

## 2012 Workplace Excellence Best Practices

### Akridge

Between 50 and 249 employees

Real Estate

#### Workplace Excellence Best Practices

Great employees are the foundation of a great company. So Akridge selects, rewards, and promotes staff based on their desire and ability to provide outstanding service. Careful screening ensures that job candidates are well matched with their responsibilities and the company. And employee achievement is recognized continuously with individual and team awards based on both peer and management recommendations. The focus on excellence is supported by ongoing training and opportunities for professional growth. New employees attend Akridge Way training, which covers company history, priorities, and guidance in Client service. Continuing education includes both in-house training and generous reimbursement for outside instruction. Led by a management team that includes several 20- to 30-year veterans, Akridge promotes teamwork and a sense of community. New employees are surrounded by colleagues eager to offer support, and are also paired with a dedicated mentor for their first 90 days. This tenured employee offers everything from company perspective to information about everyday operations, and the practice builds confidence, camaraderie, and relationships between departments. Akridge also promotes a sense of community and boosts morale with frequent special events for employees. The company hosts an Annual Winter Gala as well as an Annual Picnic for employees and family members, monthly company lunches and happy hours, Verizon Center corporate suite events, the JDRF Real Estate Games, a company-sponsored kickball team, quarterly ☐Fun Committee☐ events such as bowling or paint ball, an internal company holiday luncheon and employee roast, chartered summer fishing expeditions, and monthly birthday celebrations. In 2010, Akridge established a group of councils focused on exploring best practices and proposing new procedures and policies in the areas of technology, sustainability, marketing and social media, new and future ideas, professional development, and community involvement. A young Akridge professional has been named leader of each council, and has assembled a team made up of five or six diverse staff members representing different departments and career levels. This program is intended to develop council leaders☐ management skills and to draw from pockets of knowledge, creativity, and brain power throughout the organization. The company also supports more than 35 charitable organizations. To highlight a sample initiative, Akridge employees have hand-assembled more than 6,000 meals over the last eight years for the ASPAN homeless program – Akridge purchases, packages, and deliver these meals monthly. Last year, Akridge employees developed and supported a month-long series of initiatives, including an internal auction, to raise funds and awareness in the fight against breast cancer. Akridge teams participate annually in the Real Estate Games, a fundraiser for the Juvenile Diabetes Research Foundation, and several employees serve the Jubilee Housing Alliance, an organization Akridge contributes to annually.

## **Altarum Institute**

**Non-profit, More than 250 employees**  
**Consulting Professional Services**

### **Workplace Excellence Best Practices**

Altarum Institute provides employees with flexible working arrangements to promote work-life balance. These arrangements include flexible working hours, telecommuting and flextime. We believe this motivates employees. We support and encourage employee interests through our Charitable Contributions Committee which makes monetary donations to the charities of our employees own choosing. In addition, the Institute supports individual participation in charities through donations of \$100 per activity. The Institute also supports education and ongoing learning through a generous tuition reimbursement and professional development program. All employees are eligible to receive \$5,250 per calendar year towards higher learning. Through innovative wellness programs, the Institute promotes well-being through annual wellness challenges, health awareness flyers, and wellness corners. Each wellness corner contains health materials, stress management information, scales, and blood pressure machines. Altarum Institute fosters a strong team environment through social gatherings throughout the year. The Institute hosts annual summer gatherings in each region where employees and families get to know each other. The annual holiday parties in each region provide an opportunity for staff to interact with peers and executives. Each summer the employees take a break from the heat to enjoy an ice cream social where they catch up and enjoy some time away from computers. Throughout the year, there are many opportunities to socialize over lunches and other department gatherings.

## **American Speech-Language-Hearing Association**

**Non-profit, More than 250 employees**  
**Association**

### **Workplace Excellence Best Practices**

ASHA's Characteristics of the Desired Organizational Culture • Managers are seen as coaches and team leaders. They are valued for these skills. Leadership is participative and flexible. • Organizational structure policies and procedures are developed to help people get the job done and to protect the long-term health of the association. They are readily reviewed and changed. • Joint decision making occurs regularly. Information is readily shared. Problem solving is highly pragmatic. • People work informally and are not preoccupied with status and territory. Conflicts are dealt with openly. • Productivity is measured by the results achieved. • Common objectives are widely shared and energy is channeled toward meeting the objectives. The responsibility is shared. • A great deal of nonconformity is tolerated. People are expected to present innovative ideas. People feel free to brainstorm. • There is a high level of trust and policies and procedures reflect this. Problems are dealt with by the coaches when they occur. • Collaboration is freely entered into. Competition is fair, open, and is in pursuit of a shared goal.

Relationships are honest. • People get almost constant feedback about their performance in a constructive, helpful manner. Poor performance is confronted and a resolution-oriented action plan is put into place. • People are highly motivated. They seize opportunities for personal growth. People view work as important and fun. • Risk taking is accepted as a part of growth and change. • Mistakes are learned from and the process is examined. • The organization is future-focused and adapts quickly to changing demands. • Communication is frequent but informal. People feel aware.

## **Asbury Methodist Village**

**Non-profit, More than 250 employees  
Continuing Care Retirement Community**

### **Workplace Excellence Best Practices**

In 2011, Asbury Methodist Village continued to highlight wellness, as the final year of a five-year vision statement to "create a culture of wellness that enriches life by 2012". The WOW! associate wellness program in 2011 showed a 34% increase in participation over 2010, with 59% of all associates participating in some way and 16% of associates participating in all five WOW! events of 2011. We have not yet held our 2012 Health Screening yet to compare results from the Feb. 2011 screening, but 246 associates turned in 2011 "Success Stories" at the end of the year, highlighting significant amounts of weight lost and other meaningful health improvements such as getting off blood pressure medication, lowering cholesterol, and improving the health of their families. Our 2012 WOW! campaign is being kicked off to "lose 2012 pounds in 2012" and it is gaining much enthusiasm!

## **BDO USA**

**Between 50 and 249 employees  
Consulting/Professional Services and Financial**

### **Workplace Excellence Best Practices**

At BDO, our goal is not only to attract top talent, but also retrain top talent in a workforce that is diverse in gender, age, ethnicity, and values. BDO offers an extensive compensation package and also offers a variety of firm wide initiatives to support a positive work environment: BDO Counts - our national umbrella for corporate volunteerism; BDO Green - initiative to create an eco-friendly work environment; BDO Flex - a flexibility strategy to help employees manage a work+life fit; Secondment program - allows employees to work at BDO International firms; Keys to Success - a program to aid employees in professional development; eBDU – training center where employees can access over 1200 on demand trainings; Total Performance – online performance management system that allows employees to request feedback any time of the year; Electric Ideas – suggestion program where employees can submit anonymous feedback; BDO News - online source for internal news, updated daily; BDO Life - firm wide wellness

program; REPLY - employee referral bonus program; CPA perks - reimbursement and certification bonuses; Career Advisors - mentoring program for all employees Women's Initiative - plans networking events and ensures all professionals have equal opportunity to career experiences; Social events - including holiday party and a centennial celebration in 2010; Technology - top notch techno and worldwide remote access.

## **Booz Allen Hamilton**

**Greater than 250 employees**  
**Consulting/Professional Services**

### **Workplace Excellence Best Practices**

1) Way We Work. We are seeing results from this multi-year strategic initiative, which focuses on staff working where they need to, when they need to using teleworking, hoteling, internal job transfers, and other work arrangements to better connect with opportunities that benefit them, clients, and the environment. 2) Resource Management System (RMS). Created in 2010, RMS centralizes information about available staff and projects needing staff, helping career managers match available employees to work. It helps ensure we look within the firm first to staff projects and that staff are realigned quickly after a contract ends. 3) New Leadership Level. The lead associate position—a new leadership level between our associate and senior associate levels—provides additional career advancement opportunities in our career architecture and recognizes top-performing associates. 4) Sustainability. In 2010, we formalized our Sustainability Program. A new Sustainability Program Office, Sustainability Steering Committee (composed of officers), and Sustainability Committee (composed of senior employees) ensure sustainability concepts are fully incorporated across our facilities infrastructure, procurement, travel, human resources, and information systems. 5) StayConnected. This new suite of 30 access, collaboration, and communication tools and technologies supports our employees' ability to work from any location while staying connected to colleagues, managers, and clients regardless of physical proximity. Short training videos on each of the tools make them easy to use.

## **Calvert Investments**

**Between 50 and 249 employees**  
**Financial Services/Accounting**

### **Workplace Excellence Best Practices**

Calvert, headquartered in suburban Washington, D.C., has, since our founding in 1976, set industry standards for asset management excellence - in both the way we select companies for our portfolios and how we serve our clients' interests. Calvert offers employees more than just traditional rewards. Our culture is characterized by a shared sense of commitment to our mission, our customers, our fellow employees, and our communities. Our benefits are designed to allow employees to balance every important aspect of their lives. Our employees make valuable contributions to the success of our business. By recognizing and supporting the needs

of our working mothers, fathers and all our employees, we are investing in our own future. Barbara J. Krumsiek, President and CEO of Calvert Group, Ltd. states, "We strive to create a positive working environment for our employees because we believe that they are the most important component of our success." Leading this team of employees for the past nearly 15 years, Barbara has always supported Calvert's commitment to worklife strategies, from her unending encouragement of Calvert's continued community involvement efforts to her full support of Calvert's sometimes unconventional employee benefits. Calvert offers a full range of benefits, offering employees options regarding choices that meet their personal needs. In addition to medical, dental, vision, short & long term disability coverage, life insurance, flexible spending accounts, domestic partner benefits and an employee assistance program, Calvert's benefits are continuously expanding and changing based on our employees needs and preferences.

## **Carroll Hospital Center**

**More than 250 employees**  
**Healthcare**

### **Workplace Excellence Best Practices**

At Carroll Hospital Center, we are committed to being the best place to work. Over the past year we have continued to develop our retention and recognition practices. Our SPIRIT values, mission and vision are woven into our organizational fabric, guiding our Associates actions and decisions each day as they provide exceptional care and service. This past fiscal year we have implemented a new web-based Performance Management tool for all Associates. This new tool allows for a more efficient, paperless process with 360\* Feedback. In addition, we created the Carroll Learning Institute to help develop, train and educate leadership on various organizational development education sessions. Carroll Hospital Center continues to review compensation and benefits to ensure that we are competitive and providing our Associates and their families with comprehensive benefits to promote a work/life balance.

## **Cassaday & Company**

**Between 1 and 49 employees**  
**Financial Services and Accounting**

### **Workplace Excellence Best Practices**

Employee Compensation Plan Profit sharing plan contributions  
Continuing Education Reimbursement Program Early Release Days--during the holiday season  
Free gym memberships  
Charitable giving via our donor advised fund - Cassaday & Company matches all employee contributions  
Flu shots  
Healthy Snacks/Beverages provided at no cost to employees  
Event planning committee--plans company-wide outings and retreats  
Employee gifts

Tenure recognition program

## **Chaney Enterprises**

**Between 50 and 249 employees**

**Building Materials Supply/Construction**

### **Workplace Excellence Best Practices**

We continue to focus on programs and benefits that will improve the health and wellness of our employees as we go forward. We continue to offer the Consumer Driven Health plan adopted in 2011. Employees are becoming more educated about preventive care, the costs of health coverage and are managing their health care better as a result of this program. Once again the company paid the first 50% of the deductible for our employees and their families in the HRA plan. Employees in this plan were also allowed to roll over dollars not used in the previous year. Employees enrolled in the HSA plan received an initial front-load of approximately 75%. To further help manage the cost of health care, Chaney Enterprises offers our employees a Wellness Program which allows them to reduce the cost of their health care benefit each week. Our program is a strategic, long-term initiative that offers employees the tools they need to take charge of their own health and wellness. It is designed to deliver training, educational materials and support to assist employees with living a healthier life. By meeting all requirements, their share of the cost of your health care coverage (Employee only, Employee/Children, Employee/Spouse or Family) is reduced by 50%. All participating employees and any covered dependents on the insurance plan must obtain a routine annual physical from your primary care physician, take an online health risk assessment and attend two health related training sessions. In some cases employees identified health issues that caught early were treatable with minimal intervention. We have been told by at least two employees that this program, which forced them to get an annual physical, may have saved their lives. New in 2011, the Walk It Off Program offered through WalkingSpree (an online resource) was spearheaded by the companies Vice Chairman of the Board. Her involvement and willingness to create a budget of over \$15,000 that covered the cost of equipment given to employees and prizes presented was instrumental in the success of this program. Many employees adopted a walking routine that they had not previously participated in – 74 employees and/or spouses walked over a million steps between mid-January and mid-November. We plan to continue this program next year by having employees virtually walk the Appalachian Trail. Also new in 2011, was the on-line Weight Watchers program which started in October. 3% of our employees participated and the company paid 50% of their weekly membership fees. On-site support meetings for participants were offered to encourage and motivate employees to stick with the program. Since October the participants have an average weight loss of 7 pounds. The Return to Work Program initiated last year was expanded to include many more options for employees that were unable to perform their job duties. Each department within the company developed a minimum of three areas of responsibility that these employees could take on which would allow them to get back into the workforce more quickly. Our educational programs offered through the Chaney University delivered 325 classes totaling 4,802 hours last year. Topics included safety, environmental regulatory compliance, wellness, management development

and product knowledge. Some employees also benefited from tuition reimbursement for certification programs and college classes.

## **Chesapeake Potomac Home Health Agency**

**Between 50 and 249 employees**

**Healthcare**

### **Workplace Excellence Best Practices**

Healthcare organizations nationally are struggling to find qualified providers to staff their organizations. The demand for qualified nurses and therapists is extremely high in the Southern Maryland Region. Healthcare providers are attracted to organizations that offer flexibility in scheduling that makes it easier for the nurse or therapist to better balance the demands of work and personal commitments. CPHHA attracts many staff with young families. The majority of our staff works part time. The staff work from home and contact the patients to set up convenient times for home visits. The staff is not held to a certain number of hours each day but rather to a certain number of home visits. This allows staff with young children to put them on the bus each day and be home in plenty of time to greet the children when they return home. The agency provides all clinical staff with a laptop so that documentation of patient care can be directly entered in the computer from the patient's home. This allows staff to be more independent and not have to spend additional time driving to the office to bring in clinical documentation. This year, the agency implemented teleconferencing for team meetings and for training. This allows staff to attend meetings in the convenience of their own home and has greatly improved employee satisfaction.

## **Chevo Consulting**

**Between 1 and 49 employees**

**Consulting Professional Services**

### **Workplace Excellence Best Practices**

Charitable Giving: Chevo has become increasingly involved in charitable giving. One of the most popular new programs that Chevo has implemented over the past year is our Jeans for Charity initiative. In the spirit of “casual dress Fridays” and in alignment with Chevo’s philosophy of giving back to the community, employees can wear jeans on Fridays, provided they donate at least \$1 to our charity of the quarter. Each quarter, we select one charity to contribute to – the selection process is based upon suggestions from employees – and donations are applied to that charity. Chevo’s talented Executive Assistant decorates a new piggy bank every quarter, themed to match the charity. The piggy bank generates much interest from employees and visitors, and, at times, even visitors are moved to donate. At the end of each quarter, funds are added up, and Chevo matches the total amount, doubling all contributions collected during the quarter. Corporate Communications: Twice each year, Chevo holds an All-Hands Meeting with the purpose of bringing all of our disparate employee’s together, providing information on the state of the business and new programs, and recognizing employees with our Annual Awards to Celebrate Chevo Excellence. This past November, we sought to improve upon our usual semi-



annual routine by focusing additionally on employee morale and forging stronger relationships amongst employees. We held the meeting at a new location: Dave & Buster's restaurant and arcade, which provides meeting rooms and catering for corporate events. Our employees enjoyed two hours of company-paid arcade games and a buffet. As a result, employees had the opportunity to connect with each other in a relaxed atmosphere, with familiar colleagues and others that they had not met before. Feedback regarding this meeting was enthusiastically positive; many employees stating it was the best All-Hands Meeting they ever attended. Every other month, Chevo issues our Chevo Chatter newsletter. It provides information on our foundational Pillars, business development, announcements, new initiatives, new employees, charitable giving, and much more. Recently, Chevo began utilizing social media. LinkedIn is used to market to clients and potential employees and for recruiting. Facebook is used to promote our great charity and community service programs, showing others insight into our culture. Environmental Awareness: Chevo recently partnered with our office building management on a recycling initiative with the goal of recycling 80% of all the trash that we produce. We have revamped the layout of all trash bins throughout the office, sent communications to employees and hung informational posters, and changed the kitchen supplies we use, from non-recyclable to recyclable. Although the new program has only been in place for a few weeks, we are already seeing noticeable results and great awareness and enthusiasm from our employees to "go green." Employees have become very conscious of which bins they are placing their trash in and recyclable products that previously were thrown in the regular trash bins out of habit are now being placed in the appropriate recycling bins. Feedback from employees regarding this initiative has been entirely positive.

## **Choice Hotels**

**More than 250 employees**

**Hotel Franchising**

### **Workplace Excellence Best Practices**

At Choice, associates are our most valued asset. We strive for a mix of people who think differently, represent different perspectives, and approach problems in different ways. Our culture is evident in how associates are treated and how we interact with colleagues and company leadership. Choice has successfully created an open and warm work atmosphere for its associates, and provides a flexible and productive work environment that balances a challenging career and work/life responsibilities. We offer: discounted hotel room rates for associates, friends and family; special event sponsored luncheons; on-site fitness center; and an annual health & wellness fair. Our commitment to cultivating an environment that celebrates and seeks diversity in all aspects of its business is demonstrated by Employee Resource Groups, Multicultural Awareness Committees that celebrate diversity, and our Diversity Advisory Council that keeps the company engaged in trends and issues. We actively support philanthropic giving, matching charitable funds, paid volunteer opportunities, and support to organizations that serve minority communities, focusing on programs that provide food, clothing and shelter. Choice's "Room to Rebuild" program focuses on improving the lives of low-income homeowners in our communities. Employee recognition programs are integrated



into our daily routine at Choice. Programs include cash awards: cash incentives, lump-sum bonuses, gift certificates; Spot Programs: special event and movie tickets, company merchandise, paid meals, balloon and flowers; Symbolic Awards: recognition certificates, plaques and trophies; Verbal recognition: thank you cards, testimonies from senior leadership, customer feedback, public recognition. Choice is focused on hearing from our associates and taking action on the feedback received. This is demonstrated by the trimester based employee engagement pulse checks and outcomes. We provide a variety of ongoing communications channels for our employees – to provide information outward and to take in information. Choice ensures that everyone joining the company is integrated via robust onboarding programs which our customized based on individual contributor and leadership positions. Once on board Choice continues to focus on developing its leaders and associates and ultimately continuing to enhance and cultivate a high performing workplace culture.

## **Civista Medical Center**

**Non-profit, Greater than 250 employees**  
**Healthcare**

### **Workplace Excellence Best Practices**

Civista Health, Inc. understands that for an employee to be fully engaged and committed the work environment has to support needs on every level. Based on employee feedback and other best practice data we developed and implemented a strategy that offers programs that address work, life, health, and community concerns for our employees. We have programs that offer greater flexibility, professional growth, and a comprehensive total compensation program. In addition to creating a workplace excellence environment we have implemented a wide-range of health and wellness programs that offers on-site wellness and life-issues seminars and programs, workplace excellence community resources and referrals, and an environmentally conscious program that looks at everything from recycling to sustainable food.

## **College of Southern Maryland**

**Non-profit and Government More than 250 employees**  
**Education**

### **Workplace Excellence Best Practices**

Our annual service awards ceremony recognizes employees who are celebrating milestone anniversaries at the college, beginning with a five-year award and continuing with five-year increments after that. In an effort to save money due to the economy of the last few years, we turned the event into an on-campus event, featuring the presentation of awards by our Vice Presidents, and the unique twist of those same Vice Presidents serving as "VIP Wait Staff" for the event. The Vice Presidents, who head each division at the college, don aprons and circulate among employees with hors d'oeuvres and desserts...employees and Vice Presidents alike get a "kick" out of this. Each employee is then presented with their award, usually accompanied by a

humorous account or work story from the employee's work history. A good time is had by all. For our current plan year, we improved our dental program in order to give employees access to dental discounts. We moved our plan to Guardian, with an open access PPO, allowing employees to see any dentist they choose, but electing a dentist within the Guardian network provides them with discounts. We did not have this option previously.

## **Corporate Network Services**

**Between 1 and 49 employees**

### **Technology**

#### **Workplace Excellence Best Practices**

Corporate Network Services is not just the company where we come to work each day. CNS was founded 18 years ago on the principle that a company should value its employees as much as its clients. The executive leadership and the employees see CNS as a culture and do everything they can to improve that family-friendly CNS culture. Our employee's life events are celebrated by the company with birthday cards, baby showers for fathers and mothers-to-be, congratulations cards for home purchases, Get Well card for sickness, condolences for deaths, etc. CNS does its best to accommodate these life events, such as offering a part-time telecommuting position to a returning new mother who was considering resigning to spend more time with her child. Another part time employee picked up additional hours and it was a win-win for everyone. Of 51% of our employees who responded to a recent employee survey, 100% stated that they were happy to come to work each day. Our culture extends to our community through our Community Counts employee volunteer program supporting WUMCO, Army Operation Happy Holidays, and our town functions, ex.,- Halloween WUMCO Walk-in-the-Park, Build a Scare Crow, Holiday Tree Lighting, Poolesville Spring Fest and Poolesville Day 5K. • Open-Door Policy • Family-friendly atmosphere • Training and Development programs for all employees • Referral bonus • 401K, offer financial counseling • Paid life insurance, long /short term disability and optional discounted life insurance • Employee surveyed choice of HMO or PPO insurance- medical, dental and vision • Telecommuting – inclement or code red days • Personal, vacation, marriage, maternity/paternity leave • Monetary awards: length of service (varies), 4 Employee of Quarter (\$100), 3 President's award (\$500), employee to employee Attitude Awards (\$25). Sales, Year-end Bonuses, Monthly Kudos, 39 employees win 139 awards • Buy Green and Be Green and Wellness initiatives with Intranet tips. • Healthy food choices at all events • Social events-Free First- Friday lunch, Bowling, Welcome/Goodbye Summer cook outs, Family picnics, Holiday Yankee gift swap/healthy recipe pot luck, themed potlucks, Dinner and a Movie night, Semiformal Holiday Party for employees and spouses • Recognize Employee life events- Baby showers for fathers/mothers and spouses, Greetings for returning travelers, \$50 for having a yearly physical • Holiday weight challenge -Onsite scales, BMI monitors and blood pressure cuffs- Subsidize employees for Poolesville 5K race • Quarterly meetings team building activities–bowling and volunteer activities food collection for WUMCO – Wellness activities-Free seated massage, flu shots, dance demo, blood pressure, ergonomic workstation advice, effects of alcohol information station with “Drunk Vision” sobriety test, vision & BMI testing •

Quarterly shredding of sensitive documents- employees participate • Yearly recycling/disposal of unusable technology equipment- employees participate • 45% savings on HVAC costs with upgraded furnace • Community Counts Volunteers support WUMCO (food collection) and The Button Farm (installed rain barrels), sent Halloween candy to US soldiers in Afghanistan, holiday food and gifts for two needy families, water-for-life to 3rd world citizens, Tech Support and book collection for Bright Beginnings Center.

## **CoStar Realty**

**More than 250 employees**

**Real Estate and Research**

### **Workplace Excellence Best Practices**

CoStar Group works hard to provide its employees with an outstanding work environment. To help achieve that, CoStar strives to maintain a culture of excellence with programs, processes and services that supports employee achievement and team morale. These include:

Outstanding Benefits • CoStar's health care plan is rated among the top 10% of all US employers according to Towers Watson. • Company-Paid Insurance Plans. Employee's receive basic life insurance equivalent to their base annual pay plus commissions, up to \$300,000 and short- and long-term disability insurance plans. Optional supplemental coverage is also made available. • Relocation Assistance Program. Employees relocating to DC between 2/5/10 and 9/30/11 were eligible for up to \$14,000.00 in relocation assistance through a combination of initial payment and monthly \$1,000 installments. • CoStar aggressively supports the use of public transportation, such as the DC Metro rail system and commuter bus services through a generous employee subsidy program. • Free Apple iPad Award Program. Employees commuting beyond 20 miles from our HQ office and utilizing mass transit were eligible for a complimentary Apple iPad at the time of our relocation to our new DC HQ office. • Tuition reimbursement for qualified continuing education programs and ongoing training for industry conferences, workshops, subscriptions and webinars. • CoStar's offers overseas opportunities which give select outstanding employees the opportunity to work at our Glasgow or London Research Centers, all expenses paid. • Lunchroom Video Stations. CoStar employees in other centers may chat with teammates in our HQ during lunch and personal time through a pair of always-on video kiosks in our staff lunchroom. • CoStar HQ employees and visitors are free to help themselves to an assortment of complimentary healthy snacks and drinks • DC based and visiting staff are entitled to use the in-house fitness center, which offers a full complement of the latest fitness technology. The adjacent locker room offers privacy showers and towels. • DC based and visiting CoStar employees are eligible to attend various events in CoStar's private suite at the Verizon Center. • DC based and visiting CoStar employees are invited to use high-performance city bicycles and Segway's from our HQ transportation locker. Helmets and backpacks are also included. An hour-long Segway safety training class is provided free to interested staff. • DC based and visiting CoStar employees have access to a green rooftop terrace that includes shaded table seating. • Philanthropy. CoStar strongly encourages staff to actively support charities through their time, talents and donations. CoStar centers support homeless shelters, toy and coat drives, healthcare research, disaster assistance and similar

causes. The company routinely offers 2-for-1 matching gift programs for disaster relief (i.e., Japan and Haiti).

## **Decision Lens**

**Between 1 and 49 employees**

**Technology**

### **Workplace Excellence Best Practices**

Decision Lens has a company philosophy that a work-life balance creates a better environment with happier employees that translates to happier customers and company growth and profitability. Many companies drive their employees like slaves on a treadmill – our belief is that some “air” is always required in the business. “Air” is flexibility for down-time after an especially hard push to get things done; the ability for an employee to make their own decisions about when they need to head home to take care of a sick child or get involved in the community or other interests of theirs, etc. There is a natural progression to how people work – it isn’t just always one level of “on” with an upward arc. It is more of a series of waves, where you push and then need some time to recover. That concept is built into the business. We also have the Decision Lens Health and Wellness program that takes 1% of profitability and reinvests that for the employees to use towards gym memberships, sneakers, club teams, fees to enter races. We also place an emphasis on “Experience”-based activities: 2-3 times per year, Decision Lens pays for events that are unique experiences for the employees.

These are things that they otherwise would not be able to do themselves. Past examples include the “Audi Driving Experience” for all employees where we went to Summit Point Raceway for the day for driver training and racing Audis. Recently we went to the Hubble Space Telescope Operations Center at NASA Goddard for an “inside tour” (not available to the public) of how the Hubble is run, meetings and presentations from astronauts and astronomers, etc. Dinner followed. You can feel the excitement of our company merely looking at our colors, office space, web site, products – the company culture is vibrant within and throughout our business. The brand projects a youthful, vibrant organization that is changing how companies make decisions. Our colors are blue and bright orange, and in Washington DC which tends to be very conservative, we really stand out. Most other offices in the area are battleship grey. Our offices are painted with these bright colors, and we have literally had employee candidates walk in, take one look and tell us “I saw the colors and I knew I wanted to work here.” Finally for the sales team, when they hit their quota we actually go out and create a custom “action figure” of that employee, with a completely customized face and custom “in character” clothing. The company we use creates these figures from actual pictures of the employee. It is given as a surprise at a company meeting.

## **Dynaxys**

**Between 50 and 249 employees**

**Hosting, Computer Applications Development**

### **Workplace Excellence Best Practices**

Dynaxys welcomes all employees to participate in our health insurance program, however some employees opt out in favor a plan offered by the employer of their spouse. For these employees, Dynaxys has developed an option of a spending account worth up to \$2,500 to cover deductible and extraneous healthcare costs not covered under the plan of the employer of their spouse. Participating employees appreciate Dynaxys' commitment to both family and health. This year we also initiated an employee recognition program. When an employee accomplishes something extra or is promoted, they are recognized with a poster stated their accomplishment. This poster is presented in the front lobby for all to acknowledge. We also have several fun special events. They include part are not limited to: grill days for employees, holiday celebrations (Thanksgiving potluck, Halloween team building activities and celebrations, Flag Day recognition), monthly birthday celebrations and baby showers for expectant parents. Along with the fun events, Dynaxys places an emphasis on the employee's well being by hosting an annual health fair, healthy cooking demos and financial planning seminars. We have three established committees to assist with several of these events. They are the Fun, Charity and Diversity Committees.

## **Federal Realty Investment Trust**

**Between 50 and 249 employees**

**Real Estate**

### **Workplace Excellence Best Practices**

The culture at Federal Realty combines the energy and excitement of a start-up organization with the stability of a successful operating company. We work in a primarily team oriented environment where our employees share a passion for real estate and a strong motivation to succeed. Federal Realty provides a stimulating environment for employees by providing high levels of motivation, empowerment and recognition. And we work hard to remove any obstacles that hinder creativity. Passion. Team spirit. High energy. Empowerment. These are words that our employees use to describe the environment at Federal Realty. Several of the unique aspects that make Federal a great place to work are: 1. New Hire Orientation Program - structured onboarding and training to introduce new employees to Federal. They begin by receiving an onboarding schedule for their first week, which includes HR policies and procedures and benefits overview, systems training and lunch with their team members. The program is designed to help all employees achieve success in their careers at Federal from the start. 2. LEAD Program - Leadership, Education and Development. The purpose of this program is to develop the future leaders of Federal. Employees are nominated by their department heads. Participants complete several assessments including a 360 assessment, are assigned an internal mentor and an executive coach to help them create a development plan. Many employees have been through the plan since its inception and have been promoted to senior management.

## **FINRA**

**Non-profit and government, larger than 250 employees**  
**Financial Services/Accounting**

### **Workplace Excellence Best Practices**

FINRA is continuously adapting to changes in the workforce to make implement programs and events for our employees. These efforts include, but are not limited to, the ones listed below. 1. Established two mentoring programs. 2. Launched CEO Diversity Dialogues, where our CEO engages in candid conversations about diversity and to gather perspectives from those groups about experiences, challenges, and successes here at FINRA. 3. Continued efforts by our Diversity Leadership Council. 4. Piloted an internal 360 degree evaluation. 5. Increase in manager assimilations. 6. Participation in diversity-related events and recruiting. 7. Workplace campaign efforts. 8. Donation matching for disaster reliefs. 9. Financial education for military members through the Investor Education department.

## **Holy Cross Hospital**

**Non-profit, More than 250 employees**  
**Healthcare**

### **Workplace Excellence Best Practices**

When we look at the year in review, our overarching theme was reaching new heights in excellence. Holy Cross Hospital received the “Top Performer on Key Quality Measures” award from the Joint Commission. We are one of only 405 U.S. hospitals out of a total of 3,099 participating and the only hospital in Maryland to be recognized with this distinction. This type of performance was earned due to the work of our dedicated staff and physicians who provide our patients with the care they expect and deserve. We recognize the importance of patient safety/satisfaction scores and how they relate to employee engagement. A highly engaged workforce produces higher patient satisfaction results; and we are finding ways to connect the dots. Some of our best practices for employee engagement include: Exceptional Contributions towards Patient Satisfaction (ECPS) - We changed our Exceptional Contributions Program that rewards employees for their individual contributions and performance. Our new program, ECPS, is built off that same premise of individual excellence but goes further to require that it measures hospital performance in the critical area of patient satisfaction. The intent is to reward employees for their exceptional contributions with special emphasis on activities that promote our goals of satisfying the expectations of our patients. The pay incentive was increased as well. Resilience Resource Team – Burnout is an epidemic problem for healthcare professionals. We created a Resilience Resource Team that is co-sponsored by executives from Mission Services, Human Resources, Quality and staff from across the organization. The goal is to identify, organize and communicate about existing resources to combat burnout, and to develop new initiatives that increase resilience. The creation of resources will be at the individual, department and organization level, with special focus directed towards front line managers. A Just Culture – We are in the process of implementing A Just Culture methodology.

This methodology supports a learning culture and focuses on proactive management of system design and management of behavioral choices. Our entire leadership team will be trained early spring 2012.

## **Honest Tea**

**Between 50 and 249 employees**

**Food and Beverage**

### **Workplace Excellence Best Practices**

Annual Service Day, Snack Packs, Unlimited Honest Tea products, Don Bosco Cristo Rey HS Interns, Wellness Awards Core Values and Fire In the Belly Awards, Annual Company Meeting that includes Color War, Spot Lunch and Breakfasts (Ice Cream Too), Impromptu Day or 1/2 Day off (Honest Tea has lots of great programs. Their snack packs are hugely popular. The packs are given to sales reps and are filled with healthy snacks and products for the reps to eat on the road instead of fast foods. A unique challenge Honest Tea has to deal with is a core group of employees here in MD and then a lot of folks who are spread out around the country. It's a challenge to provide services and benefits equitably, and they have done a great job with this challenging situation.)

## **Hughes Network Systems**

**More than 250 employees**

**Technology**

### **Workplace Excellence Best Practices**

While our business focuses on our customers and their needs, Hughes focuses on its most important asset – its employees. We strive to make Hughes an enjoyable place to work. By offering health and welfare benefit plans, special functions and activities, and opportunities to grow personally and professionally, we empower Hughes employees to achieve balance in work and life. In 2011 we have enhanced our comprehensive benefits program to include the Healthy Awards Program, WellAware Programs for chronic illnesses, new and improved quality care online tools through our benefits provider, and annual wellness screenings that now include Comprehensive Metabolic Panel and Complete Blood Count screenings at our on-site Wellness Clinic. All at no charge to employees! Additionally, in 2011, Hughes updated our on-site fitness rooms with addition weight machines, purified water systems, and digital entertainment.

## **Human Genome Sciences Inc.**

**Greater than 250 employees**

**Biotechnology**

### **Workplace Excellence Best Practices**

Human Genome Sciences nurtures a culture of challenging and meaningful work characterized by open communication and programs that help employees develop both personally and professionally. We welcome the best talent who assimilate easily into our culture. Aside from



specific skills to perform a job, strong candidates demonstrate passion for his/her work, is honest and has integrity, collaborates and is able to work well with a diverse group of individuals, is committed to the work, is intelligent, curious, flexible, informal and knows how to create an environment where other colleagues want to work and enjoy their work. HGS' mission to place new therapies into the hands of those battling serious disease resonates with all employees, regardless of job function. The company takes special efforts to keep the line of sight from the daily work done at HGS to the patients that we're helping with our drugs. HGS regularly brings in patient advocates, advocacy groups, and key opinion leaders to speak at the all-employee company meetings, Lunch and Learn informal sessions, and other appropriate events. We communicate with employees with precision and transparency so that employees have the information necessary to find creative solutions to make our organization faster, better, and stronger. Our leadership communicates frequently with the employees at our all-employee meetings, the Management Committee Coffees, our CEO company-wide emails, our quarterly company newsletter, and our intranet. HGS celebrates its successes and thanks employees for their contributions. HGS' employee recognition program allows managers, supervisors and peers to reward others for their work with rewards that include movie passes, sporting events tickets, American Express Gift Certificates, and spot bonuses. In addition, HGS shows appreciation and recognition for all employees' hard work through Happy Hour celebrations and event parties, annual performance reviews and rewards, company shut-down between Christmas and New Years, and early outs on Fridays before holiday weekends. HGS is committed to being a partner in the growth and development of all of our employees. We provide a variety of offerings and opportunities in order to promote self-awareness, diversity and learning. For all employees, HGS offers a professional development track, a leadership development track, as well as Live Smart, our health development track. HGS offers unique approaches to encourage a balanced lifestyle. New employees receive 16 days of paid time off in their first year, which increases with length of employment to a maximum of 24 days per year. The Live Smart health and wellness program provides on-site wellness services to create a convenient and affordable way to empower employees to take the first step in improving their own health and wellness. On-site offerings include an on-site gym, group fitness classes, massage therapy, free health screenings, nutrition seminars, and discounted drop-off and pick up dry cleaning, and Weight Watchers® at Work. We believe that it is important for all employees to have a stake in the success of the company. All employees are eligible for a bonus each year and all employees are eligible for an equity (stock) award each year.

## **The Humane Society of the United States**

**Non-profit greater than 250 employees**

**Animal Protection**

### **Workplace Excellence Best Practices**

We enjoy a workforce comprised of individuals who are dedicated to the mission of the organization: celebrating animals, confronting cruelty. We offer everyone opportunities to pursue their passions and encourage their dedication to the field of animal protection. Work/life balance is integral to the goals of the organization and to the welfare of our staff. We

offer a number of unique opportunities that they might not otherwise realize with any other employer. Some examples include: 1. Participation in rallies in Washington DC and other states to promote animal protection; 2. Fundraising events at animal shelters and wildlife sanctuaries; 3. In-house learning opportunities and television screening on topics of interest to include Saving the Serengeti, Animal Planet's captive hunting series, international wildlife protection and trade, nutrition; CPR Training (pets and humans); 4. The opportunity to bring their dog(s) or small pet(s) to work; 5. Office gatherings where staff can show off their talents/interests outside the office (i.e., vegan cooking contests, craft shows, pet photo contests); 6. Free enrollment in Humane Society University.

## **Intec, LLC**

**Small between 1 and 49 employees**

**Government Technology**

### **Workplace Excellence Best Practices**

InTec feels an employee's family is an integral part of what makes a great employee. Upon a new employee starting with InTec, his or her family receives a "welcome aboard" gift basket delivered to their home to make the entire family a part of InTec, not just the employee. On each employee's anniversary date, the InTec president takes that person to lunch to discuss their past year and future goals and aspirations and thanks them for their continued loyalty to InTec. InTec recognizes not only birthdays but also significant life events of our employees, such as engagements, weddings or the birth of a child. If employees are in need of emergency financial assistance, InTec offers a salary advance interest free which they may pay back through non-taxed payroll deductions for up to 12 pay periods. At InTec, we strive to create an environment conducive to professional growth and job enjoyment. InTec hosts social events quarterly which often involve the families and could easily be mistaken for family reunions as our employees come together from multiple job sites. We hold team lunches which senior staff attends to keep employees informed and allow them to talk to our leadership.

We monitor the work environment to identify potential conflicts and issues and work to resolve those early to ensure a good work environment. InTec sponsors a Health and Wellbeing policy in which employees may submit for reimbursement of various expenses related to health and fitness. Employees can be reimbursed for up to \$750/yr. InTec sends out a bi-weekly newsletter to all employees discussing current news within the company as well as reminders to benefits and policies. We often include reminders of benefits such as our

Health and Wellness plan and the proper process to schedule leave and use things such as Comp Time. We also discuss upcoming events and encourage participation amongst all employees. We also have an Employee Intranet site where we publish our Handbook as well as multiple benefits forms, employee roster, event schedules, current InTec news and the Health and Human Services page. We also have a number of educational options/opportunities offered through the company. We partner with two institutions to provide training at no cost to our employees. One is with Esri, a GIS software company, which provides InTec training dollars per year to be given to our employees. GIS is a major part of InTec's business. We are clients of the

Virginia Jobs Investment Program which provides free training to our employees, including various technical instruction as well as Project Management and CMMI. We reimburse employees up to \$5,250/yr for degree programs and/or professional development that are in relation to an employee's current career or realistically attainable career progression. InTec also plans to initiate brown bag lunch training sessions, open to all employees for specialty training. These sessions will introduce employees to topics and certifications at the surface level, so they will know if it's something they'd like to pursue in their career and professional development.

## **IntelliDyne**

**Between 50 and 249 employees**  
**Technology**

### **Workplace Excellence Best Practices**

Health and Welfare: • Major medical • Dental • Vision Retirement • 401(k) with company match Wellness • Monthly health club subsidy • Corporate fitness challenges, biometric screenings, flu shots, and more • Employee assistance program Life and Disability • Company paid basic life and AD&D • Voluntary employee, spouse, and child life insurance • Long term care Leave Benefits • Paid time off • Paid holidays • Paid Military leave • Paid Jury duty • Volunteer time off • Major life event leave • Employee leave donation program Professional Development • Tuition reimbursement • Access to virtual on-demand IT training • Managers Training Program Additional Benefits • Employee referral bonus • Pet discount program • Legal resources • Transportation subsidy Flexible spending account Employee Focus • Employee celebration • Formal employee recognition program • Ice cream social • Employee survey

## **JBS International, Inc.**

**Greater than 250 employees**  
**Consulting/Professional Services**

### **Workplace Excellence Best Practices**

At the heart of the business decisions made by Co-CEOs Gail Bassin and Jerri Shaw is a focus on maintaining and enhancing the strengths-based corporate culture that has been the core of who JBS is since it was founded in 1985. The JBS culture that they created holds each individual in high regard, values each person's contribution, and emphasizes collaboration, teamwork, and relationship building. At every stage of the company's growth, management has been vigilant about maintaining this vision. Policies and programs are conceived, assessed, developed, and implemented according to these guiding factors. Key features of this commitment include our benefits package, performance-based bonuses, years of service and product awards, telecommuting policies, staff and management forums, community involvement, environmental initiatives responsibility, and the annual health and wellness fair. Employee involvement is very important at JBS and we have always used corporate-wide work groups as a way to ensure that employees' voices are heard (the JBS Green Team is one example). Our

Emerging Leaders program, launched in 2011, is designed to identify, nurture, and train the next generation of potential leaders at JBS. Our newly designated Director of Staff Development will identify and implement even more new opportunities for professional growth throughout JBS. The JBS corporate structure and practices reinforce the priority placed on employee engagement. The organizational structure itself is one that supports having decisions reside within each team—instead of them being made at the top. An open-door philosophy is real, and employee engagement is an integral component of the fabric of JBS. In fact, the structure is not presented as a hierarchical pyramid but rather a circle that contains all staff, with the executive and senior leadership at the center, where the goal is for the leadership to draw staff in to decision-making. That way the goal is not to get to the top but to become part of the organization's central driving structure. We continue to examine where we are and what's next — especially in terms of providing a workplace that recognizes and rewards employees' contributions to the company's success. And because we embrace new approaches and perspectives on how best to maintain and continually recreate a workplace that fulfills our early vision, we are using design thinking teams as a way to recast our approach to many of our current operations. In 2011, JBS made a substantial investment to bring a leading innovation firm, IDEO, to broaden the scope of our design thinking work. They trained the full senior leadership team in new approaches to innovation, stimulating more creativity, and building more effective teams. Based on our work with IDEO, we currently have six challenge teams using design thinking to reimagining new approaches to vexing operational issues.

## **KPMG**

**More than 250 employees**

**Consulting and Professional Services Firm**

### **Workplace Excellence Best Practices**

Recognizing employee excellence as part of a high performing culture is paramount to the employee-employer value proposition. As such we take unique approaches throughout the year to recognize what is important to our professionals throughout the year and help build connectivity among our people. Providing movie bundles, popcorn tins, and other treats delivered to the worksite as spot recognition for hard work. Our local action council, coordinate friends and family events at local venues, IMPROV, Wolf Trap, Cox Farms, local Golf clubs, to allow our people unique experiences to take friends and family. KPMG Partners serve up ice cream at our annual ice cream socials. KFit in Motion--provides team experiences and supplemental fees for our people to play softball, flag football, soccer, run in marathons and races, and team together to bike, walk or race there way to a healthier self.

## **LifeWork Strategies**

**Less than 50 employees**

**Employee Assistance and Work Life Benefits**

### **Workplace Excellence Best Practices**

LifeWork Strategies provides a supportive work environment for all of its employees, including those going through life and career transition. We encourage employees to contribute and develop their individual ideas and skills to a variety of special projects. We seek inspiration from our customers, each other and the communities in which we serve.

## **Loiederman Soltesz Associates, Inc.**

**Between 50 and 249 employees**  
**Consulting/Professional Services**

### **Workplace Excellence Best Practices**

Loiederman Soltesz Associates, Inc. concentrates on providing complete support to employees with regard to benefits; building morale and doing our best to make sure employees are satisfied; providing and supporting professional and technical training; and tapping into many resources to recruit and find top employees. From a Human Resources perspective, Loiederman Soltesz Associates, Inc. recognizes that all employees are its clients, and as such, we are focused on providing the best customer service we can when it comes to benefits.

Employees know that if there is a question regarding coverage or an issue regarding any kind of claim, HR will directly contact the appropriate person and deal with the issue to help come to resolution as quickly as possible. As an organization, we are continually looking for ways to increase employee morale. We promote and support spot awards; have periodic employee raffles in which we give away tickets to local sports teams or local events; consistently evaluate our employee benefits package and compare with our competitors; and promote an environment where ideas are encouraged and rewarded. From a training perspective, internally we provide technical training to all employees. We have also established a professional development series that in the past focused on contract administration, project financial management, business development and client services, and are in the process of developing more training. Additionally, we focus on recent issues that are relevant to our business and provide training to employees in important areas such as LEED, Stormwater Management, Sediment Erosion Control and EPA. With regard to recruitment, LSA exhausts all resources to be sure to find the best qualified candidates to join our team, including an internal job posting policy as well as a generous employee referral bonus – we believe that the staff of LSA is a great resource for recruitment of quality applicants.

## **Marriott International**

**Greater than 250 employees**  
**Hospitality**

### **Workplace Excellence Best Practices**

Since Marriott's founding nearly 85 years ago we have been through ups and downs of the economy, but some fundamental things have never changed. First and foremost is our commitment to the philosophy of our founders to "put people first" and "take care of our associates." Marriott is honored to be recognized as a national leader in investing in creative

approaches that support hourly and management associates. Below are just a few examples (in addition to those in our H&W Trailblazer application):

- Annual Associate Appreciation Week – the largest celebration of the year held throughout Marriott. The celebration starts with a letter of appreciation to all associates from Mr. Marriott, along with a brief video. During the week, each property, department and division customizes the celebration for their associates, planning special activities for each day of the week.
- Free 24/7 access to counselors who can assist associates and family members with life issues in the areas of child care, parenting, elder care, financial and legal matters, education, community resources, health and wellness, addictions, relationships, etc.
- myMarriottSchedule.com – an innovative approach to workplace flexibility that enables associates to maximize their hours and hotels to fill shifts during critical business peaks. Hotels post available shifts online then associates search the openings and pick up shifts at any Marriott hotel in their market – a unique component.
- Leave Sharing Donation Program where associates donate unused Paid Time Off (PTO) to help colleagues who have depleted their PTO during times of crisis, such as illness or a family emergency.
- Flex Coupons available to associates in our reservations centers. They can log into an automated system and sign up for time off—in one to three hour increments, a ½ day block, or a full day—either on the “day of” or a future date.
- Friday “Quiet” Work Days from April through September at corporate headquarters. Associates are encouraged to avoid scheduling meetings and conference calls on Fridays, enabling the use of PTO to start summer weekends early.
- Child care and elder care directories and discounts
- Hotel room discounts for associates, family and friends; additional associate discounts at Marriott properties for food & beverage, retail stores, spas, golf equipment and tee times, and vacation packages.
- EPA SmartWay® certified cars available at Marriott headquarters 24/7 through Connect by Hertz program.

## **MCT Federal Credit Union**

**Non-profit and government between 50 and 249 employees**  
**Consumer Retail Banking and Financial Services and Accounting**

### **Workplace Excellence Best Practices**

As a constantly growing and evolving organization, MCT regularly ask the question, "What can we do to improve our workplace?" This is of course with the caveat that whatever improvement we would like to implement, we can afford the time or dollars to implement. This is part of what makes AWE and the community of ideas it brings such a valuable resource for us. Below, we have included some of the highlights that we hope help to show how MCT is constantly striving to be an excellent workplace:

- Our Code of Ethics and Core Values are not just mentioned at hire, but reiterated throughout an employee's time with our organization and exemplified in the way we work.
- Our members (customers) regularly have input and contribute to some key decisions regarding our operations and financial success.
- MCT utilizes various collaborative work teams/committees, where each individual is able to see how their contribution makes a difference to the organization as a whole.
-

This year, we've ramped up our wellness program in addition to other workplace enrichments. - MCT has a very collaborative work environment with internal teams to address various concerns where each person can see how their contribution affects the whole organization. - We regularly host community educational seminars on financial literacy and retirement. - We have a financial literacy program (MCBRE) in local schools where students learn from workplace professionals about various financial topics and the importance of maintaining a healthy credit profile. - While our primary member (customer) relationship is with our adult members, MCT is also building a strong connection to tomorrow with a regular tie through local students. Students are allowed to have savings and checking accounts with us before they are 18. They are also encouraged in understanding the wise use of credit and allowed to build their personal credit with a low-limit student credit card. Through our Inschool Branch (ISB) program, we help students to learn: money handling, how a bank/credit union works, personal financial responsibility, the importance of good credit, the responsibilities of a part-time job, etc.

## **Mental Health Association of Montgomery County**

**Non-profit, between 50 to 249 employees**

**Education**

### **Workplace Excellence Best Practices**

MHA is committed to establishing a unique work environment where our employees' talents are fully utilized and celebrated. At MHA "...our corporate culture is one of mutual respect, caring and the ability to communicate non-judgmentally on matters large and small." (Sharon Friedman, President & CEO). We have found that in addition to formal policies, simple activities have contributed to a culture that embraces employees and creates a more productive workforce. We offer "ribbon awards" to one another at staff meetings, enjoy the annual drawing for a Bahamas trip and take time off to celebrate our birthdays. We facilitate diversity and Mental Health First Aid training and coordinate the Mental Health Crisis Response Team. In addition the agency continually reinvents itself through job design, internal & external feedback mechanisms and program planning. We are proud that even during an economic climate that resulted in reduced public and private funding; MHA not only stood strong but moved forward to introduce progressive, innovative strategies. We identified ways to streamline efficiency through an e-newsletter, improved opportunities for professional learning and supported the environment through the purchase of clean energy. We continued to advocate, not just for our own organization, but for the most vulnerable in our community demonstrating once again that we are closely aligned with the community we serve. MHA is unique because our mission of community involvement and mental health advocacy empowers each employee with the knowledge that each and every day our work really makes a difference.

## **Mid-Atlantic Federal Credit Union**

**Medium between 50 and 250 employees**

**Financial Services/Accounting**

### **Workplace Excellence Best Practices**



We promote physical and mental wellness for our employees and their families. We post wellness newsletters on our Intranet that provide tips on living well and disease prevention. We hold a wellness fair annually where employees learn about a variety of health and wellness resources available here in their own community or send wellness packs to them. Recently we began working with the Alzheimer's Association to educate our employees on brain aging and what they can do to maintain brain health. Through this relationship, employees have also learned of the many resources that Alzheimer's Association provides to care givers.

## **The MITRE Corporation**

**Non-profit, More than 250 employees**

**Technology**

### **Workplace Excellence Best Practices**

Learning is one of the hallmarks of MITRE. The learning environment stems from our commitment to bringing together the best minds and skills from across the organization to solve a problem by providing creative solutions that make a difference. Sixty-five percent of our employees have advanced degrees. MITRE spends over \$7 million per year on internal and external training for employees (not including labor costs), and the average MITRE employee attends about 40-60 hours of internal and external training per year. MITRE offers a wide range of development opportunities, including onsite classes through the MITRE Institute, e-learning courses, books online, tuition assistance for college courses, mentoring programs, lecture series and technical meetings, and our internally-funded MITRE Innovation Program (analogous to a for-profit company, R&D department).

## **Modea**

**Between 50 and 250 employees**

**Advertising**

### **Workplace Excellence Best Practices**

Modea feels that having a great culture inspires great work, so we do our best to provide our employees with special events and programs that combine fun and professionalism in the workplace. The following are just a sample: -Who DAT? training to hone newcomers client services skills, lead by upper level management -Bein' Modean cultural workshop, ensuring that all of our employees understand what it means to work for this company and get an introduction to the various positions -Free Lunch Friday where we come together as a company weekly and eat lunch catered by a local business -Not-So-Casual Friday: Modea is a rather casual work environment, so instead of dressing down on Friday we put on our best professional attire ranging from ties to tuxes -Seasonal parties: Every season our Office Assistant plans fun parties, often themed. For example our Christmas parties have been 80s Prom and "Mad Men" themed in the past. -Birthdays: Every employee gets a company signed birthday card and cake of their choice on their birthday -Flash Fit at 5: Every day at 5 we gather to do a short athletic competition, such as planks, wall sits or can holds, to encourage healthy

living and a break from sitting all day. -ModeaFIT: A group of employees meet several days a week before work to workout together by going on runs, playing flag football or doing P90X. - Health and Wellness Group: This group eats a healthy lunch together once a week to discuss healthy living, challenges and avenues to overcome them. -Modean Photographers: A new initiative, this group is involved in an 8-week course before work for all skill levels of photographers to hone their skills. -Happy Hour: The first Friday every month Modea sponsors a happy hour for all employees and friends at a local restaurant or bar. -Wellness Days: We turn random Free Lunch Fridays into health inspired days, offering a healthy lunch, speaker about fitness and free massages. -Sports teams: Modea sponsors recreational teams in various sports such as basketball, soccer, softball, rugby, flag football and anything that our employees want to organize. -Gym Membership: Every employee gets a free gym membership as well as access to our on site shower. -Group Tickets: Living in a college town there are always sporting events, concerts and outdoor festivals so we often negotiate group rates and attend events together. We also have annual Chili Cook-Off's, Pumpkin Carving Contests, Thanksgiving Potlucks, Secret Santa Exchanges, Pool Parties...etc. Please check out the following links for some amazing footage of what goes on here at Modea: Pumpkin carving: <http://www.facebook.com/media/set/?set=a.452508758398.255165.20317628398&type=3> Chili Cook-Off: <http://www.facebook.com/media/set/?set=a.10150118409028399.299649.20317628398&type=3> Jubilaum, Modea's 5th Bday Party: <http://vimeo.com/2504184>

## **Montgomery College**

**Non-profit, larger than 250 employees**

**Education**

### **Workplace Excellence Best Practices**

Our best practices support our mission to empower students to change their lives and to enrich the life of our community. As members of a teaching community, Montgomery College employees are also empowered to change their lives through personal growth and countless learning opportunities. Professional development is not only abundant within the institution, but it is also supported by funding educational assistance outside of the institution. Our Employees are valued and celebrated for their talents and diversity and are rewarded with generous benefits and work/life balance opportunities.

## **Montgomery County Government**

**Non profit/Government**

**More than 250 employees**

### **Workplace Excellence Best Practices**

In 2011, Montgomery County Government received 18 National Association of County Awards which spotlight national best practices in County government and honors innovative workplace excellence efforts, innovation and partnerships. In 2011, Montgomery County Government honored over 1579 employees with longevity awards for their commitment, dedication and

service to Montgomery County. Montgomery County Government initiated an innovative Rewarding Excellence/Gain Sharing Program to capitalize on the innovative ideas of County employees. Montgomery County government's executive branch undertook a series of systemic changes to improve linguistic access to government services for people with limited English proficiency (LEP). These included intensive work by the LEP Leadership Team, whose leadership and broad-based assessment led to the signing of the Executive Order on Language Access, enhanced and improved staff and management training and organizational communication, a new public Web site on LEP with online tools for searching translated documents and certified bilingual employees, and department specific language access plans and evaluation. Implementation of Transform MCG, a set of initiatives intended to transform the way Montgomery County does business. These initiatives -- Enterprise Resource Planning (ERP), Customer Relationship Management (MC311), and Electronic Timesheets or MCTime have enabled Montgomery County Government to deliver improved responsiveness to customers and improved operational efficiency.

## **MorganFranklin**

**Greater than 250 employees**

**Consulting Professional Services**

### **Workplace Excellence Best Practices**

At MorganFranklin we believe that the key to sustainable growth, success and being socially responsible means enabling the resources of our company to do what's right for our employees, their families, our clients, and our community. We have created a workplace where investing time and energy to make a positive impact on the community, environment, and overall quality of life is encouraged. Many MorganFranklin employees are actively involved in community programs and charitable organizations, serving as volunteers on committees and as board members. MorganFranklin is honored to contribute annually through our corporate and employee matching programs to numerous national and local charitable organizations. This year marks the seventh anniversary of the MorganFranklin Golf Classic benefiting the Wounded Warrior Project (WWP)- the nonprofit organization, which assists men and women of the armed forces who have been severely injured in conflicts around the world. MorganFranklin is proud to have donated \$488,000 to date in cash and in-kind contributions to the WWP. In addition, this year, we are honored to support to new programs... NFTE's (Network for Teaching Entrepreneurship) "Adopt-a-Class" Program which allows our leadership to step into the classroom and interact and inspire young people from low-income communities to find their paths to success. Junior Achievement's "JA In a Day" Program. Through this program our employees volunteer their time in the classroom to educate children using both JA's professionally developed, time-proven curriculum, as well as their own experiences from the professional world. All JA programs focus on the key content areas of entrepreneurship, work readiness, and financial literacy.

## **Near Infinity**

## **Between 50 and 249 employees**

### **Consulting/Professional Services and Technology**

#### **Workplace Excellence Best Practices**

Near Infinity offers several innovative benefits, programs and activities to its employees:

**Training:** The NIC-U training program is one of our most effective and popular benefits. It includes an employee self-managed training budget of \$5,000 and 6 days to take any type of software development training. We encourage our developers to “cross-train” in technologies they don’t use every day in order to expand our corporate resume and maintain a wide range of skills. In addition, the NIC-U program includes a \$500 per-employee book and software allowance, free monthly in-house technical sessions and a bi-annual technical conference. When a new technology is of interest to a large number of NIC developers, we bring top instructors to our site for custom training courses. **Culture:** To maintain our small-company feel as we grow, we hold monthly all employee meetings where we discuss current issues and initiatives within the company as well as cutting-edge technology topics. We include dinner and beer after each meeting, providing an opportunity for employees to chat and meet new members of the company. We give project managers budgets for team lunches and events, host a festive holiday party and summer picnic, and sponsor sports including soccer, volleyball, running and mountain biking. **Work-life balance:** Workplace flexibility is another area where Near Infinity consistently shines. Over 20 percent of our employees work part-time or flex-time schedules, enabling them to care for children or parents, avoid horrific commutes, or transition gradually into retirement.

## **Optimal Networks**

### **Between 1 and 49 employees**

#### **Consulting/Professional Services and Technology**

#### **Workplace Excellence Best Practices**

Optimal’s values drive every operational decision: (1) Tell the Truth (2) Do the Right Thing (3) Everyone Benefits. When combined with their commitment to top-tier service delivery and a unique and sustainable corporate culture, Optimal Networks stands out among competitors in an increasingly competitive field. In addition, they deserve to be recognized for the following: --Friday Breakfasts--every Friday, the COO cooks breakfast for all employees and we gather in the CEO's office to eat and enjoy casual conversation --Thursday bi-annual company meetings--employees are encouraged to discuss ideas, issues, and problems --Open House—annual event during which employees and clients come together to learn about new technologies, eat, drink, and celebrate each other --Bi-annual Spirit Days--Fun activity that builds community followed by goal setting, organizational updates, planning, and more --Human Resources Partner--HRI allows us to offer superior benefits to employees for an organization of our size. --Innovative bonus plan that aligns and incentivizes individual, team, and organizational efforts --Our commitment to a fun and supportive culture and an ethical workplace help us to value and honor each person's individuality and strengths. Members of the Optimal family are Asian, Native American, Hispanic, African American, Democrat, Republican, vegetarian, and carnivore.

## **PRIZIM Inc.**

**Between 1 and 49 employees**

**Consulting/Professional Services and Energy and Government**

### **Workplace Excellence Best Practices**

PRIZIM's unique culture encourages all employees to practice entrepreneurship and work/life balance and in turn has some of the brightest and most hardworking consultants in the environmental field. The firm has continued to experience significant growth in 2011 and has been presented with some exciting opportunities to look ahead to in the coming year. Allowing remote and flexible work locations but also providing a top notch workspace at the Gaithersburg headquarters is valued at PRIZIM. The CEO's generosity and his interest and ability to provide a work environment that works for each individual is what makes PRIZIM stand out and is appreciated by all employees. In addition, below are some of the activities, programs and benefits that have been implemented in 2011 that show Workplace Excellence at PRIZIM: - Formalized new hire orientation program - Formalized and self-directed appraisal process - Outdoor activities and breaks from the office - hiking, fishing, corporate outings, holiday celebrations, etc. - New employee benefits (addition of dependent care and healthcare flexible spending accounts and new dental plan) - Wednesday Lunch & Learn webinars - including free lunches - Volunteering and active participation in local community sustainability projects - Individual charitable donations that are matched by the company - Extensive travel opportunities to the country's National Parks - National Park Service is PRIZIM's biggest client and allows employees to visit and experience many beautiful places while working.

## **PTG International**

**Fewer than 50 employees**

**Training and Evaluators**

### **Workplace Excellence Best Practices**

PTG is a small S-Corp, with a very caring management for all employees and their families as is related to all via health benefits, should the employees opt for such. As in many companies, some employees have their health benefits through their spouse's employer. PTG Has in the last few years of our struggling economy, been extremely generous to all that work here and even to those that left in some way. We are a truly family oriented company who cares for all its workers and their families.

## **QIAGEN**

**More than 250 employees**

**Biotechnology**

### **Workplace Excellence Best Practices**

Our mission statement says that "employees are key to QIAGEN's excellence, success, and value. The company backs this up from health perspective by offering robust health benefit

programs. Additionally, the company makes available our products for employee use. Each employee in the company is able to obtain HPV diagnostic testing (one of our products) at a subsidized rate or at no cost at all regardless of the employee work location around the world. As stated in our mission statement, we are making "improvements in life possible" not only for our customers, but for our employees.

## **Ryan LLC**

**Between 1 and 49 employees**  
**Consulting Professional Services**

### **Workplace Excellence Best Practices**

Ryan continues to enhance the total well-being of its employees. Over the past year Ryan has made great progress with ""myRyan"" our flexible work environment as we strive to create a culture that supports overall employee work-life balance and professional success. In 2011, Ryan agreed to participate in a national workplace flexibility study focused on manager concerns about workplace flexibility that will help us fast-forward as we seek to identify additional opportunities to enhance ""myRyan." As a corporate sponsor of this study hosted by Life Meets Work, the Boston College for Work and Family, and Career/Life Alliance Services, Ryan and many others stand to benefit from the results of this initiative by receiving customized solutions and management training modules to address concerns and overcome resistance. Further efforts to enhance and improve ""myRyan"" include the creation of a ""myRyan"" Benchmark Survey Committee, an internal cross-functional team selected to analyze all ""myRyan"" survey data accumulated over recent years and identify opportunities for improvement. Ryan continues to expand its vibrant global community outreach program, encouraging employees to give time and resources to those in need. So far in 2011, Ryan employees have donated approximately \$88,000, averaging about \$107 per person world-wide to various local and international charities. Ryan employees also continue to donate countless hours to these needy causes. ""myHealth"" Ryan's comprehensive, results-orientated wellness program continues to gain momentum since being implemented last year. Through educational programs, team and individual challenges, wellness activities, and online tools and resources, our ""myHealth"" program offers a comprehensive, engaging, and rewarding approach to health and well-being, including physical health, physical activity, nutrition, and emotional health. To date more than 55% of employees have completed the ""myHealth"" Biometric Screening and Health Assessment, while 69% of U.S. employees earned the \$40/month Premium Stabilization Credit for the 2011 benefit plan year. Approximately 600 employees have signed up for wellness challenges with 71% completing the challenge. Some other key 2011 ""myHealth"" highlights include weekly employee Wednesday Wellness newsletters, various educational sessions on topics ranging from breast cancer to childhood health and safety, three fitness challenges, including a 10,000 Steps challenge in the spring, a Chug-A-Jug challenge in the summer encouraging water consumption, and a Maintain4Life challenge this fall. Throughout 2011, Ryan continued to receive numerous best workplace awards (YTD Ryan has won/achieved 39 awards and certifications) and other forms of external recognition, primarily based on employee survey feedback. Finally earlier this year Ryan celebrated its twentieth

anniversary inviting all our employees and significant others to an all-expenses paid trip to Las Vegas, Nevada. During this three-day event, employees were able to share and participate in Ryan's incredible growth and success. In summary, Ryan continues to do an excellent job of honoring the stewardship it has to care for its clients, its employees, and its community.

## **Sandy Spring Bank**

**More than 250 employees**

**Financial Services/Accounting**

### **Workplace Excellence Best Practices**

In 2011 Sandy Spring Bank offered a unique Health Risk Assessment, known as Know Your Number to all of its employees and their spouses for the 4th year. As a result of this assessment participants receive a personalized health report that they can share with their doctor; they may also be contacted by our Medical Management Company or Employee Assistance Program if certain triggers are met for health risk. SSB pays participants \$20 per pay for completion of this assessment. This program has become a tradition for many employees and they look forward to comparing their numbers to the previous years to see how they have improved. SSB will reimburse employees up to \$200 for goods and services that will improve their business skills and health and wellness. Also, in 2010 SSB offered for the second year a Smoking Cessation Health Reimbursement Account to help employees and their family members quit smoking. Community is one of the core values of Sandy Spring Bank. Employees are encouraged to volunteer at community events either sponsored by or supported by the company or those that they support personally. In 2011 SSB was named #4 on Washington Business Journal's 2011 Book of Lists for the number of employee volunteer hours.

## **SAP, GSS**

**Between 50 and 249 employees**

**Technology**

### **Workplace Excellence Best Practices**

We have offered so many programs: we have pet insurance whereas most companies do not. We all have the latest and greatest iPhone with the smart cards so we can do our work anytime, anywhere. Our 401k is excellent; our vacation is up to 5 weeks off within a given year and you can rollover 5 days from year to year. We have our own Diversity Officer where all she does is makes sure we are known as a diverse company.

Employees can telework at any given time, with management approval. We get to volunteer within our community and we don't have time off in order to do it. It is expected that we be a part of our community and help those less fortunate than us. It is a wonderful company to work for and be a part of.



## **Sapient Government Services**

**More than 250 employees**

**Consulting/Professional Services**

### **Workplace Excellence Best Practices**

Sapient's values-based culture fuels our business strategy, not vice versa. While many organizations point to having company values, we believe (as well as regularly hear from people outside Sapient) that our six Core Values are truly unique, not for what they are but for how we live them. Because without them we would not be the company we are. Sapient's Six Core Values:

- Client-focused Delivery
- Creativity
- Leadership
- Openness
- People Growth
- Relationships

Each office has a dedicated "party" budget for fun and team building at the local level. These funds allow offices to tailor their celebrations to the local preferences. Sapient holds two annual parties – an informal all-family Summer Outing and a formal Holiday event – as well as office connection activities, sports teams, and participation in local philanthropies. Having dedicated funds for local connection helps encourage camaraderie and friendships, which is essential for folks who may travel or work at client sites often. Sapient people attribute our track record of growth, our record-breaking client win rates and our industry leadership and growth to our Core Values. One of the best validations we received that our culture has, in fact, significantly contributed to our continued success was being selected by two major business schools, Harvard and Yale, who have incorporated our model into their business course curriculum for organizational success. This year, Sapient is especially proud of our commitment to community. Through the Sapient Gives Back program, Sapient people have given over 400 hours of their time to local charity organizations through 25 different volunteer activities. We also promoted healthy living and charitable action with our first charity tennis tournament in 2011- and because of its success we are planning the 2nd annual one for 2012. It is our duty to enable human potential around us, and we are proud to rise to that challenge in these tough economic times.

## **Smartronix**

**More than 250 employees**

**Consulting/Technology**

### **Workplace Excellence Best Practices**

Smartronix has evolved the culture of the company that was a shared dream by the three founders and current co-owners to some of the best practices highlighted below: Emphasis on Wellness – we consider ourselves truly "trailblazers" in the area of wellness. Five years ago,

when wellness was being tossed about in business as merely a buzzword, Smartronix focused on the resources, vendors and staff at hand and developed an initial wellness program. Vendor growth in the wellness arena has helped to continue that evolution. From a fiscal standpoint, while we can't offer everything, we are constantly monitoring the vendors and industry to ensure our employees are offered the best and most effective programs available. Just this year we changed our wellness provider to offer a more comprehensive plan with our health provider and improve correlation with assessments and health care. While this was very time consuming and costly from an implementation point of view, we felt it was the best choice for our employees. The little things – there is just nothing like receiving a picture from a new parent with Dad and baby – featuring the personalized pink or blue baby blanket we send. Parents or grandparents often tell us how wonderful this little thing is to them. We want to ensure that while our work is very important, the employee and family are vitally important too. Allowing flexible working arrangements to potentially lessen the stress in their family lives is key. The corporate office has corn hole, ping pong, basketball and volleyball facilities available for employees to break away from the work norm and relax. We believe it fosters a much better physical and mental work environment for us all. Having the owners announce a tenure anniversary on the Public Announcement system or better yet “the ice-cream truck is here and I am buying”, that defines workplace excellence. And then there was the “all company snow ball fight” or Halloween costume potluck lunch which we both later featured in photos on SmartNET. Reaching out to the communities in which our employees work and live to offer assistance in the time of need - that is what Smartronix does. We offered assistance for the communities in Arizona following the wildfires, Japan following the tsunami and earthquake, and the hurricanes in Alabama. Our community outreach programs have touched many people in many locations through employee support efforts. We also encourage employees to invest their own time and effort to make a difference in their community and we often provide a financial matching donation.

## **Social & Scientific Systems, Inc.**

**More than 250 employees**

**Consulting/Professional Services**

### **Workplace Excellence Best Practices**

Leadership Development: At SSS we see leadership development as an ongoing journey. After our leadership development attendees complete our core training program, they are broken up into diverse groups called Mind Trust Groups. These groups meet at least quarterly, so that its members can provide each other with the guidance and support needed to encourage each member to achieve the leadership development goal that each member is working on. We also continued with our Project Management Initiatives as follows. Project Management Initiative: SSS incentivized staff that had project management responsibilities to (1) further develop their project management skills and (2) work towards obtaining a Project Management Professional (PMP) certification. (A PMP certification is the most desirable and marketable internationally recognized credential for project managers—awarded by the Project Management Institute

(PMI).) SSS purchased access to online courses that qualified staff towards meeting the educational requirements of the certification. SSS required that selected individuals complete the first 5 of the 25 course series—and paid for up to 16 hours of training time. All other individuals were encouraged to take the courses on their own time. This “carrot approach” to staff development allowed SSS to strengthen SSS’ project management capabilities while investing in our staff.

## **SRA International**

**More than 250 employees**

**Consulting/Professional Services**

### **Workplace Excellence Best Practices**

SRA aspires to be the world’s best company in everything we do, guided by our unwavering commitment to Honesty and Service®. The company has been grounded in this ethic since being founded in 1978. The direction of SRA, outlined by SRA Founder and current Chairman Ernst Volgenau, was to stand for something greater than a financial success, which is important, but even more important, is to give back to the global community. We strive to be a great place to work for our employees while giving back to our communities. Some programs and initiatives to support our mission -Wounded Warrior Program: Provides a successful transition from military service to the civilian workforce. Our program is open to all qualified veterans as well as their spouses or partners (for those vets unable to work or who paid the ultimate sacrifice). At SRA, every warrior is supported by a network that includes the Wounded Warrior program manager, our Health Advocacy nurse care managers, the individual’s supervisor and an independent mentor from our Veterans Employee Resource Group. -

Employee Resource Groups: Employee Resource Groups are designed to link employees in similar situations where they can leverage their collective experiences to foster an effective network and voice within SRA.

Whether you're a new parent, come from a certain area of the world, or like to be involved in certain types of activities, there are almost certainly others at SRA who share that same facet of your life, and could benefit from being connected. We currently have 8 ERGs: African-American, Asian-Pacific Islanders, Early Career, Latin- American, Lesbian, Gay, Bisexual, and Transgender, Parents, Veterans and Women in Leadership. -Inclusion Council: Provides pathways that enable SRA’s employees to achieve success on all possible levels. We work together to ensure that OneSRA is more than just a marketing approach. Rather, beyond our individual differences, our unique strengths and distinct perspectives come together to create a single SRA that as one achieves more than the sum of the parts. -On the Move...For Good program: This pedometer program is not only for your health, but helpful to the community as well. -Hope for the Pacific: In response to outreach by our partners at Project HOPE, an international humanitarian aid and health education charity, SRA CARES supported their efforts to provide relief and assistance to the victims in Japan. To encourage SRA employees to give, SRA CARES sponsored a fund raising campaign, providing matching funds for any donations made to support the relief efforts. Through this effort, \$73,000 was raised for Hope in the Pacific. -Give an Hour campaign: a

campaign to encourage employees to donate to a charity of their choice (must be 501(c) (3)) via payroll deduction through our Giving Station on the SRA portal.

## **St. Mary's Hospital**

**More than 250 employees**

**Healthcare**

### **Workplace Excellence Best Practices**

Associate-led satisfaction team responsible for cascading communications throughout the organization.

Smoking cessation support programs

Employee Wellness and Health programs

On-site Nurse Practitioner for associate injuries and illnesses

## **Suntiva**

**Between 50 and 249 employees**

**Consulting/Professional Services**

### **Workplace Excellence Best Practices**

Suntiva launched a Wellness Program in January 2011, open to all Suntiva employees to encourage employees to set their own personal, realistic goals to work their way to wellness. This program is fun and free with a self paced structure to accommodate people of all ages and abilities. The mission of the Suntiva Wellness Program is to promote workforce health and productivity by offering accessible and tailored programs that use proven offerings and the latest advances in fitness, nutrition, wellness and health management. As a leading management consulting firm, Suntiva is committed to innovative benefit programs that support employees in achieving their wellness objectives. Suntiva has hired Melissa Dow, a National Academy of Sports Medicine (NASM), certified person trainer and wellness expert, as a dedicated Wellness Coach and leader of the initiative. This multi-faceted program includes employee reimbursement for a wide range of wellness expenses, from gym memberships and equipment to sports leagues, event entry fees, nutrition/diet programs, and other wellness based activities. The program also provides employees with regular wellness information and updates on the latest fitness information, nutrition tips, and health management advice through the company intranet portal.

Suntiva's Wellness Program includes regular competitions and events to encourage participation, and links to the company's corporate giving and charitable donations programs. For Example, one of our recent initiatives called Run to the Sun, grouped employees into teams to log individual Wellness Miles for a wide range of wellness-related activities, from exercise to diet and healthy lifestyle choices. The first team to "reach the sun" through their total wellness miles was able to make a charitable donation to the children-based charity of their choice, consistent with Suntiva's corporate and community-based giving initiatives. The contest encourages employees to work on their own personal goals and as a team to log aerobic and healthy living miles to reach Suntiva's Run to the Sun goal. All participants in the program

received Run to the Sun sport shirts and were also entered to win regular drawings for prizes. The Wellness Program benefits our employees and it benefits the local community through a linkage to our charitable giving initiatives. This dual-purpose program marries support for the community with wellness activities that enhances the employee's health. Suntiva also pays for half of the charity race that employees participate in and will contribute up to \$100 for a donation to a charity that the employee supports. This helps our employees stay active in the community and support local charities that they have a connection with. Suntiva's leadership is truly committed to our motto of Great Minds, Great Hearts, and Great Health!"

## **Sybase, an SAP Company**

**Between 50 and 249 employees**  
**Technology**

### **Workplace Excellence Best Practices**

One of Sybase's competitive strengths has always been the recognized fact that we are a very ethical company with integrity. Because Sybase holds a position of leadership in the industry, we want to ensure our dedication to maintaining the fundamental principles of fairness, honesty and common sense, which are the heart of the company's philosophy, values and corporate standards. Sybase supports a corporate culture of accountability.

Every year, our CEO develops his Measures of Performance goals (MOPs) that are directly tied to the company's growth and business strategy. His MOPs are then cascaded to his executive team, so they can develop MOPs for themselves and their organization. These are then cascaded down to each and every employee of the organization. Our commitment to the well-being of our employees and their family has always been a priority for the company and our CEO. We have employee programs and benefits that are family-oriented, intending to protect and provide longevity to our employees. Our employees appreciate our philosophy of providing benefits and programs that are family-oriented, flexible, engaging, and growing to meet the diverse needs of our employees, personally and professionally. Our HR/employee programs follow the employee life cycle to support our employees as they go through that cycle at Sybase. Below is a sample list of programs we offer to support the engagement, recognition, development and growth of our employees. • Onboarding: From pre-arrival logistics to setting up a mentor for the new hire, we want to make sure the new hire feels welcome and can get quickly acclimated to Sybase, so they feel they made the right choice in joining Sybase. • Benefits: We have an exceptional benefits program that is flexible, industry-competitive and family-oriented, available to all full-time employees on day 1 of their career at Sybase. Our benefits offerings include programs that cover healthcare, income protection, personal finance, work/life and advisory tools. • Compensation: Competitive pay, and corporate incentive bonus programs that are based on company performance and individual performance. • Employee Recognition: Company-wide recognition program for employees and managers to nominate their peers or employees for above-and-beyond efforts. Sybase also offers a Service Award Program that recognizes our employees' length of service with the company at the 2-year, 5-year, 10-year, 15-year, 20-year, and 25-year. • Employee Development: Soft skills training;

product training; sales training; leadership development (Advancing Into Management, Management Development Program, Mini-MBA program and the Executive Leadership Forum); e-Learning (24/7 web-based training); workplace compliance training; 360 feedback program; teambuilding; job rotation programs for engineering staff • Community Relations: We work with community-based nonprofit charitable organizations and local schools to improve the lives of children and low income families by combating hunger and poverty, supporting educational programs, and supporting health research programs. We have strong charitable presence in the local community where we have offices, including our international locations. Communications: We leverage various communication channels to communicate to our employees: company intranet; company e-newsletters; executive e-mails; CEO webcasts: executive meetings with employees; social media; employee surveys.

## **United Educators**

**Between 50 and 249 employees**

**Insurance**

### **Workplace Excellence Best Practices**

UE recognizes that our diverse workforce brings many different interests to UE. For that reason, we offer a wide variety of wellness programs and benefits. Programs address such areas as: P Management Training Social Activities --Oscar Night Party --Back to School Lunch --Halloween Costume Competition Fitness Programs (on site) --Zumba --Yamuna Body Rolling --Pilates --Yoga --Walks with personal trainers Wellness Seminars --Ergonomics --Lunch and Learn (nutrition focus) --Nutrition for Athletes.

## **Vaco, LLC**

**Between 1 and 49 employees**

**Consulting Professional Services**

### **Workplace Excellence Best Practices**

Without denying the current economic state, Vaco Richmond makes it a priority to concentrate on the abilities and hard working drive of our employees. Then however, the question becomes, how do we motivate an office of 20 commission based employees to work even harder? For Vaco, the answer is easy, somewhat of a cliché, but motivating for our crew nonetheless. We work hard to play hard! In recent years, the entire office has participated in competitions where each Vaco division set sales goals. These goals are displayed on a large chart for everyone to see every day. Updated weekly, each division is able to see their progress and for the competitive spirits in the office, they are able to compare other divisions in a race to the finish. Vaco Richmond also believes in promoting a flexible working environment that not only involves increased technology and ample vacation days, but expresses a mindset encouraged for everyone in that workplace. Vaco Richmond exemplifies this state of mind. Providing employees with a unique work environment and unifying coworkers while maintaining a high standard for performance are vital to Vaco's success. With all levels of employees sitting in an open cubicle setting, open communication, equality, and teamwork are

not only encouraged but readily visible every day. Vaco Richmond also believes in the expression of individual passions. In recent years, Vaco Richmond has participated in multiple charity events, supporting illnesses and organizations directly related to individual employees and their families. Vaco Richmond has participated in Alzheimer's Association walks, Comfort Zone Camp, Angel Tree charities, donating shoes to needy children in Mexico, and made efforts towards going green in response to other individual passions. Vaco's growth as a company is directly related to our cohesive office environment. Recognizing the relationship between employee flexibility and success, Vaco Richmond creates an open environment both physically and mentally. A large part of our business is networking through social activities throughout the day. Being present for eight hour workdays may happen in a variety of ways. Whether it involves Glen Miller, Vaco Technology Recruiter, walking and talking to consultants on his headset or client visits from the friendly faces of our staffing team with Starbucks coffee, Vaco gets it done. This is due to the implementation of events and policies that give our employees feelings of independence and entrepreneurship, further embedding a sense of freedom and trust. In addition, Vaco has annual sales incentive trips for all account executives and recruiters. In recent years they have traveled to Las Vegas, Panama, Costa Rica, and Cabo San Lucas! These trips motivate Vaco employees personally as well as reach out to their families. Vaco Richmond takes the extra step in making sure everyone knows their position is valued within the company. Annual training for all employees provides both a working and social outlet, getting everyone oriented with Vaco and other valued employees. Every year, Vaco Richmond employees let their true competitive spirits show in the Innsbrook corporate games. Teamwork, good old fashioned competition, and joking around with one another are all a part of getting to know each other on a personal level. Incorporating a hard working professional environment with the friendships created in extracurricular activities such as this are key characteristics of our company's success.

## **Verizon Wireless**

**More than 250 employees**

**Telecommunications**

### **Workplace Excellence Best Practices**

What makes Verizon Wireless a great place to work? Verizon Wireless has cultivated a workplace where employees value diversity and actively pursue inclusiveness, personal growth and professional excellence, respects and cultivates diversity as well as enable a great employee experience. The value begins with each and every employee. This culture and the many rewards Verizon Wireless provides -- including tuition assistance, training, health, wellness and Industry leading benefits -- make Verizon Wireless an employer of choice. Our long standing career development programs reach all levels of employees ranging from tailored education programs to self paced on line training programs and informal mentoring. Verizon Wireless' mentoring and development programs include Women's Leadership Workshops to help the women in our business with career choices. Verizon has increasingly placed a priority on providing opportunities for women to network together, to increase their knowledge and to build their skills for success in the burgeoning Information Communications Technology (ICT)



industry Our Succession Planning efforts helps diverse employees, sharpen leadership skills as well as identify and achieve career goals. Our Tuition Assistance Program is marketed to encourage our employees to obtain their degrees. To enable them to position themselves for the workforce, whether it is with a career choice with Verizon Wireless or with another employer. The Program pays up to \$8,000 per year for Full time employees and \$4,000 for part time employees Verizon wireless' success depends on all employees staying informed about the challenges and opportunities facing the company, understanding how their work contributes to business success and knowing we have an open door policy so they can express a view or an idea to anyone in the company. . . There are many channels for employees that enable direct and candid communication up and down our organization. The major ones are: • Annual and mid-year performance reviews. • Regular “town hall” meetings and operations reviews led by senior executives and managers. • Quarterly broadcasts conducted by the chairman and the chief operating officer to discuss results and unit performance. The sessions are web-cast across the company. Senior executives conduct companion webcasts each quarter that focus on departmental performance. • Employee opinion surveys, which are conducted every two years, and “Pulse” polls held several times a year. • Balancing Work and Life Verizon Wireless is committed to fostering a culture where we look for ways to provide people with the flexibility and resources to be effective at home. It’s not just about the employee. The employee's family life is a critical part of our success. Our benefits are presented with that in mind. Verizon Wireless provides a variety of flexible work programs—including informal telecommuting and flextime—as appropriate to the demands of our global business environment. To address the special needs of new parents, Verizon Wireless provides a Gradual Return to Work Program for employees returning from childbirth or child Adoption Verizon Wireless reimburses employees for adoption expenses such as legal fees and travel, up to \$10,000 for each child adopted. We provide an employee phone program that offers employees discount not only for themselves but for family members as well. Several discount programs offer employees reduced pricing on cars, insurance, electronic devices, apparel, banking, travel and various home and offices services. To help make paying for college a little easier, the Verizon Foundation’s Scholarship Program provides eligible children of Verizon Wireless employees with the opportunity to receive \$5,000 annually toward college expenses. Each scholarship is renewable for three years and has a total value of \$20,000. Recipients are selected based on financial need, academic achievement and extra-curricular activities Encouraging Safety and Wellness Back up Care assistance for day care and elder care is provided a minimal cost to the employee to support those emergencies that come up when provider care is not available. Our focus on wellness and safety helps employees enjoy a better quality of life and contribute to Verizon Wireless success. Employees who are physically fit and work safely can be more productive. Verizon provided health care benefits of over \$3 billion, covering nearly 800,000 employees, and their dependents. Verizon Wireless emphasis is to empower people to “Be Well and Work Well,” encouraging preventive screenings, early detection, chronic condition management, healthy eating, stop smoking with a premium cost offset of \$600. To encourage employees to be physically active, Verizon Wireless provides on-site Health & Wellness Centers that are available to employees for \$15 per month. In Verizon locations without a wellness center, employees have access to discounted membership at over 2,000 health clubs nationwide. Expectant mothers have access to the Future Moms program, which provides maternity counseling,

health education and benefits management. If a pregnant mom is considered at high-risk, she can work with a primary nurse coach, who is supported by pharmacists, registered dietitians, social workers and medical directors to coordinate the best care for a healthy delivery and post-delivery care. Celebrating Who We Are At Verizon Wireless, diversity means recognizing what we all share in common, embracing differences and promoting an inclusive organization that values a wide range of perspectives. Our diversity enables us to better understand the needs of our customers, suppliers and communities. It's smart business and it's the right thing to do. Verizon Wireless is committed to attracting, developing and retaining a highly qualified, diverse and dedicated workforce. It is our policy to comply fully with all laws, providing equal opportunity to all persons without regard to race, color, religion, gender, sexual orientation, age, national origin, disability, military status, veteran status, marital status, citizenship status or any other protected category under applicable law.. We measure our progress with diversity like any other business objective. Executives are accountable for promoting diversity within their organizations. It is a business imperative but most of all insuring inclusion is at the forefront of our decisions is the right thing to do. Community Outreach Even in an increasingly global world, Verizon's roots are profoundly local. We have a huge stake in fostering safe, stable and sustainable communities, not just because it's good business, but also because we're your neighbors. This impulse to make our communities better places to live is a major driver of how we use our technical, human and financial resources. America's kids, schools and teachers deserve every resource we can offer them. The pressure to do more with less and the sheer pace of technological innovation make it difficult for educators to sort through all of the complexity. This is where Verizon Wireless can make a difference. Our signature education activity is Thinkfinity—an award-winning website of free teaching and learning resources for teachers, students and parents. The resources—which include standards-based lesson plans, videos, online activities and podcasts—are geared for K–12 classrooms and afterschool programs. More than 240 employee volunteers from Verizon's Legal Department participated in the company's Pro Bono Program donating roughly 5,000 hours to help address pressing needs in the areas of education, domestic violence and support for returning veterans. About 20% of the participants participated on more than one project, which ranged from teaching Street Law classes in high schools to representing domestic violence victims in legal proceedings and helping veterans reconnect to the work environment. The program also sponsored several community service endeavors, including two Habitat for Humanity projects, preparing holiday gifts for a homeless shelter and a domestic violence shelter, and working at food banks in Washington, D.C., Nine consecutive years on the 100 Best Companies list for Working Mothers! Verizon Wireless provides such amazing benefits and employment opportunities that it has been named one of the 100 Best Companies for Working Mothers DomesticViolence HopeLine. It's more than an innovative outreach program. Sure, we collect used cell phones and distribute them to victims of domestic violence and their families. But we also support local and national organizations that focus on education, prevention and victim empowerment. Since 2001, we've distributed more than 76,000 HopeLine phones and we have made a difference in someone's life HopeLine is Exclusive – HopeLine was created by Verizon Wireless more than a decade ago to make a positive difference in the community in the areas of domestic violence awareness, prevention and victim assistance. 2. Good Option For Old Phones – HopeLine is a way for customers to help domestic violence victims and the environment at the same time. When

customers upgrade to a new phone, let them know that we offer a simple way to dispose of their old phones and help keep them out of landfills. 3. How it Works – Customers donate their old phones, batteries and accessories in any condition from any service provider by dropping them in the HopeLine bins at our Communications Stores or by mailing them using a postage-paid label from our Web site at [www.verizonwireless.com/hopelinemailinglabel](http://www.verizonwireless.com/hopelinemailinglabel). 4. Destination of Donated Phones – In 2009 we selected CMB Wireless as our new recycling vendor. When HopeLine receives old phones we send them to CMB Wireless for processing. Unsalvageable phones are disposed of in an environmentally sound way in accordance with strict Environmental Protection Agency (EPA) guidelines. The remaining phones are cleared of data, refurbished and sold for re-use. 5. Security is Not an Issue – CMB Wireless scrubs refurbished phones of all personal data prior to distributing them for re-use. However, we suggest that customers remove contact lists and personal data, as well as make sure they disconnect the number before donating their phones. 6. How HopeLine Helps Domestic Violence Victims – We use the proceeds generated from the donated phones to provide cash grants to non-profit organizations and to provide other wireless phones with service and minutes to survivors to help them rebuild their lives. 7. Donated Phones May Be Lifelines – Survivors of domestic violence use wireless phones as a vital link to emergency or support services in a time of crisis or as a reliable, safe connection to employers, family and friends. 8. We Are Making a Difference – Since HopeLine's national phone recycling and re-use program launched in 2001, we've: Collected more than 6 million phones. Verizon awarded nearly \$7 million in cash grants to domestic violence agencies and organizations throughout the country. Verizon distributed more than 76,000 phones with more than 228 million minutes of free wireless service to be used by victims of domestic violence. 9. It's Good For the Environment Too – Through HopeLine's recycling efforts we've kept more than 200 tons of electronics waste and batteries out of landfills and properly disposed of more than 1 million phones in an environmentally sound way. 10. #HOPE for Help – #HOPE is a service available across our nationwide wireless network. By dialing #4673 then send from any Verizon Wireless phone, callers are connected directly to the National Domestic Violence Hotline, for confidential help they need through empowerment-based crisis intervention, information and resources. The call is toll and airtime free. The hotline can also be reached by dialing 1-800-799-SAFE (7233) We're lucky. Being the most reliable wireless network makes us more than an industry leader. It gives us the power to make a real difference to the communities we serve. And we do. Through the Verizon Foundation – the philanthropic arm of Verizon – we support nonprofit organizations and initiatives throughout the U.S. We've got the force of our technology. The success of our company. And over 86,000 talented team members. So we're proud to share our strength with our communities through assistance, education, and opportunities for personal growth. We're a team of ambitious, driven individuals who bring as much commitment and caring to the world as we do to our work so that we can make a difference together!

## **Washington Real Estate Investment Trust**

**More than 250 employees**

**Real Estate**

### **Workplace Excellence Best Practices**

The first 50 years that WRIT has been in business have provided a strong and stable foundation for our success. We have learned that we cannot rest on our laurels, and we must constantly seek to raise the bar, because good is the enemy of great. The following core values reflect what is truly important to our organization and are rooted in our culture: Dedication and Respect: We strongly believe if we focus on our customers, all else will follow. Integrity and Ethics: We continuously pursue distinguished financial performance through open and ethical business practices. Excellence and Commitment: We strive to always make a difference in our communities and work place – through our innovative and strategic thinking, community service programs and respect for the environment. Collaboration and Passion: We create value and synergy through local real estate expertise and the teamwork of our dedicated employees – who are our greatest asset. For our next 50 years, we shall diligently continue our quest for excellence and our focus on these core values. We are committed to our employees, our shareholders, our tenants and our local community. We are WRIT – We are Washington!

## **Wiser Together**

**Between 1 and 50 employees**  
**Healthcare**

### **Workplace Excellence Best Practices**

All employees are eligible for our Sabbatical program. Sabbatical is a month off with paid base salary after 5 years of continuous service. Sabbatical time can be used in addition to eligible PTO.

## **YRCI**

**More than 250 employees**  
**Consulting Professional Services**

### **Workplace Excellence Best Practices**

The most unique aspect of our workplace excellence culture is the effort that we expend in building such a culture relative to our business competition. Our competitive market is characterized by companies that give minimal benefits, employ large numbers of subcontractors on 1099 status and provide very basic HR functions. Since its founding in 2001, YRCI has sought to provide a workplace environment that provides our "W-2 employees" with the full range of corporate benefits, programs and services that they might expect to find at small-to-medium size company in the Greater Washington DC area. Our low turnover compared to our industry, the extremely high percentage of employees who return to us for repeat assignments, and anecdotal data from returning employees indicates that we stand-out compared to our competitors. Many of our employees have stated that they would rather come to work on an assignment for us, even for a slightly lower salary, than go to one of our competitors. This is the first year YRCI has implemented a Mid-Year Benefit Refresher webinar

for participants and family members to ensure employees take full advantage of these types of benefits.