplied by regular hours worked plus PTO taken all divided by 80 hours. For This maximum accrual is 38 days of PTO or 304 hours.

PART TIME

The PT employees accrue their PTO by multiplying the hours that they work by the factors in the table below.

0-4 years of service: Factor .10763

4-9 years: Factor .12692

9 years plus: Factor .14615

ON CALL, PER DIEM AND TEMPORARY

On Call, Per Diem and Temporary employees are not eligible for PTO."

5.5

Other additional days off (*please do not include data previously listed in the above sections*):

Your clarifying comments:

Hoag pays for 5 days of Jury Duty and 3 days of Bereavement. These are both on an "as needed" basis. Assume an 8 hour day.

5.5.1 Please specify the type of "other" paid days off.

Jury duty and bereavement.

5.6 **Total number of paid days off employees receive after one year of employment.** *This should equal the sum of the 4 categories above; please do NOT include sick time.*

28

5.7 **After FIVE years of employment, what is the total number of paid days off an employee can receive?** (An average should be given if there are differences across job types, departments, etc.)

33

5.8 What is the maximum number of paid days off an employee can receive?

39

5.9 After how many years do employees receive this number of paid days off?

9

Sabbaticals

5.10 Does the company offer fully paid sabbaticals?



Yes



No

5.11 Does the company offer un-paid sabbaticals?

Yes No

5.11.1 When are employees eligible for them?

After completing the new hire probationary period. Personal leave of absence for 30 days. Probationary period is 6 months, but can vary.

5.11.2 How many weeks can they take unpaid?

4

5.11.3 How many employees took these sabbaticals last year?

62

Flexible Scheduling Programs

5.12 Do you offer employees a **formal** flexible schedule program (e.g., allowing an employee to come to work anywhere in a two-hour time period in the morning and leave during a similar two-hour time period at the end of the day) as a **regular** work arrangement (i.e., where employees use flexible schedules **at least 20%** of their time)?

Yes No

Your clarifying comments:

The majority of our employees work in direct patient care positions and are unable to flex their start and end times due to specific patient care hand off to the next provider. Where we can flex the start and end times, the organization is willing to accommodate employees. Most of our clinical positions work compressed work schedules of 9, 10, and 12 hour shifts which allows them more days off than an eight hour shift employee.

5.12.1 What percentage of your employees use this program? (Please provide us with a number only. For example, if your answer is 20%, list "20" in the space provided.)

Your clarifying comments:

The department and employee make the decision about flexible start and end times which may be depended on other employees vacation schedules in the department. We do not have a way to measure this.

5.13 Do you allow employees to telecommute or work at home as a **regular** work arrangement (i.e., where employees telecommute or work from home **at least 20%** of their time)?

Yes No

Your clarifying comments:

This is a difficult number to capture since it is determined by the department and employee request. Given the number of employees working in a per diem status, you can easily see that Hoag offers flexible jobs that are easily shared. Hoag makes every effort to accommodate employees scheduling request.

5.13.1 What percentage of your employees use this program? (Please provide us with a number only. For example, if your answer is 20%, list "20" in the space provided.)

Your clarifying comments:

The department and employee make the decision about telecommuting and may be depended on other employees vacation schedules in the department. Example: IT staff in designated positions may work one day a week from home. Medical coders work 100% of their time from home. We do not have a way to measure this overall for the organization and is decided at the department level

5.14 Do you offer employees a **formal** job sharing program (e.g., two people share one job)?

Yes No

Your clarifying comments:

We allow employees to change their status from full time to part time or per diem by hiring another part employee to equate to a full time position. Employees often work as per diem or on call if they choose so that they can continue working but on a reduced schedule. Hoag currently has 500+ per diem employees.

5.14.1 What percentage of your employees use this program? (Please provide us with a number only. For example, if your answer is 20%, list "20" in the space provided.)

5.15 Do you offer employees compressed workweeks (e.g., work four 10-hour days and take Fridays off) on a **year round, regular** basis?

Yes No

5.15.1 What percentage of your employees use this program? (Please provide us with a number only. For example, if your answer is 20%, list "20" in the space provided.)

48

5.16 Does your company offer "phased" retirement programs (allowing those employees approaching retirement age to retire in "phases" by decreasing their hours per week over a period of time)?

Yes No

Your clarifying comments:

Employees can choose to reduce their working hours by transitioning to a part time status. Part time status with benefits includes regular schedule hours of 40 to 71 per two week pay

5.16.1 What percentage of your employees use this program?
(Please provide us with a number only. For example, if your answer is 20%, list "20" in the space provided.)

Your clarifying comments:

period. Per diem status is also another option which is less than 40 hours per pay period and does not include benefits.

We are unable to measure this as we have employees choosing to reduce their hours for multiple reason - child care, school, etc.

Community Involvement

5.17 Does your company have a formal policy or program that allows all employees to receive a specified number of paid hours off to volunteer (i.e., a paid-time-off to volunteer program that does not include vacation days, holidays, sick leave or regular PTO)?

Yes No

5.18 In the last year, what is the total monetary amount that your company donated to the community or gave through philanthropy? Please include cash, in-kind, and pro-bono donations. Do not include paid time off for employees to volunteer.
(Please list as a dollar amount, without the \$. For example, if your answer is \$10,000 list "10000" in the space provided.)

30621494

"The 2012 Community Benefit and Economic Value (excluding Medicare Cost of Unreimbursed Care) is \$30,621,494. Hoag continuous its commitment to the community even through challenging economic times. As mentioned, the amount stated does not include the unreimbursed cost of Medicare which amounts to \$71,122,000. The grand total (including the unreimbursed cost of Medicare) would amount to \$116,820,494 for FY2012."

Your clarifying comments:

5.19 Does your company offer a one-to-one match program for any employee contributions?

Yes No

5.19.1 What was the total dollar amount that the company matched to employee donations made over the past 12 months? (Please list as a dollar amount, without the \$. For example, if your answer is \$300 list "300" in the space provided with no decimal points.)

47618

"Hoag collaborates with the Orange County United Way to conduct an employee giving matching campaign in which Hoag matches every dollar raised by the employees. In FY2012, Hoag employees contributed \$47,618 and Hoag matched that amount by contributing an additional \$47,618."

Your clarifying comments:

6. Part I: Work-Family Issues

Fields in red are required.

Parental Leave

6.1 Beyond the leave mandated by the Family Medical Leave Act (FMLA) AND any state laws (e.g. Tennessee Parental Leave Act, California Family Rights Act, etc.) how many business days of **unpaid** job-protected leave can a mother take before and/or after the birth of a child?

182

Your clarifying comments:

Maximum time off including all FML/CFRA and PDL under the state of California is 6 months

6.2 Over and above your standard Paid Time Off, how many paid business days off do mothers receive after the birth of a child with your disability insurance?
(Please include any days the employee receives at least 50% of their regular pay. If this varies by role or tenure, please provide an average.)

0

Your clarifying comments:

Maximum disability and Paid Family Leave in California allows for up to four months prior to the child's birth and up to 12 weeks following the birth of the child. All other time off would require the use of PTO to be paid.

6.3 If company-specific maternity leave is geared to grade or tenure, please explain the differences in the box provided.
(Do not include paid-time-off that falls within your company's general paid-time-off policy that all employees receive.)

Your clarifying comments:

Does not apply.

6.4 How many business days of paid paternity leave are provided for new fathers?

0

(Do not include paid-time-off that falls within your company's general paid-time-off policy that all employees receive.)

Your clarifying comments:

Under Paid Leave in California, the employee receives 55% of their pay up to the first 6 weeks.

Adoption Benefits

6.5 What is the maximum amount of financial aid (per adoption) that the company provides to help employees adopt a child?
(Please list as a dollar amount, without the \$. For example, if your answer is \$3,000 list "3000" in the space provided.)

0

6.6 How many paid days off are provided for adoptive parents to welcome a new baby? (Do not include paid-time-off that falls within your company's general paid-time-off policy that all employees receive.)

Your clarifying comments:

Under Paid Leave in California, the employee receives 55% of their pay up to the first 6 weeks.

Family Care Needs

6.7 Does the company provide a formal information and referral service on child care center facilities available to employees in their communities?

Yes No

6.8 Does the company provide an on-site child care center?

Yes No

6.8.1 At all locations or only at headquarters?

Newport Beach Location

6.8.2 How many children of employees are enrolled?

130

6.8.3 What is the average monthly rate for a 3-year-old to attend child care?
(Please list as a dollar amount, without the \$. For example, if your answer is \$300 list "300" in the space provided.)

835

6.9 Does the company offer off-site, subsidized child care?

Yes No

6.10 Does the company provide an on-site or near-site backup child care center for children whose regular arrangements fall through?

Yes No

Your clarifying comments:

Our Child Care Center offers summer programs for out of school children and offers this same arrangement during the year when their school is closed for school breaks. As an option for employees with benefits through Cigna, Hoag provides alternative child care thru Cigna benefits.

6.11 Does the company provide lactation rooms?

Yes No

Your clarifying comments:

These rooms are provide at multiple campuses and several rooms on our larger campuses.

6.12 Does the company provide reimbursement of child care costs when employees travel out-of-town or work late?

Yes No

Your clarifying comments:

When employees go on vacation they get up to 2 weeks of a 25% discount off their normal tuition. If an employee works over their shift, they get up tot 2 hour additional time at no additional cost. Example: an 8 hour employee who pays for an 8 hour day at the Child Care Center, can have their child stay an additional two hours at no additional cost.

6.13 Does the company provide elder care resource and referral?

Yes No

Your clarifying comments:

The Alzheimer's Family Services Center, an affiliate with the Hoag Neuroscience Institute, provides day care for individuals with dementia as well as other resources. Our employees also have access to our Case Management Department resources including care givers, elder services, meals on wheels, external agencies, etc.

6.14 Are employees permitted to use their own paid sick leave to care for a child or relative who is ill?

Yes No

7. Part I: Final Question

Fields in red are required.

7.1 How many hours did it take you to complete the entire Culture Audit©? (Part I, Part II and supplementary materials)

We have multiple individuals throughout the year collect information for completion of our application. It would be too difficult to track this in our organization.

It is extremely time consuming to calculate the training hours for questions 4.20 thru 4.31 and would appreciate your consideration in changing this in the future. We have a variety of educational/training options both internal and external in our organization and find it very cumbersome to calculate this from the variety of systems. Our organization highly values training and education and therefore places importance on having a broad variety of options for our employees to take advantage of for their career growth in our organization.

Your clarifying comments:

Workplace Trends

Please provide a brief overview of the top three (3) trends your organization is planning over the next 12 months. (Note: this can include anything from new industry trends to new perks or culture initiatives. Please include anything that your company would describe or perceive as a "trend".)

- 7.2 Trend #1: Shared Risk-Shared Payment Bundling
- 7.3 Trend #2: Physician Integration
- 7.4 Trend #3: Population Health Management Infrastructure

Social Media (External)

- 7.5 Does your company have a social media policy? Yes No
- 7.5.1 If you answered "yes" to the question above, please indicate whether or not that policy allows employees to use social media while at work? Yes No
- 7.5.2 Does your company allow employees to represent the company on social media (such as contributing blogs, posting on LinkedIn, Facebook, Twitter, etc)? Yes No
- 7.5.3 When speaking about your company on social media, are employees allowed to speak as themselves (with their own handles, usernames, etc)? Yes No

Your clarifying comments:

Our business of caring for patients is highly protected information. Our social media policy serves to protect Hoag, its patients, visitors, employees and other individuals associated with Hoag.

The people and community we serve expects that we will protect their right to privacy.

7.5.4 Please provide us with a brief description of how your employees are engaged to participate in your social media policy:

- 7.6 Do you offer formal training on social media for employees? Yes No

Your clarifying comments:

This is discussed in orientation for all employees.

Social Media (Internal)

- 7.7 Does your company use social media to foster collaboration and facilitate communication among employees? Yes No
- 7.8 Please provide us with a brief description of how your company uses social media for internal purposes:

Preparing for the Affordable Care Act

- 7.9 Do you anticipate an increase in health care costs when the Affordable Care Act takes effect in 2014? Yes No

- 7.10 By what percent do you anticipate health care costs to increase? 10

Your clarifying comments:

Estimated increased costs are between 5 and 10%.

- 7.11 Do you intend to pass this increase on to employees? Yes No

- 7.12 Do you intend to pass this increase on to customers? Yes No

7.13 Please provide us with a brief description of how you are preparing for the implementation of the Affordable Care Act.

Communications beginning in July to all employees. Education for Medicaid eligible employees in October of 2013

8. Part II: Open-Ended Questions

Fields in red are required.

Please click on the "[Culture Audit© Part II](#)" link above to download the Culture Audit© Part II questions.

For each Part II question--you must upload one document--in Word format (.doc) **only**. The maximum size for each file is 20MB, and must be formatted to not include graphics, pictures or tables. When you have finished uploading your documents, please be sure to click one of the "Save" buttons at the bottom of this section.

Remember to mail your physical supplementary materials so that they are **received** by **FRIDAY, JULY 19TH 2013** for your Culture Audit© submission.

Please send all materials to:
2014 FORTUNE "100 Best"
c/o The Best Companies Team
Great Place to Work Institute
222 Kearny Street Suite 800
San Francisco, CA 94108
415.844.2500 ext. 390

GENERAL INFORMATION

8.1

Please provide us with a brief description of your company's primary business in lay terms. Include a description of your primary industry; products and/or services, and main customers and competitors.

Attached files appear below:

1 GENERAL INFORMATION HOAG.doc

HIRING AND WELCOMING

8.2 What characteristics do you seek in prospective new employees, aside from the skills needed to do their jobs? How does your hiring process (recruiting, interviewing procedures, etc.) ensure that a job candidate will fit into your culture?

Attached files appear below:

2 HIRING AND WELCOMING HOAG.doc

8.3 How do you welcome new employees and integrate them into your culture?

Attached files appear below:

3 HIRING HOAG.doc

INSPIRING

8.4

How does your company inspire employees to feel that their work has more meaning than being just a job? You may find it helpful to detail such features as:

- o Programs designed to reinforce your company's values, mission, vision, etc.
- o Practices that show employees the value of their work for customers and/or society.
- o Stories shared with employees that foster a sense of pride in the company.

Attached files appear below:

4 INSPIRING HOAG.doc

SPEAKING

8.5 What are the distinctive ways in which managers, especially senior managers, shares information with employees and foster a culture of transparency?

Attached files appear below:

5 SPEAKING HOAG.doc

LISTENING

8.6

What are the ways in which employees can ask questions, provide feedback, or otherwise communicate with managers, especially senior managers?

Attached files appear below:

6 LISTENING HOAG.doc

8.7 What programs are available for employees to make suggestions and/or become involved in making decisions that affect their jobs, work environment, or the direction of the company as a whole?

Attached files appear below:

7 LISTENING HOAG.doc

8.8 How can employees address an undesirable workplace situation or resolve conflicts with their manager(s)?

Attached files appear below:

8 LISTENING HOAG.doc

THANKING

8.9 How does your company show appreciation and/or recognition for employees' good work and extra effort, or other achievements? If specific programs involve awards, please describe the nature of the awards (e.g. cash, gifts, time off, etc.) as well as how many employees receive each award annually.

Attached files appear below:

9 THANKING HOAG.doc

DEVELOPING

8.10 How does your company help employees discover and develop their talents, challenge themselves professionally, manage their careers, and/or enhance their personal growth?

Attached files appear below:

10 DEVELOPING HOAG.doc

CARING

8.11 In what distinctive ways does your company help employees balance their work lives with their personal and/or family lives? Include brief descriptions of your company's unique approaches to time-off, health and wellness, on-site services, etc.

Attached files appear below:

11 CARING HOAG.doc

8.12 How does your company support employees at times of significant life events - a personal crisis, family illness, birth, marriage, etc.? If applicable, you may cite individual stories, as well as descriptions of your programs.

Attached files appear below:

12 CARING HOAG.doc

8.13 Describe your company's programs and/or policies intended to promote diversity and/or inclusion. If available, please provide us with data showing how these programs have changed your workplace demographics and diversity within management over time.

Attached files appear below:

13 CARING HOAG.doc

CELEBRATING

8.14 How do you encourage fun and camaraderie among your employees? Please include the ways in which your company celebrates team and/or organizational successes

Attached files appear below:

14 CELEBRATING HOAG.doc

SHARING

8.15

How does your company promote a sense of fairness within the organization? In particular, we are interested in:

- o Methods for compensating employees, focusing on approaches that employees are likely to consider unique or special (e.g. profit-sharing, bonuses, employee ownership, gain-sharing, etc.).
- o Policies and/or practices that promote a sense of equity between employees and managers.

Attached files appear below:

15 SHARING HOAG.doc

8.16 Please briefly describe your organization's philanthropic, environmental, or other corporate social responsibility initiatives, focusing on how employees participate in and/or derive value from these efforts.

Attached files appear below:

16 SHARING HOAG.doc

OPTIONAL QUESTIONS

(Please note that your responses to these questions are not used for scoring/evaluation purposes.)

8.17 Do you have any evidence (either hard data or anecdotal) to suggest that your company's workplace culture does, in fact, contribute to the organization's success?

Attached files appear below:

17 OPTIONAL QUESTION HOAG.doc

8.18

Do you have any feedback to share with us about the Culture Audit© and/or the submission process, good or bad? We welcome your input, ideas and feedback so that we can improve this process and make it more useful as well as easier for you to complete. For instance, do you think we should impose a word limit on responses to any of the questions in Part 2? Are there questions you think we should ask that we don't already? Are there questions we should not ask? Again, your response here will NOT affect your scoring in any way.

Attached files appear below:

18 Optional Question Hoag .doc

8.19 After uploading the individual answers for the questions above, you may also upload an additional document in PDF or Word format that contains answers to the above questions along with any graphics or pictures. This is purely optional, and may only be uploaded in addition to the individual answers to the questions above.

Attached files appear below:

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