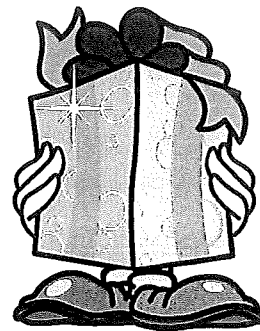


Wesley Homes Employee Recognition Program



In our continued effort to become the **Employer of Choice** in our industry, Wesley Homes recognizes the need to attract, retain and engage quality employees in the ongoing work of our mission to serve our residents, clients and one another. Numerous research study findings point to a **strong correlation between employee recognition, engagement and retention**. Engaged employees have a meaningful connection to the organization and are focused on achieving organizational goals. **A recognition program that is aligned with our overall strategies is an investment in our employees and in Wesley Homes.**

Summary of Recognition Programs

Spot Bonus Award Program

One-time monetary bonus for service above and beyond expected

Project Milestone Celebration

Celebrate milestone successes on projects and communicate progress to all employees

Wesley Anniversary Milestone Celebration 5+

Acknowledge Wesley Anniversaries in 5 year increments beginning with five years of service

Walk the Wesley Way

Resident, family and peer recognition for specific actions that make a difference. Written recognition posted on bulletin boards.

Employee of the Month/Employee of the Quarter/Employee of the Year

Publicly acknowledge employees who excel in living out the mission of Wesley Homes and serve as a model for other employees.

Welcoming New Employees

Introduce new employees and provide a peer support to help welcome them.

Wesley Weekly Standup

Weekly 10-min meetings to acknowledge successes communicate events and inspire employees to live the Wesley Homes mission.

Spot Bonus Award Program

Purpose:

The purpose of the Spot Bonus Award Program is to allow managers the opportunity to promptly recognize and reward employees for exceptional (above and beyond expected) contributions toward the achievement of strategic goals.

Administration:

Eligibility: All employees with the exception of Sr. Team.

Recognition Implemented By: Division management teams

Budget: Annual allocation to each division

Incentive/Gift Card Administered By: Certificate issued by division, then submitted by employee to Human Resources for actual gift card

Incentive/Gift Card Amounts: \$25, \$50, \$100 as appropriate *per manager discretion* or Equivalent Donation to Foundation.

All gifts either monetary or in the form of a gift card are considered taxable Income

Criteria:

- Achievement must be exceptional and demonstrate above and beyond contribution(s).
- Achievement must link to the achievement of overall strategic goals.
- Exceptions may be granted by the Senior Team Leader as is appropriate to achieve goals.
- Gift size should reflect appropriate judgment for the achievement and be equitably administered.
- Extra shift work for which employees receive compensation (ie. working open house) does not qualify.

Provider of Choice Providing exceptional Care and Services Enhancing the Quality of Care Innovation in Care Technology as tool to enhance Care and Services Excellence in Customer Service	Financial Stewardship Process Improvement to gain efficiencies, save \$\$ Reduction of expenses, cost savings Technology as a tool to gain efficiencies, save \$\$\$
Employer of Choice Carrying the load to help team members Cross-Departmental Teamwork Professional Accomplishments Embracing Change Excellence in Customer Service	Growth and Development Identifying a Strategic Advantage, Opportunity
Living the Mission Exceptional contribution to Social Accountability Excellence in Customer Service Furthering the mission with philanthropic efforts	

Celebration and Communication:

Depending on the individual and the accomplishment, the manager will need to determine the appropriate means of celebration and publicity. A sincere, timely personal recognition is the first step. It may also be appropriate to recognize the employee/team in a departmental setting. Preferably the recognition would extend to the Weekly Stand-Up and Wesley Intranet.

Required Actions, Templates and Forms:

Complete E-Recognition Template for presentation to Employee

Employee Submits Spot Bonus Form to Human Resources with selection of actual gift (\$\$\$, Gift Card, Foundation)

Digital Signage

Project Milestone Celebration

Purpose:

The purpose of the Project Milestone Celebration Program is to communicate to all employees and jointly celebrate the achievement of significant pre-defined incremental steps of a large project and/or the completion of a smaller yet significant project that contributes to the achievement of strategic goals.

Communication to all employees and participation in the celebration is key to the success of the Project Milestone Celebration Program as it communicates organizational progress, celebrates purposeful change efforts and is an attempt to unite employees in the shared development efforts of the organization.

Administration:

Eligibility: Individuals, Groups, Departments, Cross Functional Teams, Divisions

Individuals may also be eligible for a Bonus under the Spot Bonus Program

Recognition Implemented By: Project Manager

Budget: Project budget, department budget or *Organization Wide Celebration budget*

Criteria:

- Project milestones for which Organization Wide Celebration budget monies will be requested must be strategic, pre-defined and approved by CEO or COO/CFO in advance of achievement.
- Projects must link to the achievement of overall strategic goals.
- Achievements must be within acceptable quality and timeframes as defined.

Celebration and Communication:

Depending on the Project Milestone, the senior manager will need to determine the appropriate means of celebration and publicity. A sincere, timely personal recognition of the individual and/or group is the first step. It may also be appropriate to recognize the employee/team via a spot bonus under the Spot Bonus Program. Project milestone recognition is intended to reach across the entire organization and as such a simple yet celebratory public recognition is appropriate. This could be done on a designated day or coordinated for the Weekly Stand-Up. Project Milestone achievement would also be publicized on and Wesley Intranet and Digital Signage as appropriate.

Ideas for Celebration – creativity is the limit. (More ideas in Manager Guide and Human Resources)

- Balloons across the campuses, hung in trees, indicating to all that a milestone has been achieved.
- Teddy cookies, chocolate etc. – different flavors/colors could be used for different milestones reached
- A toast with sparkling cider or orange juice at stand-ups.
- A progressive token gift to collect along the way for projects with multiple milestones.

Required Actions, Templates and Forms:

Submit Project milestone plan to CEO, COO/CFO for review and approval in advance of project, if required.

Develop ideas/plans for celebration/communication in project planning process

Celebrate

Submit Recognition Posting to Webmaster

Submit Recognition Posting to Wesley Editor

Digital Signage

Wesley Anniversary Milestone Celebration

Purpose:

The purpose of the Wesley Milestone Celebration Program is to celebrate anniversary milestones.

Administration:

Eligibility: Employees with 5 or more years at 5, 10, 15, 20, 25, 30, 35 + years of service

Anniversary List: Provided by Human Resources to division coordinators

Celebration: 5, 10, 15 Years at Stand-Up.

1. Five (5) year service award:
 - a. Wesley Homes five-year service pin.
 - b. Letter of appreciation from the Executive Team member.
 - c. Check for \$50.
2. Ten (10) year service award:
 - a. Wesley Homes ten-year service pin.
 - b. Letter of appreciation from the Executive Team member.
 - d. Check for \$200.
3. Fifteen (15) year service award:
 - a. Wesley Homes fifteen-year service pin.
 - b. Letter of appreciation from the Executive Team member.
 - c. Check for \$300.

For 20 (25, 30, 35, etc.) year service awards and beyond, there may be allowance for a workplace celebration which may include moderate expenditures for supplies like cake, punch, or flowers.

4. Twenty (20) year service award:
 - a. Wesley Homes twenty-year service pin.
 - b. Letter of appreciation from the Executive Team member.
 - c. Check for \$450.
 - d. Plaque for full-time or part-time employees.
5. Twenty-five (25) year service award:
 - a. Wesley Homes twenty-five year service pin.
 - b. Letter of appreciation from Executive Team member.
 - c. Check for \$500.
 - d. Plaque for full-time or part-time employees.
6. Thirty (30) year service award:
 - a. Wesley Homes thirty-year service pin.
 - b. Letter of appreciation from the Executive Team member.
 - c. Check for \$1000.
 - d. Plaque for full-time or part-time employees.
7. Thirty-five (35) year service award:
 - a. Wesley Homes thirty-five year service pin.
 - b. Letter of appreciation from the Executive Team Member.
 - c. Check for \$1000.
 - d. Plaque for full-time or part-time employees.

Presentation of Award

The award shall be presented publicly to the employee by the Executive Team member or the appropriate designee on or as near as possible to the date of the employee's anniversary.

The celebration of Personal Milestones is encouraged to continue on a departmental level.

- Birthdays
- Graduations
- Professional Achievements
- Weddings
- Births, Adoptions
- *May include other significant personal life events*

Sensitivity to cultural and religious diversity is required.

General Celebration and Communication:

Depending on the Personal Milestone, the manager will need to determine the appropriate means of personal celebration and publicity. A sincere, timely personal recognition of the individual and/or family is usually appropriate. It may also be appropriate to recognize the employee/team in a departmental setting. Preferably the recognition would extend to the Weekly Stand-Up, Wesley Intranet and Digital Signage.

It is not possible to know an employee's cultural or religious background unless that is shared, nor is it recommended that a manager ask an employee about such matter. Manager's need to be sensitive to the fact that not all cultures or religions celebrate life events in the same manner or at all. A bit of sensitivity, observation, internet research and creativity might be required on the part of the manager who believes they have an employee who may be compromised in our Wesley recommended manner of celebration. Confidentiality and respect for employees and respect for diversity is the guideline.

Do your best to accommodate special needs without making those public.

- A joint department tradition ie. potluck treats, special candy, muffins, ice cream bars, popcicles, cupcakes
- A healthy treat – decorated apples, nuts etc.
- Special coffee drinks, smoothies in a blender
- A rose, a few flowers
- Birthday Card, Balloons etc.

Walk the Wesley Way

Purpose:

The purpose of Walk the Wesley Way is to publicly acknowledge employees for daily actions of going the extra mile to create a positive experience for residents and/or other employees. Residents and employees at all levels of the organization are encouraged to participate in recognizing and publicly thanking an employee for their actions that make a positive difference.

Administration:

Eligibility: Individual employees or groups of employees at all levels of the organization

Recognition Implemented By: Residents/Family Members and Employees at all levels of the organization

Budget: None

Administration: HR/Reception Desk

Criteria:

Walking the Wesley Way means going the extra mile for residents or employees (Customer Service) or Going the extra mile to help others Embrace Change.

Actions need to be consistent with the mission statement of Wesley Homes

Wesley Homes is a faith-based organization providing retirement communities and a network of services for older adults. With love and joy, we are called to meet the physical, social and spiritual needs of those we serve.

We affirm the worth of all those we serve and those who provide service.

Actions need to demonstrate excellence in Customer Service, Teamwork, Care or Concern for another

Celebration and Communication:

A Wesley Footprint may be obtained on-line or from one of the receptionists at the reception desks across campus. The Wesley Footprint is made of paper and has a footprint upon which a sincere, timely personal thank you note of recognition is written by a resident or employee. The message identifies the name of the individual or group recognized and carries a specific message of thanks and appreciation for the act of kindness in going the extra mile. The footprint with message is initially given to the reception desk who promptly informs the senior manager that a footprint has been received, for whom and what for. The footprint is then sent to Human Resources for tracking and placement on an electronic bulletin board. It is forwarded to the senior manager/manager to personally deliver to their employee and share/celebrate as is appropriate at weekly/daily standup.

Alternately, recognition for Walking the Wesley Way may be submitted electronically to smile@wesleyhomes.org.

Award recipients are recognized at Weekly Stand-ups and are posted on Digital Signage.

Required Actions, Templates and Forms:

Wesley Footprint with message

Receptionists submit Wesley Footprint to Human Resources

smile@wesleyhomes.org

Employee of the Month/Employee of the Quarter/Employee of the Year

Purpose:

The purpose of Employee of the Month, Employee of the Quarter and Employee of the Year Programs is to publicly acknowledge employees who excel in living out the mission of Wesley Homes and serve as a model for other employees.

These programs are administered separately for: the Des Moines Campus, the Lea Hill Campus, Wesley Homes Community Health Services/At Home and the Administrative/Foundation team.

Administration:

Eligibility: Non-management employees working FT or PTA status (24 or more hours per month).

Nomination: Submitted to Sr. Leader/Exec. that outlines why an employee is worthy of EOM/EOQ/EOY

Recognition: As determined by individual divisions

Budget: See Budget Attachment

Incentive/Gift Card Administered By: Human Resources

Incentive/Gift Card Amounts: \$150 for EOM, \$150 for EOQ, \$500 for employee of the Year

Recipient may opt to give equivalent Donation to Foundation

All gifts either monetary or in the form of a gift card are considered taxable income

Criteria:

- Behavior needs to be consistent with the mission statement of Wesley Homes
Wesley Homes is a faith-based organization providing retirement communities and a network of services for older adults. With love and joy, we are called to meet the physical, social and spiritual needs of those we serve. We affirm the worth of all those we serve and those who provide service.
- Actions need to demonstrate excellence in Customer Service, Teamwork, Care or Concern for another
- Performance must meet or exceed expectations in all areas.
- Disciplinary actions within prior six months will prevent eligibility recognition.

Celebration and Communication:

EOM/EOQ acknowledged, as determined by the individual divisions. EOY is acknowledged publicly at the annual employee Holiday Celebration in December.

Required Actions, Templates and Forms:

Managers and Employees of each group may submit a nomination e-mail to the designated division leader

Selection: As determined by the individual divisions (recommend committee)

Submit Recognition Posting to Webmaster/Human Resources

Submit Recognition Posting to Wesley Editor

Digital Signage

Welcoming New Employees

The below recommendations are not intended to replace Company Orientation or new employee on-boarding and training. The focus is on recognizing that a new employee has joined the Wesley family, introducing and welcoming them. It is assumed that all hiring details, systems and space arrangements have been properly handled.

Purpose:

Gallup studies repeatedly site the importance of employees having a “friend” at work. While the expectation of friendship at work may be different across cultures and peoples, a welcoming environment for new employees is consistent with our mission statement of valuing those who provide service, was recommended by the recognition focus group, helps new employees feel comfortable in a new work environment and assists other employees become acquainted with them so they can feel a part of what we at times call the Wesley family. This family aspect is a unique quality of employment at Wesley and desired by many who elect to care for our residents and one another.

Administration:

Eligibility: All new employees, All re-hired employees. May extend to those new to a division of Wesley.

Required Actions:

Personally introduce new employee to team members on their first day

Assign a sponsor for the first week with whom the new employee can orient and have *lunch if possible*

Manager and peer check in frequently for the first 3 months to make sure employee has felt welcomed and has questions answered

Wesley Weekly Stand-Up

Purpose:

The purpose of Wesley Weekly Stand-Up is to inspire and engage employees in living and furthering the mission of Wesley Homes.

Suggested Format:

Led by: Employees, Managers or a rotation of Senior Team Leaders as is appropriate for group

Participants: All Employees *as is practical with care needs of residents*

Frequency: Once a week on a designated day and designated times – WED 9:00-9:10

Consider *at end of shift change in AM or beginning of shift change PM*

Standup may be done once a day as desired by department.

Length: 10 minutes or less

- Assemble in designated areas across Wesley

- Brief inspiration tied to mission – rotate leadership (1 min)

- Welcome and Introduction of New Employees (1 min)

- Public Employee Recognition (4 minutes)

- Key Weekly Company Communications (4 minutes) – What’s Happening? – Coordinated by Ellen

Employee Focus Group Recommendation – build in consistency in messaging across the organization for “Key Company Communications”. In doing so, we attempt to unite employees and break down silos.

Templates and Resources for Managers

Templates

Creative Ideas for Managers to Recognize Employees

1001 Ways to Recognize Employees Book

1001 Ways to Energize Employees Book



S	Superior Service We are passionate about delivering the best possible service, understanding each person's needs and desires and exceeding their expectations, and take pride in achieving this
M	Making a Difference We approach every task and encounter with the goal of having a positive impact
I	Innovative We are continually improving what we do
L	Loving Life We address each task and person with respect, a positive attitude, and enthusiastic approach
E	Empowerment We each take responsibility for our actions with a "can-do" mindset. We encourage individual ownership, but work as a team.