



## Watershed's BetterFits Program Targets Work-Life Balance

Watershed  
Best Wellness and Benefits Program  
September 2017



### Company Background



Company At-a-Glance	
Headquarters	Franklin, Tenn.
Year Founded	2016
Revenue	Private company
Employees	14
Global Scale	Watershed provides services in North America and the United Kingdom.
Customers/Output, etc.	Watershed creates a customizable learning analytics platform that enables users to explore all their learning data in one place and measure how their L&D programs are impacting the organizations. Clients include MedStar Health, Visa, Google, Yum! Brands, and Bridgestone Americas.
Industry	SaaS/Learning Analytics
Website	<a href="http://www.watershedlrs.com">www.watershedlrs.com</a>

## Budget and Timeframe

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Overall budget	Annual budget: ±\$300,000
Number of (HR, Learning, Talent) employees involved with the implementation?	2
Number of Operations or Subject Matter Expert employees involved with the implementation?	1
Number of contractors involved with implementation	11+
Timeframe to implement	Continuous
Start date of the program	February 2016

## Business Conditions & Business Needs

People need to work at a sustainable pace to keep their minds and bodies refreshed so they don't burn out. In other words, working 40 hours a week is enough. After all, name one person who had an innovative idea after spending countless hours staring at a computer screen.

That's why Watershed leaders made it important to provide an enjoyable work environment that creates opportunities for team members to socialize with one another and also have the space they need to do work at high levels. Building a great workspace can be expensive, but it's a worthwhile investment when compared to the wealth of positive outcomes.

## Overview

Watershed is a young tech company focusing in an industry where innovation and disruption are considered chaotic. As result, the company developed a wellness program to eliminate some of the stressors and facilitate a healthy, fun work environment.



Watershed CEO Mike Rustici has written about the importance of valuing people and promoting wellness within an organization.

Rustici and other Watershed leaders believe wellness and benefits go beyond dollars and cents. In addition to excellent medical, dental, vision, and HSA benefits, Watershed provides perks called BetterFits to improve employees' quality of life.

The BetterFits program is designed to enhance relationships, eliminate daily hassles, and reduce stress. The company has a variety of personal and family benefits, including:

- Flexible vacation/personal time policies.
- Memberships to fitness providers.
- Paid vacation expenses.
- Twice-monthly housecleaning.
- Five-week paid sabbaticals.
- Provisions for non-work-related learning.

The program also was designed to enhance employee experiences while at work. Such enhancements include:

- Personal office for each employee.
- Multiple lounge-inspired, co-working spaces.
- Outdoor patio oasis with a laptop bar, chessboard, and seating areas.
- Walking trail.
- Ping pong table.
- Nap room.
- Healthy snacks and drinks tailored to employees' dietary needs.

Watershed is also known to celebrate happy hour on occasion with a chauffeur on hand should anyone need a ride home.

## Design and Delivery

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The wellness program consists of three pillars:

1. Conventional benefits.
2. BetterFits.
3. Company culture.

Conventional benefits were negotiated and budgeted during January 2016. The selected healthcare, vision, and dental plans offer minimal out-of-pocket expenses but offer high-quality services. Watershed covers employees' monthly premiums for health care coverage and deposits the maximum amounts into employees' respective HSA accounts to cover deductibles.

The BetterFits program is broken into two categories: all-inclusive amenities and elective luxuries. Watershed dedicates a team member to managing the BetterFits program.

### Amenities for All Employees

All-inclusive amenities are provided to all employees and are meant to encourage healthy relationships with co-workers and overall work satisfaction.

- **Sabbatical.** Hard work and loyalty deserve to be rewarded. Every five years, team members get paid five-week sabbaticals to pursue their passions.
- **DIY Happy Hour.** Any hour is happy hour. Whenever a break is needed, employees have access to a variety of libations, including craft beers, wine, cocktails, fresh fruit smoothies, cold-brewed iced coffee, and LaCroix sparkling water.
- **Career development.** Expenses for professional development are covered so employees can feel confident in their contributions.
- **Office concierge.** Watershed provides a dedicated concierge to help with running errands, planning date nights, coordinating travel, and more.
- **Team-building events.** The code name for impromptu ping pong games, "Silicon Valley" screenings, board games, hallway hangouts, and more.
- **Casual Attire.** While suits are certainly welcome, most days staff members rock anything from jeans and flip-flops to workout gear and sneakers.
- **Fam Jam.** Employees actually like each other, so several times a year they hang out as a whole group, families included.



- **Donation matching.** Watershed matches (1:1 ratio) team members' donations of \$25 or more to eligible organizations with a maximum yearly donation match of \$1,000 per team member.
- **Keep your computer.** Every team member gets an Apple computer, which can be used for business and personal use. After three years of use, computers are replaced with newer models, and team members get to take their older computers home for good.

## Elective Luxuries

This program started with an employee survey to identify which elective luxuries would benefit them most. These luxuries have two cycles per calendar year, so each employee selects two credits' worth of elective luxuries every six months. At the end of the six-month term, employees can decide to keep their current selections or trade for new ones. These electives include:

- **Wellness.** Everyone gets fit in different ways, whether structured classes, group fitness programs, or personal training. Watershed covers membership costs to fitness facilities of the employee's choice. (1 credit)
- **Clearing space, going places.** Being part of a startup requires a lot of time, brainpower, and dedication. Vacations and personal time can fall by the wayside, so Watershed leaders want to keep that from happening. Thus, vacation costs are covered. (2 credits)
- **Learn stuff.** Employees are encouraged to explore their passions, so the company helps cover the cost of such learning as cooking classes, piano lessons, or yoga certifications. (1 credit)
- **Lawn care.** Saturdays should be designated for having fun, not taking care of the lawn – which is why the company covers the costs for basic yard maintenance. (1 credit)
- **House cleaning.** Most people would rather spend their free time enjoying friends and family – not dusting their knick-knacks. To help ensure quality free time, employees have the option to have their houses cleaned twice a month by licensed professionals who use environmentally friendly products. (2 credits)

- **Life flexibility.** Employees can work from home when needed, leave early to attend their kids' soccer games, or come in late after a last-minute dentist appointment.

## And everything else ...

- The company culture is just as vibrant as the creative, colorful office environment. Employees can leave their personal offices and go to comfortable co-working spaces, meaning employees can work where they feel most productive.
- Want to attend a mid-day YMCA class, run an errand, or go to an appointment? No problem.
- Bathrooms include fully-stocked showers for those who want to freshen up after working out. There also is a laundry room for washing workout apparel.
- Enjoy unlimited healthy snacks provided by Watershed and meals in an open kitchen and dining area, aka "The Cantina."
- Collaboration and communication are essential for productivity, and employees are free to talk with co-workers or move around without being reprimanded.
- Dogs are always welcome.

## Measurable Benefits

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The BetterFits program is regularly re-evaluated and updated based on surveys, feedback, and suggestions from employees.

The program was designed to address:

- **Work-life balance.** Can employees work a maximum of 40 hours and still meet Watershed's high standards?
- **Productivity.** Can the company create an environment where employees go to work feeling refreshed?
- **Retention and satisfaction.** What investment is needed to keep high-performing talent satisfied in a high-risk environment?

Results on the following goals are monitored on an ongoing basis:

- Individual and company priorities are met by at least 90%.
- Employees leave the office by 5 pm.



- Employees use at least 90% of benefits and BetterFits.
- The company maintains an eNPS score above 47%.

## Overall

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In the six months before starting the program, employee satisfaction, execution on priorities, and retention was below 80 percent. Since the start of the program, employees have met or exceeded quarterly goals and employee morale and overall satisfaction continues to improve. Furthermore, clients' engagement with the team and positive feedback has shown a noticeable increase since BetterFits.

Watershed leaders recognize that life happens and there will always be something more important in employees' lives than work. That's why the company gives everyone the flexibility they need to deal with everyday challenges and have experiences that make life worth living.

Investing in employee health and wellness through a robust benefits program yields massive results. It's not altruism – it's just good business to value employees.





## About Brandon Hall Group

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For more information, contact us at [success@brandonhall.com](mailto:success@brandonhall.com).