



Our Core Values

We are called to apply our God-given talents and experience to the creation and refinement of successful senior living communities in which we, ourselves, would envision living.

Respect Our respect for one another motivates us to fully value and foster the dignity and individuality of each resident, family member and staff caregiver.

Attentiveness We focus our energy and our efforts on our residents and their families. Their needs and expectations determine the services we provide. Their social, emotional and physical well-being inspire all we do.

Integrity We commit to doing the right things for the right reasons, whether or not anyone will know.

Stewardship We work to be good stewards of our own and our residents' resources by exercising a thoughtful and responsible use of the time, skills, materials and finances over which we have been entrusted.

Excellence is surpassing the ordinary and becoming exceptional. We strive to continually exceed our customers' expectations with outstanding service.



As HRA associates, we understand that our mission is at the core of everything we do and every interaction we have with team members, residents and families.

We realize our mission through SERVANT Leadership. SERVANT Leadership is a way of life at HRA that ignites the passions of others, allowing individual potential to become part of the greater good. In using all our gifts and talents to serve others, we are empowered for the betterment of seniors in our communities.

We believe that peer mentorship, recognition and appreciation drive operational and financial results higher than organizations without a culture of recognizing excellence. So as a team, we have created a blueprint for success and recognition within, and outside, of HRA.

Our recognition program has three levels: monthly, quarterly, and annual awards.

Let's continue on the path to which we are called and celebrate senior living!

Sincerely,

Dan Holloway, VP of Human Resources

Servant Leadership

Serving a greater purpose than yourself

Enriching lives

Recognizing contributions

Visualizing and communicating excellence as the expectation

Applying God-given talents

Nurturing partnerships

Training to ensure competence

Monthly Awards



Name of Award: Core Value Recognition Award

Who is eligible: All community associates on a monthly basis

Criteria: Modeling of HRA's Core Values of Respect, Attentiveness, Integrity, Stewardship, and Excellence

Nominated by: Executive Directors and department heads in weekly ED report

Selected by: Regional Leadership Team

Quarterly Awards



Name of Award: Servant Leadership Award

Who is eligible: All community associates on a quarterly basis

Criteria: Modeling of HRA's SERVANT Leadership model

Nominated by: Executive Directors and Regional Leadership Team

Selected by: HRA Executive Team

Annual Awards



Name of Award: Outstanding Coach

Who is eligible: Department Directors. Limited to five company-wide.

Criteria: Should be presented to the “Coach” (Leader) who has done the most outstanding job of working with the talents he/she has at his/her disposal.

Consider:

1. Devotion to developing and training associates
2. Commitment to best-in-industry workforce
3. Motivating associates and fostering teamwork
4. Low turnover rate

Nominated by: Anyone

Name of Award: Most Valuable Player

Who is eligible: Non-managers only. Limited to five company-wide. One per community.

Criteria: This award should be presented to individuals who give 100% effort in every aspect of the job, and are recognized, credible, and accessible individuals. They should also:

1. Exhibit company core values with internal and external customers
2. Be devoted to company and/or community goals
3. Focus on quality and excellence

Nominated by: Corporate Executives and Executive Directors

Name of Award: Key To Excellence

Who is eligible: Anyone. Limited to five company-wide.

Criteria: Reserved for those whose achievement, attitude, dedication, enthusiasm and team spirit exemplify the spirit of HRA and commitment to our core values. This award takes into consideration:

1. Ability to exceed resident (customer) expectations
2. Willingness to exceed job requirements regularly

Nominated by: Corporate Executives and Executive Directors

YEARLY AWARDS CONTINUED

Name of Award: Exceptional Team

Who is eligible: Any team. Limited to five company-wide.

Criteria: Award should be given for exceptional performance which exceeds the normal requirements of the team.

1. Improvements developed
2. Resident impact
3. Exemplifying core values through teamwork

Nominated by: Anyone

Name of Award: HRA Humanitarian Award

Who is eligible: Anyone. Limited to two company-wide. One nomination per community.

Criteria: Community involvement. This award is presented to an individual who has demonstrated exceptional patriotism, generosity, and selfless dedication to the people or organizations of their community.

Nominated by: Anyone

Name of Award: Community of the Year

Who is eligible: Any community. Limited to one company-wide.

Criteria: This award will be presented to the most successful community in the company, as it relates to:

1. Census
2. Profitability
3. Associate Survey
4. Resident Survey
5. Turnover

Nominated by: Home Office

Name of Award: Most Improved Community

Who is eligible: Any community. Limited to one company-wide.

Criteria: This award will be presented to the most improved community in the company, as it relates to:

1. Census
2. Profitability
3. Associate Survey
4. Resident Survey
5. Turnover

Nominated by: Home Office

Name of Award: Most Profitable Community

Who is eligible: Any community. Limited to one company-wide.

Criteria: Overall net profitability

Nominated by: Home Office

Name of Award: Best Customer Service

Who is eligible: Any community. Limited to one company-wide.

Criteria: The residents of our communities, and what they think about us, is what we cherish most. This award will be presented to the community that has the highest Resident Survey scores.

Nominated by: Home Office

Name of Award: Sales: Most Move-Ins

Who is eligible: Sales Director or Team. Limited to one company-wide.

Criteria: This award is reserved for the sales agent with the highest number of move-ins with a residency of greater than thirty days.

Nominated by: Home Office

Name of Award: Sales: Most Move-Ins (net)

Who is eligible: Sales Director or Team. Limited to one company-wide.

Criteria: The sales agent with the highest number of move-ins (net), will receive this award. Net will be determined by subtracting move-outs from move-ins (excluding deaths).

Nominated by: Home Office

Name of Award: Sales: Most Move-Ins (highest \$ volume/month)

Who is eligible: Sales Director or Team. Limited to one company-wide.

Criteria: This award will be presented to the sales director or team that produces the most sales dollars in a given month. This award will be driven by:

1. Highest profitability per move-in

Nominated by: Home Office

Name of Award: Sales: Rookie of the Year

Who is eligible: Sales Director or Assistant. Limited to one company-wide.

Criteria: This award is reserved for those sales directors with less than eighteen months service with the company and will be determined by:

1. Most move-ins
2. Number of paid deposits on waiting list

Nominated by: Home Office

Name of Award: Sales: Director of the Year

Who is eligible: Limited to one company-wide.

Criteria: The award was designed to recognize the top sales director while taking into consideration all facets of the sales process.

1. Move-ins
2. Highest profitability per move-in
3. Tour to ratio move-in
4. High number of tours
5. Number of paid deposits on waiting list

Nominated by: Home Office

YEARLY AWARDS CONTINUED

Name of Award: Sales: Team of the Year

Who is eligible: Limited to one company-wide.

Criteria: The award was designed to recognize the top sales team while taking into consideration all facets of the sales process.

1. Move-ins
2. Highest profitability per move-in
3. Highest number of tours
4. Number of paid deposits on waiting list

Nominated by: Home Office

Name of Award: Family Partnership Volunteer of the Year

Who is eligible: Limited to one community.

Criteria: Our Family Partnership volunteers play a great role in our community success. This award should be used to recognize the individual who has made the greatest impact in a given year.

Nominated by: Executive Director

Celebrating Senior Living!





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