

Harkins is in Top Ten Places to Work in Baltimore

By Dick Lombardo, Executive Vice President and COO

Harkins is one of the best places to work in Baltimore. Who said so? We did.

The final results of the Baltimore Business Journal's first annual Best Places to Work in Baltimore contest were announced March 23rd at a luncheon attended by all the finalists, and in a special supplement to the March 24th edition of the Baltimore Business Journal. While we did not rank among the top three companies in our category (midsize, 100 – 499 employees), I am very pleased and proud that we were one of the ten finalists. 176 companies entered the competition, and the conductors of the survey, Quantum Market Research, Inc., rate our score of 88 as outstanding for a midsize company. Harkins was the only builder to make it to the finals.

The Baltimore Business Journal announced in the fall that they were conducting their first annual Best Places to Work in Baltimore Contest. After we nominated ourselves as one of the best, it was required that at least half of our 200 Baltimore area employees complete an online survey. There were 37 questions that measured opinions about feeling valued, manager effectiveness, trust in senior leaders, compensation, benefits, and many other factors.

When I first became aware of the contest I felt we had a really good chance of doing well. Not only do I believe that we are a great place to work, but my sense is that our employees generally feel the same. But, as I told everyone at our company meeting in November, I also thought that this would be an excellent way to measure what our people really think. So, I asked for everyone's participation, with the hopes that we would do well, but emphasizing that we wanted peoples' honest opinions.

After the survey was completed (by 146 employees), the company purchased the full survey results. I and the other executives reviewed these carefully, and made them available to the rest of the company. There are, of course, some

areas that were not as strong as others. For example, we were rated higher by employees that have been here for a long time than by our newer staff.

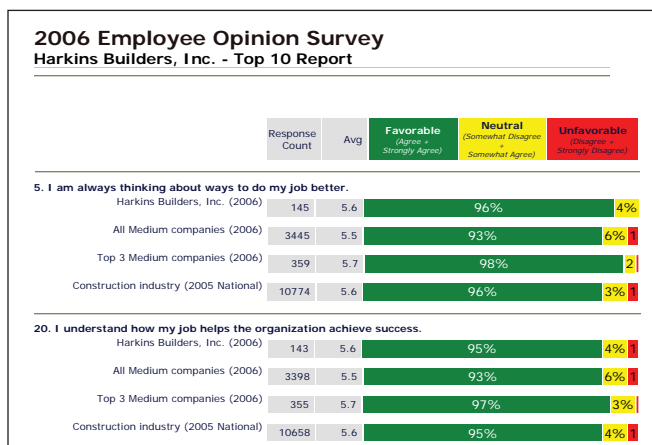
I am very encouraged that we had strong positive responses to *I believe this organization will be successful in the future* and *I understand how my job helps this organization achieve success*.

We also scored above the norm on the following questions:

- ▼ *People Practices: We have benefits not typically available at other organizations.*
- ▼ *Feeling Valued: The organization makes investments to make me more successful.*
- ▼ *Work Engagement: This job is in alignment with my career goals.*

The whole process has been a lot of fun. We did well in the contest, we have feedback to help us improve the Harkins workplace, and we got a picture in the Baltimore Business Journal with our controller, Christian Eldringhoff, holding a four-pound rockfish.

As we talk to new prospective employees about our company, we will be proud to show them this formal recognition of something that a lot of us already knew – that Harkins is a great place to work.



Survey results compared Harkins with all medium sized companies participating, the top three medium companies, and construction companies nationwide.



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Willow Manor at Clopper's Mill.
See Feature Project, page 12.

See page 5 for why Harkins is one of the
Top Ten Best Places to Work in Baltimore.

