



Best Workplaces Best Practices Library

Enclosed are some of the best practices from the Fortune 100 Best Companies to Work For and A Great Place to Work Institute. Many of these best practices are shared in response to questions such as: “How does your company recognize employees’ efforts?”

Some companies publicly share their programs. If so, we have included their public sources for you to find more information. If not, we maintain the confidentiality of the organization (as we would with your organization).



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Best Practice Area: Employee Referrals and Hiring



Four Seasons Hotels and Resorts, Interviewing Every Employee Referral

Employee Referrals as the Best Source of New Hires



FOUR SEASONS

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Research shows companies prefer hiring referrals from employees because it boosts their confidence in the candidate. This is the principle that The Four Seasons hotel in Chicago has incorporated. The prestigious hotel interviews every employee's candidate referral.

This practice:



Provides an opportunity to understand the employees' interpersonal relationships first to see if he/she is the right fit for the company.



Four Seasons follows up with the referring employee to verify that they understand the hiring decision.



This best practice has had a significant impact on the increase of the amounts of referrals provided to their HR office.



Employees appreciate the initiative and the fact that the company trusts their judgement and will treat every referral as if it were their own reference.

Nicola Thomson, director of management, recruiting and selection, believes this best practice is the major reason that Four Seasons has some of the industry's lowest turnover rates—25% for all Four Seasons employees, 19% for managers. According to American Hotel & Motel Association, turnover rates throughout the industry are 158% for front-line employees and 129% for managers.

Source: <https://www.shrm.org/hr-today/news/hr-magazine/pages/0203poe.aspx>

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Best Practice Area: Employee Referrals and Hiring



A National Restaurant Company, Personalized Welcome Gift

Wow your new employee on their first day

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When this national restaurant company decides to accept a new employee into their family, they start wowing the newcomer before coming on board.

Here are some ideas:



They ask the new employee two important questions when they make an official job offer to them:

1

What is their favorite
cheesecake flavor?

2

What is their favorite
treat/candy/snack that
helps them re-energize?



Prior to their start date, the company sends their favorite cheesecake to their home, for them to enjoy with family and friends.



Best Practice Area: Employee Reviews



A National Hotel Chain, 360 Degree Reviews

Performance Improvement through 360 Reviews

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One of the biggest hotel brands in the country provides an opportunity for managers to be assessed by their supervisors and peers. This process, in conjunction with Talent Quest, is referred to as “360-degree reviews.” The goal of the 360 reviews is to give the employee the opportunity to understand how their work is viewed in the total organization.

Here are some of the results of this program:



Provides the opportunity to receive feedback on communications, performance, and professional presence from all different team members which allows an associate to become more authentic, confident and self-aware.



Reviews are now a standard process for all senior leaders participating in the Foundations for the Future program.



Typically reviews also include follow-ups with personalized executive coaching.



Best Practice Area: Employee Reviews



A National Restaurant Chain, Stay Interviews

How Can I Improve Your Stay?

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BEST**

A popular national restaurant company, as part of their efforts to increase employee retention rates, implemented Stay Interviews which incorporates showing appreciation to staff and also providing them with an opportunity to voice their opinions about their current job experience to their supervisors.

In a Stay Interview:



Employees meet with their direct supervisor and discuss their current level of job satisfaction and if there is anything that can be done to improve their experience.



The Stay Interviews have proven to foster healthy dialogue, and staff and managers are encouraged to voice any concerns or issues.



Best Practice Area: Employee Recognition Programs



IKEA, Tack!

Thank you - please stay for the long term



IKEA, one of the largest furniture and home goods retailer in the country, decided to reward their employees who have been employed with the company for more than five consecutive years with an annual contribution to their individual retirement plans. This initiative is referred to as Tack!, which means “thank you” in Swedish.

The only requirement is that employees must reach pre-determined goals to be eligible for Tack! IKEA’s goal is to strive for long-term relationships with their employees.

This best practice involves:



Nearly half of IKEA employees have stayed with the company for five or more years.



Full-time employees receive the same amount regardless of salary, position, or department. U.S. employees receive \$1,403 into their retirement fund.



Part-time employees receive a proportional amount dependent on their hours.



Annual funding for Tack! is determined by the results goals the IKEA Group must reach.

Source: https://www.ikea.com/us/en/about_ikea/newsitem/121217_IKEA-Group-TACK-retirement-fund

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Best Practice Area: Employee Recognition Programs



A National Hotel Chain, Associate Service Recognition

Just to say “thank you”

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A great best practice from a national hotel company includes a service recognition program that incorporates a hand-delivered packet to each associate by their manager as a way of saying “thank you” for their years of service and dedication. Employees respond to appreciation expressed through recognition of their work because it confirms their work is valued by others.

The “thank you” packet includes:



A thank you note from the CEO and photos of different gift options to choose from.



A link to a website which includes a personal thank you video from the CEO and an opportunity to order a gift that would be meaningful to them.



For 10 years of service, associates can choose from a broad range of options from a pair of Tiffany earrings to a name-brand espresso machine.



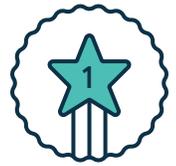
A five-question survey is included in the packet for the associate to share their feedback around the experience.



This program is being piloted in more than 20 locations and the positive feedback has been overwhelming.



Best Practice Area: Developing Employees and Career Paths



Hilton Worldwide, Inc, Fully-paid GED Assistance Program

Advancing Education to Higher Levels



Hilton Worldwide is one of the most recognizable hotel brands in the world. Studies from their Human Resources system show that lifetime earnings are significantly higher for Team Members (or employees) with high school diplomas compared to Team Members without diplomas. To close the gap and provide an opportunity for growth in their career, Hilton implemented a GED assistance program.

This program involves:



A Partnership with the Council for Adult Education and Learning (CAEL) to support employees who want to pursue their General Education Development (GED) certification.



The CAEL partnership and initiative supports Team Members in gaining the credentials they need to continue to grow their careers.



Hilton covers the entire cost of the program and provides one-on-one support and guidance to allow Team Members to successfully complete the program.



Hilton estimates that the GED Assistance program will benefit approximately 5,000 Team Members in the US across the company's owned and managed hotels and corporate offices.

Source: <http://newsroom.hilton.com/index.cfm/news/hilton-worldwide-rolls-out-industry-leading-ged-assistance-program>

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Best Practice Area: Developing Employees and Career Paths



A National Hospital System, Internal Mobility

Why Upward Mobility is Key to Employees

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Research has shown that opportunity for advancement within a company is a very important motivator to employees. Senior care can learn a few best practices from this healthcare organization's culture as a Great Place to Work:



This organization gives current employees an advantage by allowing the opportunity to preview all job postings seven days before they are available to the public.



In the past there were issues when employees desired to work a different shift or work weekends. Now the process is expedited through a simple automated transaction.



These improvements were a result of evaluating feedback from employees, managers and supervisors who participated in the hospital's advisory groups.



These enhancements allow for a smoother and faster transition to new roles for employees.



Best Practice Area: Supporting Employee Hardships



Children's Healthcare of Atlanta, Second Victim Relief for Employees, who are "Second Victims"



Like in senior care, working in a hospital can be very stressful. In fact, 50% of healthcare workers will experience the negative effects of the second victim phenomenon in which healthcare professionals may become psychologically impacted by an adverse event that happened under their care. If it's not addressed, it may cause negative impacts to the healthcare provider's career and psychological well being.

This is what Children's Healthcare of Atlanta offers:



Launched a Second Victim program which provides peer-to-peer emotional support for healthcare workers in those hard times in order to cope with potential anxiety, isolation, guilt and shame.



Provides emotional support for healthcare workers who are suffering, which is critical for recovery.

Source: <https://www.choa.org/medical-professionals/physician-wellness/second-victim-program>

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Best Practice Area: Supporting Employee Hardships



Atlantic Health System Home Care and Hospice, Bereavement Camp for Kids Helping Bereaved Children of Employees



Atlantic
Health System

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BEST

Atlantic Home Care and Hospice is a New Jersey healthcare company that operates hospitals and healthcare facilities. Many of their employees experience personal struggles, such as losing a spouse and not knowing how to help their children cope with the event.

Atlantic Home Care and Hospice's best practice involves:



Providing an invaluable service called "Bereavement Camp for Kids," which is a week-long summer day camp for children and teens coping with the loss of a parent.



Bereavement Camp for Kids is a supportive environment which includes trained staff and volunteers. The camp provides grieving children the opportunity to express their feelings and share stories without judgement.



The camp also incorporates activities that help children increase their confidence, self-esteem, and develop healthy coping skills.

Source: <https://www.atlantichealth.org/about-us/stay-connected/news/press-releases/2017/sept17-camp-clover.html>

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Best Practice Area: Managing to Cultivate Employee Trust



Nordstrom, One Rule

Use good judgement in all situations

NORDSTROM

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Nordstrom, an American chain of department stores, has one basic principle. Instead of mandating a thick, boring reading of an overwhelming employee manual of what employees can and cannot do, it instead has one principle to follow, called “The One Rule.” The rule means to “Use good judgement in all situations.”

This best practice rule provides:



Stories of employees going above and beyond to help their customers empowers them to solve problems and be recognized as a source of inspiration.



Employees’ stories are used for inspiration and often told in meetings, morning rallies, and other employee communication opportunities.



Former leader of the company, John Nordstrom, wrote in his personal memoir, “We learned early on that our employees really want to do their jobs well and we just needed to help where we could and then get out of their way.”

Source: <http://www.businessinsider.com/nordstroms-employee-handbook-2014-10>

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Best Practice Area: Managing to Cultivate Employee Trust



A National Grocery Brand, U Matter Boxes

Using employee suggestions for engagement

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Employees gain a sense of pride about their company when they're given opportunities to participate directly in decisions or make suggestions they know will be considered by higher level management. This is why a family-owned upscale supermarket chain strives to provide their associates with the freedom to write down their private feedback and concerns in a locked "U Matter Box." On top of the box is a message that reads "U Make Us Better."

This is how this practice can bring value:



Associates are provided with a written and/or verbal response to everyone that leaves a name.



Each associate who provides a suggestion also receives an award for helping the company achieve their No. 2 company goal of "Constant Improvement."



The box is monitored only by the HR director for confidentiality.



Best Practice Area: Managing to Cultivate Employee Trust



A National Restaurant Company

Lunch with the boss

**100
BEST**

Once a month, about six to eight staff members at a popular national restaurant company are invited to enjoy a lunch with the restaurant's General Manager and other staff to further build trust and relationships.

Here are some best practices:



These meetings do not have a structured agenda, but instead provide the opportunity for employees to have candid and fun conversations usually started by sharing answers to “getting to know you” questions.



Employees are welcomed to ask the GM any questions that come to mind.



The GM also uses this lunch time to discuss and receive input on other topics in the company such as local restaurant trends, new processes and system upgrades.

