Case Study

1. Introduction

General Electric has a unique tagline which separates it from other industries.

"GE imagines things others don't, builds things others can't and delivers outcomes that make the world work better. GE brings together the physical and digital worlds in ways no other company can. In its labs and factories and on the ground with customers, GE is inventing the next industrial era to move, power, build and cure the world."

BUILDING

GE provides capital, expertise and infra for building world and global economy. GE finances for building their future in finances and to grow their consumers and operations. Billions have been spent to empower their appliances, lightening, power systems and products that provide services to different locations like home, office, factory around the world.

CURING

GE is curing the world by providing the health care products which are getting evolved day by day with the technology. Every day GE saves more than three thousand lives and focuses on professionals who like to provide accurate medical help for a disease and treat people with equipment that of technologically high value. Designs tools that will allow the remote parts of the world to access the healthcare.

MOVING

World's fastest, safest and efficient way to move is provided by GE. Airlines are moved on efficient and largest jet engine. Freight is moved using advanced signaling systems and locomotives. Helicopters are now life-saving rescue machines with advanced technology used for the helicopters. GE provides better way to move goods and people.

POWERING

Most advanced technology is used to power the world and generate energy solutions, which makes the world cleanest. GE powers the world with the cleanest, most advanced technologies and energy solutions. Gas engine running on organic waste provides nearly 1/4th of the world electricity and manages electricity demand. Working on the safest, most reliable and cost-efficient innovations, GE Oil & Gas is currently continues to provide services in more than 120 countries.

2. Employee value proposition.

GE has a reputation for world-class leadership development programs for incoming college students, along with its diverse portfolio of business and global presence. Companies that don't have such scale need to identify their own unique value proposition for college graduates and emphasize those strengths on campus.

a. Compensation – salary, incentives, cash recognition, pay process (5%)

Average base salary: \$55,000 to \$59,999

75% received signing bonuses

Average signing bonus: \$4,000

Salary is credited bi-weekly basis to the employee bank account.

b. Benefits – healthcare, retirement, insurances, recognition programs (5%)

Health Benefits

Entry-level hires have access to health plan and employees pay part of the cost.

Health plan provide dental coverage and there is an extra charge for dental coverage.

Health plan provide vision coverage.

Pension and Profit-sharing

Entry-level hires have access to 401(k), 60 months to full vesting in 401(k)

Maximum company match as a percentage of salary is 4%. Minimum employee set-aside as a percentage of salary to receive maximum company match is 8%

As entry-level hires, employees are eligible for co-funded pension and months to full vesting in co-funded pension is 60

c. Affiliation – work environment, trust, transparency, organizational commitment (5%)

Employee performance can only flourish in a sound work environment. That's why GE committed to supporting their employees through systems and policies that foster open communication, maintain privacy, and assure health and safety.

Entry-level hires work 45 hours weekly on average, but, average vary by business unit, department.

GE has different work locations where the infrastructure is environmental friendly and employees get their cubicle space to work.

GE has its own confidentiality agreement signed by each and every employee.

Organizational commitment drives General Electric. Its one of the reason people want to work or do business with the company.

d. Career – advancement opportunities, personal growth and development, training, job security (10%)

Crotonville, GE's global leadership institute, was created in 1956 as a nexus of innovation, ideas, and learning. Every day, thousands of GE employees and customers around the globe take part in state-of-the-art experiential learning opportunities offered at New York campus, across digital platforms, and at GE learning centers and local GE sites worldwide. Crotonville established GE as a pioneer and global standard-setter for leadership development and learning. Today, GE continue to advance an evolutionary culture – a culture where learning shapes strategy, and leaders are equipped and inspired to succeed.

Edison Engineering Development Program

Candidates can apply directly on their websites and new hires are eligible immediately for this program.

This program is rotational and minimum bumber of rotations is 3 and maximum is 4. Maximum weeks this program goes is 156 and minimum is 104 weeks.

After program, employees are offered permanent positions and they even receive raise which is about 20-24.9%.

Company has formal mentorship program. 99% of entry-level hires participate. Five days of additional training expected.

How are raises determined?

Performance

Entry-level hires eligible for first raise on thier One-year anniversary

How are promotions determined?

Performance

Entry-level hires eligible for first promotion after two years or more

Evaluations

Frequency of evaluations: Quarterly

Important qualities: Analytical Skills, Leadership Ability, Team Player

Minimum two years of tenure is required for job change. Most program hires complete the program prior to taking a new role.

Long-Term Prospects

VP position exist at this organization as the long term prospect. No. of employees who hold VP or similar title is 5,000

e. Work Content – challenge, autonomy, meaningfulness, variety (10%)

GE has various projects which are so exciting and challenging for employees. They work autonomously or as a team to thrive the results.

3. Application Process:

a. What are the steps?

Find a job:

Answer a few questions about the type of career you're looking for, and Career portal shows you the best matches.

Apply:

User will be taken to GE jobs site where they can upload a resume and apply

Next Steps:

Get advice from GE recruiters and keep track of search.

Once recruiter finds match between the job profile and resume, recruiter will send an email for an interview.

Different roles have different rounds of interviews.

- b. Who do they want to attract?Students and Experienced professionals.
- c. What elements of the EVP are in their application material?

A "feet on the ground" approach that assembles a team of GE alumni volunteers to maintain an active presence on campus, sponsoring and participating in a wide

range of activities and building relationships with influential organizations and the Career Center.

A robust internship and co-op program that lets both the company and the students get a deeper sense of the potential fit.

Building an employment "brand" that underscores both the quality of GE as a company (its values) and as a great place to work and an advantageous launching pad for a career.

Careful selection of campus recruiters, who are hand-picked, well-trained, measured, evaluated and accountable. They are our frontline talent scouts on campus and one of the last touch points candidates have before making their decision about internships or job offers to pursue.

4. Employment Branding

- a. What is the company's brand externally?
 In 2011, Fortune ranked GE the 6th largest firm in the U.S., as well as the 14th most profitable. Other rankings for 2011/2012 include the following:
 - World's Most Admired Companies, Fortune, 2015
 - Top Companies for Leaders, Aon Hewitt, 2014
 - The World's Most Ethical Companies, *Ethisphere*, 2014
 - Best Companies for Leaders, *Chief Executive*, 2014
 - Leadership 500 Excellence Awards, *HRdotcom*, 2014
 - #18 company for leaders (*Fortune*)
 - #6 best global brand (*Interbrand*)
 - #82 green company (*Newsweek*)
 - #91 most admired company (*Fortune*)
 - #19 most innovative company (Fast Company).
- b. Site at least 3 external sources that describe the company's reputation as an employer of choice.

http://interbrand.com/de/work/16/how-eco-friendly-became-big-business

http://www.businessweek.com/careers/bplc/2007/12.htm

http://www.forbes.com/companies/general-electric/

5. Your assessment

a. What is your perception of the company as a great place to work?

General Electric is a good place to work because of the following reasons:

- Salary package.
 - On an average the base salary of General Electric employees is 55K to 59 K. This is mouthwatering for a person to consider joining the company.
- Bouquet of benefits.
 - GE provides various benefits for employees like health, relocation, bonus and travel expenses.
- Branding.
 - GE featured on news from businessweek.com, forbes.com, interbrand, Bloomberg and many places where GE had its own style of remark.
- Career development.
 - o GE provides career development programs like Edison development program, Leadership development program from which an employee can benefit to develop himself.
- Leadership program.
 - Employees have leadership development program through which employees can develop their leadership skills by participating in various sessions and training events.
- b. Would you want to work there?

GE is a company of ideas. A place where ideas are nurtured and grow into beautiful things that make the world work better. – GE.

The tagline itself describes the reason why I would want to work at GE. Apart from that there are many career development programs which GE provides through which I can advance my career.

GE provides freedom to an employee to work in a friendly environment. It not only encourages you to get the results but provides mentors to get the guidance from.

Employees have various benefits apart from base salary. This excites an employee to join the company.

Diversity is another reason why I want to work at GE. Different people from different countries and locations gather together to make the world work better.

References:

General Electric profile for young professionals: BusinessWeek http://www.businessweek.com/careers/bplc/2007/12.htm

General Electric Careers: www.ge.com/careers/opportunities

Interbrand: http://interbrand.com/de/work/16/how-eco-friendly-became-big-business

Forbes: http://www.forbes.com/companies/general-electric/