



Job Quality Case Study

Clark Marine Maine

Clark Marine Maine is a boat retailer and service business in Central Maine. During an average year, the service department will service anywhere from 2500-2700 boats. The company has around 30 employees including management, technicians, and salespeople. The current owner has been with the company for 38 years with 25 as the owner.

Job quality and, more specifically employee voice and growth, are a part of the culture at Clarke Marine Maine. The owners started as employees at a local boat shop and that experience crafted their viewpoint on the importance of fair and equitable treatment of their own employees.

Pay

To stay competitive in the market surrounding their business, the owners increased the rates of pay for their employees by 3 to 4 dollars in the past several years. In addition, the owners themselves are paid as employees.

Depending on the personal and professional goals of the employee a bonus structure can be built into their pay. This is negotiated during their yearly review when owners ask employees what additional benefits could help support the employee's growth in their career.

Job Security & Working Conditions

Employees are also allowed to work flexible hours if it fits into their work structure to ensure they have a better work/life balance. The owners recognize and value the importance of parents and their commitments to their children outside of work. Just like the pay structure, flexible hours are negotiated during the yearly review to ensure that the work culture supports the employees' growth.

Skills and Career Advancement

The company emphasizes ongoing training for employees. This sometimes looks like the traditional avenue of training for technicians (500-700 hours of training) but can include customer service training and team building. The owners set aside time to get to know their staff and understand the personalities and strengths they bring to the business. This provides them with the ability to put them on a path to success and not place them in positions where they will fail.

Organizational Culture | Empowerment & Representation

The entire staff meets on a quarterly basis to define goals for the business. This year it was coupled with a Marine Retailers Association training. The business shut down for a weeklong training where the employees developed a list of goals to hit during the upcoming season. These goals are currently being used by the management team to map out the next steps towards reaching the goals based on the recommendations of the entire staff. This process is continually used throughout the year to map progress towards goals and have additional input from staff towards creating a stronger business model.

Outcome

Most employees at Clark Marine have had longevity with the company. Five have been there for over 20 years and several have been there between 12-15 years. The entry level positions have seen the highest turnover in their industry, but the owners are committed to ensuring that they set up all staff for success in whatever career path they choose.