



BOARD OF DIRECTORS

Agenda Item 7

Administrative Committee
Chairman Malcolm Young

July 10, 2013

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Louisiana Housing Corporation

July 8, 2013

ADMINISTRATIVE COMMITTEE MEETING

AGENDA

Notice is hereby given of a regular meeting of the Administrative Committee to be held on Wednesday, July 10, 2013 @ 9:00 A.M., Louisiana Housing Corporation Building, Committee Room 2, located at 2415 Quail Drive, Baton Rouge, Louisiana, by order of the Chairman.

1. Call to Order and Roll Call.
2. Approval of the **Minutes of the June 12, 2013 Committee Meeting**.
3. A resolution **prohibiting the Louisiana Housing Corporation from video streaming meetings of the Louisiana Housing Corporation Board of Directors** and further prohibiting purchase of equipment and technology for that purpose; and providing for other matters in connection therewith.
4. A resolution **transitioning the total operation of the Permanent Supportive Housing (PSH) Project Based Voucher Program to the Louisiana Housing Corporation**; and providing for other matters in connection therewith.
5. Resolution appointing one member of nonprofit housing development organizations **to the Housing and Transportation Planning and Coordinating Commission/Louisiana Interagency Council on Homelessness**; and providing for other matters in connection therewith.
WITHDRAWN
6. Discussion regarding **Employee Development Plan**; and providing for other matters in connection therewith.
7. Other Business.
8. Adjournment.


Frederick Tombar, III
Executive Director

If you require special services or accommodations, please contact Board Coordinator and Secretary Barry E. Brooks at (225) 763 8773, or via email bbrooks@lhc.la.gov.

Pursuant to the provisions of LSA-R.S. 42:16, upon two-thirds vote of the members present, the Board of Directors of the Louisiana Housing Corporation may choose to enter executive session, and by this notice, the Board reserves its right to go into executive session, as provided by law.

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**Administrative Committee Meeting Minutes
Wednesday, June 12, 2013
2415 Quail Drive
Committee Room 2
Baton Rouge, LA 70808
9:30 a.m.**

Committee Members Present

Chairman Malcolm Young
Mayson H. Foster

Committee Members Absent

Treasurer John Kennedy
Dr. Daryl Burckel
Ellen Lee

Board Members Present

Guy Williams
Willie Spears

Board Members Absent

Larry Ferdinand
Michael Airhart
Matthew Ritchie

Staff Present

Jessica Guinn
Keith Cunningham
Brenda Evans
Nicole Sweazy
Brad Sweazy
Don Hutchinson
Anita Tillman
Jeff DeGraff
Terry Holden
Collette Mathis
Taryn Miceli
Rene' Landry
Loretta Wallace
Janel Young

Others Present

Stephen Favorite, SRF Group
Carliss Knesel, Whitney Bank
Erick Ranta, Whitney Bank
Charlotte Bourgeois, LAAHP
Marla Newman, Louisiana Housing Alliance
Charles Tate
Wayne Neveu, Foley & Judell

Minutes

Call to Order and Roll Call. The Administrative Committee Meeting was called to order by Chairman Malcolm Young at 9:33 a.m. The roll was called by Ms. Rebekah Ward and a quorum was established.

Approval of Minutes. On a motion by Mr. Mayson Foster which was seconded by Mr. Willie Spears, the minutes of the May 8, 2013 meeting were approved without correction.

Action Items.

- *A resolution approving LHC Fiscal Year 2014 Operating Budget; and providing for other matters in connection therewith. Staff recommends approval.*

Chairman Young introduced the resolution and called for a motion to recommend the resolution favorably to the Full Board. Mr. Foster clarified that there were no additional comments or recommendations on the budget. On a motion by Mr. Foster, which was seconded by Mr. Guy Williams, the motion passed unanimously.

- *A resolution appointing Martha Kegel of UNITY of Greater New Orleans to serve on the Housing and Transportation Planning and Coordinating Commission as one of the two appointees made by the Louisiana Housing Corporation from a nonprofit housing development organization; and providing for other matters in connection therewith.*

Mr. Keith Cunningham, Executive Counsel, introduced the resolution, stating that the Louisiana Housing Corporation selected two appointees from the nonprofit sector, Martha Kegel of UNITY Greater New Orleans and Eric Gammons of Lafayette Catholic Charities Service Center. Mr. Foster inquired how the appointees were selected. Mr. Cunningham explained that the individuals were very active with the prior Interagency Council on Homelessness and that LHC sought to include them on the new commission in an effort to allow them to continue the work that they had already begun as it relates to homelessness. Marla Newman of the Louisiana Housing Alliance requested that appointees' qualifications be reconsidered to include Community Housing Development Organizations (CHDOs) and also requested that adequate geographical representation be a consideration for appointments. Discussion followed on the qualifications of current appointees. Mr. Brad Sweazy, Chief Operations Officer, proposed that selection criteria be drafted and presented to the Board with suggested appointments at July Committee meeting.

Mr. Williams moved for approval of the resolution. The motion died for lack of a second. Mr. Foster then moved for reconsideration of the previous motion to approve the resolution. The motion for reconsideration was seconded by Mr. Spears, and was passed unanimously. Mr. Foster

then moved to amend the previous resolution to appoint Martha Kegel and one individual to be named in the future, which was seconded by Mr. Spears. The amended motion passed unanimously.

- *A resolution approving amendments of the Cooperative Endeavor Agreements (“CEAs”) for the Nonprofit Rebuilding Pilot Program (“NRPP”) and Plaquemines Parish Nonprofit Rebuilding Pilot Program (“PNRPP”); and providing for other matters in connection therewith. Staff recommends approval.*

Chairman Young introduced the resolution, deferring to Mr. Cunningham for further explanation. He stated that the resolution allows LHC to work with the Office of Community Development to create new programs with NRPP and PNRPP funds. Any new programs will be presented to the Board for final approval prior to being implemented. Chairman Young moved to present the resolution favorably to the full Board, which was seconded by Mr. Spears. The motion passed unanimously.

- *A resolution to provide for the exploration and implementation of a Shared Human Resource System with the Division of Administration to provide access to a variety of employee information and services for employees of LHC; and providing for other matters in connection therewith.*

Chairman Young introduced the resolution, providing clarification that this movement would share staff services and expertise with the Division of Administration without the LHC losing any autonomy. Mr. Foster commented further, referring to his discussions with Division of Administration staff and that this is an effort to save money in several state agencies, enabling the LHC to have a better working relationship with the State and Civil Service. Mr. Foster moved to present the resolution favorably to the full Board, which was seconded by Mr. Spears. The motion passed unanimously.

Other Business. Mr. Williams returned to the discussion of the budget and requested that the \$50,000.00 line item allocated to video streaming technology be reconsidered. Discussion ensued on potential drawbacks to recording and/or streaming video of Board Meetings. Mr. Sweazy indicated that progress on streaming technology would be halted until further direction from the Board. Ms. Newman and Mr. Charles Tate offered comment in favor of recording/streaming Board Meetings. Chairman Young suggested that a resolution be added to the July Administrative Committee agenda regarding the expenditure of funds on video streaming equipment and technology. Chairman Young also stated that the LHC Strategic Plan will be reviewed by Board Members and submitted for approval at the July Administrative Committee.

Adjournment. There being no further business to discuss, Chairman Young called for adjournment, On a motion presented by Mr. Spears, seconded by Mr. Foster, the meeting adjourned at 10:06 a.m.

Committee Secretary, Rebekah Ward

LOUISIANA HOUSING CORPORATION

The following resolution was offered by Director _____ and seconded by Director _____:

RESOLUTION

A resolution prohibiting the Louisiana Housing Corporation (“LHC” or “Corporation”) from video streaming meetings of the Louisiana Housing Corporation Board of Directors (the “Board”) and further prohibiting purchase of equipment and technology for that purpose and providing for other matters in connection therewith.

WHEREAS, the LHC was created by and pursuant to the Louisiana Housing Corporation Act contained in Chapter 3-G of the Louisiana Revised Statutes of 1950, as amended (R.S. 40:600.86 through R.S. 40:600.111); and

WHEREAS, the LHC, as authorized by the State of Louisiana, shall have the powers necessary or convenient to carry out and effectuate the purpose and provisions of Louisiana Housing Corporation Act; and

WHEREAS, the LHC conducts all meetings in accordance with State of Louisiana Public Meetings Laws (R.S. 40:600.90F).

BE IT RESOLVED by the Board, acting as the governing authority of said Corporation:

SECTION 1. The LHC is hereby prohibited from video streaming all regularly scheduled LHC Board Meetings.

SECTION 2. The LHC staff and counsel is hereby authorized, empowered, and directed the ability as may be necessary to create, change, amend, and revise any existing documents and/or commitments the terms of which are to be consistent with the provisions of this resolution.

SECTION 3. The Chairman, Vice Chairman, and the Secretary of the Board as well as the Executive Director of the LHC are hereby authorized, empowered, and directed to execute any forms and/or documents required to be executed on behalf of and in the name of the LHC the terms of which are to be consistent with the provisions of this resolution.

This resolution having been submitted to a vote, the vote thereon was as follows:

YEAS:

ABSTAIN:

NAYS:

ABSENT:

And the resolution was declared adopted on this, the 10th day of July, 2013.

Chairman

Secretary

STATE OF LOUISIANA

PARISH OF EAST BATON ROUGE

I, the undersigned Secretary of the Board of Directors of the Louisiana Housing Corporation (the “Board”), do hereby certify that the foregoing two (2) pages constitute a true and correct copy of a resolution adopted by said Board on July 10, 2013, entitled: “A resolution prohibiting the Louisiana Housing Corporation (“LHC” or “Corporation”) from video streaming meetings of the Louisiana Housing Corporation Board of Directors (the “Board”) and further prohibiting purchase of equipment and technology for that purpose and providing for other matters in connection therewith.”

IN FAITH WHEREOF, witness my official signature and the impress of the official seal of the Corporation on this, the 10th day of July 2013.

Secretary

(SEAL)

LOUISIANA HOUSING CORPORATION

The following motion was offered by _____ and seconded by _____ :

RESOLUTION

A resolution authorizing the transition of the total operation of the Permanent Supportive Housing (“PSH”) Project Based Voucher Program to the Louisiana Housing Corporation (the “Corporation”); and providing for other matters in connection therewith.

WHEREAS, the Louisiana Housing Corporation (the “Corporation”) was created as a public body corporate and politic and an instrumentality of the State of Louisiana (the “State”) pursuant to Act 408 of the 2011 Louisiana Legislature, contained in Chapter 3-G of Title 40 of the Louisiana Revised Statutes of 1950, as amended and codified as Louisiana Revised Statute §40:600.86 through 600.11 (the "LHC Act"); and

WHEREAS, R.S. 40:600.91(26) directs that the Corporation administer or manage disaster recovery programs funded by the Department Of Housing and Urban Development (HUD); and

WHEREAS, R.S. 40:600.91(26) directs that the Homelessness Prevention Program formerly administered by the Department of Children and Family Services be transferred to the Corporation; and

WHEREAS, R.S. 40:600.91(27) directs that the Corporation shall have powers necessary to access any and all federal funding related to housing; and

WHEREAS, the Permanent Supportive Housing (“PSH”) Project Based Voucher Program and the Homelessness Prevention Programs are presently administered in part by the LHC through the Louisiana Housing Authority (“LHA”) and involve the use of Community Development Block Grant (“CDBG”) and other federal dollars to accomplish their missions and goals; and

WHEREAS, the PSH program has faced budget cuts which include reductions in the administrative fee available to the Corporation; and

WHEREAS, it has been determined that operation of the PSH program can be accomplished within the decreased proration of the administrative fee, if the entire program operation is brought in house.

NOW THEREFORE, BE IT RESOLVED by the Board of Directors of the Louisiana Housing Corporation (the “Board”), acting as the governing authority of said Corporation:

SECTION 1. The Board hereby authorizes the transition of the total operation of the Permanent Supportive Housing (“PSH”) Project Based Voucher Program to the Louisiana Housing Corporation.

SECTION 2. The transition of the PSH program will be accomplished within the guidelines set forth in the Transition Overview, attached to this Resolution as Exhibit A.

SECTION 3. The Chairman, Executive Director, Counsel and staff are hereby authorized, empowered, and directed to execute any forms and/or documents required to be executed on behalf of and in the name of the Corporation the terms of which are to be consistent with the provisions of this resolution and the transition overview.

This motion having been submitted to a vote, the vote thereon was as follows:

YEAS:

NAYS:

ABSENT:

And the motion was declared adopted on this, the 10th day of July, 2013.

Chairman

Secretary

STATE OF LOUISIANA
PARISH OF EAST BATON ROUGE

I, the undersigned Secretary of the Board of Directors of the Louisiana Housing Corporation (the "Corporation"), do hereby certify that the foregoing two (2) pages constitute a true and correct copy of a resolution adopted by said Board of Directors on June 12, 2013, entitled: "A resolution authorizing the transition of the total operation of the Permanent Supportive Housing ("PSH") Project Based Voucher Program to the Louisiana Housing Corporation (the "Corporation"); and providing for other matters in connection therewith."

IN FAITH WHEREOF, witness my official signature and the impress of the official seal of the Corporation on this, the 10th day of July, 2013.

Secretary

(SEAL)

SUMMARY

Since its inception in 2009, the Louisiana Housing Authority (LHA) has contracted with Quadel to administer the day-to-day operations of the Permanent Supportive Housing (PSH) Project-based Voucher (PBV) Program. Initially, the LHA did not have the experience or capacity to independently start-up and implement a new program of this magnitude and Quadel was selected through a Request for Proposal (RFP) process. The current arrangement has been very beneficial to the LHA; however, the LHA now has significant experience with the PBV program and is in a position to manage the program directly by moving it completely in-house.

A study conducted by Cohn Reznick, at the request of the Louisiana Housing Corporation (LHC), indicates that by bringing the day-to-day operations of the PBV Program 100% in-house, the LHA could achieve savings of nearly \$800,000 over the remaining term of the Quadel contract (ends April 30, 2015).

This year, the PBV Program has faced some budget cuts including a decreased proration of the Administrative Fee. Moving the program in-house will allow the LHA more flexibility to adjust to these types of challenges going forward and will allow us to make any changes necessary to compensate for fluctuations in funding, while retaining the expertise and workforce necessary to continue to successfully deliver the PBV Program to our most vulnerable population.

The transition from Quadel to LHA will take six months, beginning in June 2013, and all transition activities must be completed by December 1, 2013.

IS THERE A YEARLY ALLOCATION FOR THE PBV PROGRAM?

No, there is no yearly allocation for the PBV Program. The PBV budget is based on the number of units that the LHA has leased up (under contract, occupied, rent being paid) on the first of every month. Eventually, the program will plateau with an even 2,000 units, but as we are still ramping up, the number of units leased every month varies.

HOW IS THE ADMIN RATE DETERMINED?

The PBV admin rate changes every year. The rate is based on what HUD determines it can afford based on the total Section 8 budget. Here is how it works:

	Step 1	Step 2	Step 3
Admin Percentage Process	HUD posts a rate for each HA	LHA requests a higher rate*	HUD informs all HAs of approved pro-rated rate
Year 2013 LHA Rates	HUD posted a rate of \$66.64/mo for first 600 units and \$62.19 for the remaining units under lease	The LHA requested a rate of \$93.14 (our approved rate in 2012 was \$80.66).	HUD has not yet approved the requested higher rate, but we do know that the proration percentage is 69% of whatever they approve.

* The approval is based on the uniqueness of the program and the actual operating budget.

NOTE: In 2009 and 2010, the approved rate before proration was \$75 and in 2011 it was \$84.12.

FTEs & COST SAVINGS

Comparison of Operating Expenses over the Remainder of the Contract (17 months)	
Current Operating Costs (Quadel \$1,847,438 + State Expenses \$358,416)	\$2,205,854
Proposed Operating Costs (LHA/LHC administers program in-house)	\$1,103,932
TOTAL OPERATING COSTS SAVINGS OVER THE REMAINDER OF THE CONTRACT	\$1,101,922

Currently Quadel operates the PBV Program with a team of 12 employees. Bringing the contract in-house will allow LHA to reduce costs significantly by administering the program with only 8 FTEs, which includes the hiring of several critical members of Quadel's team.

The total increase of LHA staff as a result of bringing this program in-house will be 8 FTEs to the LHC, but will result in a cost-savings to the Corporation (see table below).

The following items will be reduced or eliminated over the remaining contract period (17 months) as a result of the transition and represent a portion of the total operating costs savings:

Line Item	Reduced or Eliminated	Amount
Direct Cost – rent	Reduced	\$ 68,000.00
Direct Cost – travel	Reduced	\$ 35,513.00
Direct Cost – network hosting	Eliminated	\$ 36,754.00
Direct Cost – temporary help	Eliminated	\$ 25,075.00
Direct Cost – professional fees	Eliminated	\$ 10,625.00
Direct Cost – liability insurance	Eliminated	\$ 21,420.00
Direct Cost - Management Support	Eliminated	\$108,188.00
Direct Cost – Management Fee	Eliminated	\$358,411.00
Labor – IT/Waiting List Specialist	Eliminated	\$ 89,896.00
		\$753,882.00

PBV PROGRAM ANNUAL OPERATING BUDGET ESTIMATE

The budget below is our best estimate of what the LHA's annual operating budget will be once the PBV Program has transitioned from Quadel to LHA. (NOTE: the total savings as indicated in the previous section includes the entire remaining period of the contract, which is 17 months. The information below represents the estimated annual cost.)

The numbers are based on: 1) the current approved Quadel budget, 2) LHA's known costs in Baton Rouge and 3) an assessment of what activities will change once the Quadel component transitions to Baton Rouge.

Labor			
	Personnel	8 FTE	\$ 366,476.00
	Fringe	0.28	\$ 102,613.28
	<i>Total Labor and Fringe</i>		\$ 469,089.28
Consultants			
	Hawkins		\$ 75,000.00
	TAC		\$ 60,000.00
	Casterline		\$ 19,500.00
	Pinelli		\$ 6,965.00
	<i>Total Consultants</i>		\$ 161,465.00
Subcontractors			
	Inspection Services		\$ 8,735.00
	Criminal Background		\$ 5,164.00
	Utility Allowance		\$ 1,500.00
	Computer Services		\$ 21,105.00
	<i>Total Subcontractors</i>		\$ 36,504.00
Other Direct			
	Occupancy		\$ 24,000.00
	Phone		\$ 30,000.00
	Printing		\$ 1,680.00
	Supplies		\$ 12,192.00
	Computer		\$ 14,832.00
	Postage		\$ 9,192.00
	Existing State Other Direct		\$ 9,840.00
	Travel		\$ 10,452.00
	<i>Total Other Direct</i>		\$ 112,188.00
TOTAL ANNUAL COST		\$ 779,246.28	



Employee Development Plan



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purpose – mission - goals

Purpose Statement

The Louisiana Housing Corporation Employee Development Program's goal is to rapidly grow, develop employee talents and skills, strengthen infrastructure, change company culture and implement sustainable business processes that will empower our employees to become world class leaders in the housing industry.

Mission Statement

The mission of the LHC Learning & Development University and Inspire curriculums are to facilitate learning by providing high-quality training, developing and creating opportunities with a variety of training and learning modules that empower individuals, group, and departments. Identify organizational needs that extend beyond the organization. Empowerment, growth, and opportunities will become an integral part of every employee's work environment and daily activities

Goals and Objectives

To create a learning culture that supports and promotes the ongoing professional and technical competence and achievement of all employees. To equip and empower Louisiana Housing Corporation workforce to meet the challenges of the future, to encourage professional and personal growth of its employees by; ensuring potential is maximized in order to serve the residents of Louisiana and create a sustainable organization.

The implementation plan will:

- increase employee involvement and allow inclusiveness
- develop active and participatory learning
- ensure accountability
- develop competencies
- empower employees to maximize their potential
- build confidence and create growth opportunities
- ensure Corporation's goals are met
- improve employee and management/administration relations
- establish economic opportunities for LHC

objectives of employee development

The Louisiana Housing Corporation Employment Development Program will consist of three core components: Onboarding, Leadership Development and the Employee Advisory Council (EAC). The Employment Development matrix will support and guide the EAC and Onboarding modules.

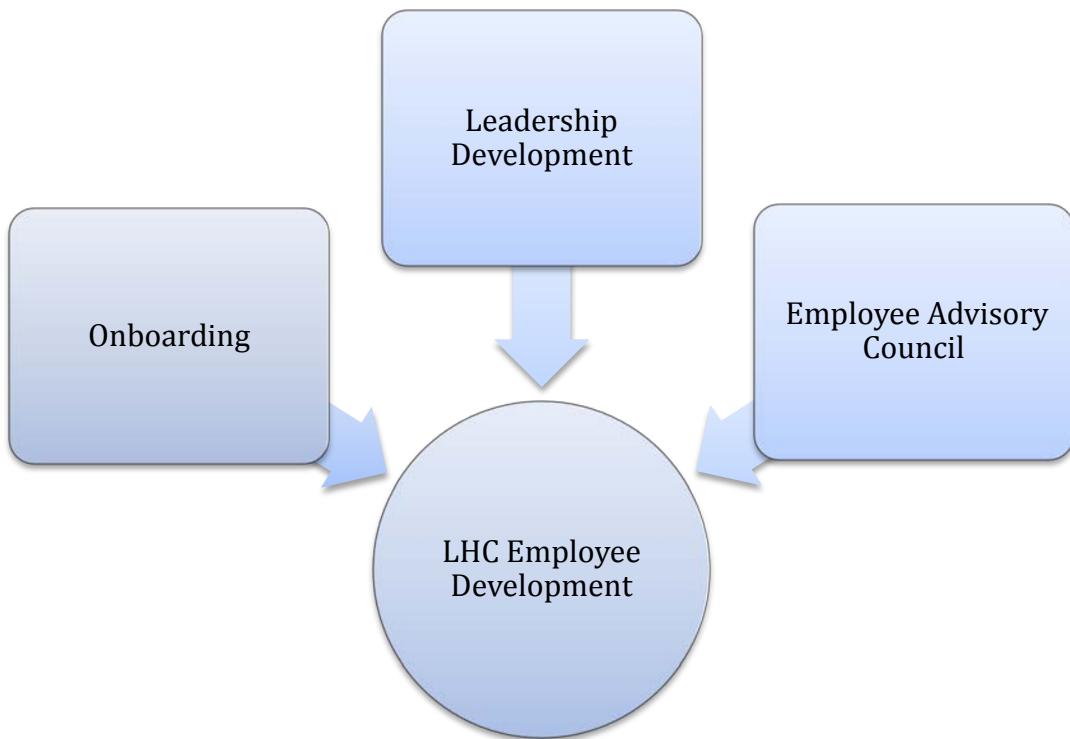


Figure 1

The Employee Development Program's goals and objectives are to develop a comprehensive programs/division that will:

1. Assist Louisiana Housing Corporation to reach its goals and objectives. Orientate newly hired LHC employees.
2. Employ the knowledge, skills and abilities of LHC's workforce efficiently and use unnoticed talent.
3. Prepare, develop, train, re-train and motivate employees. Create opportunities for leadership. Educate team members on all housing issues with an academic tract.
4. Increase employee's job satisfaction and self actualization and creativity.
5. Develop and maintain a quality of work that makes employment in the organization desirable (cultural changes).
6. Communicate clear policies and procedures to all employees.
7. Maintain ethical policies, practices and procedures across the board.
8. Employ academic training and development through education and trainings.
9. Develop and host annual housing events.

university leadership program

Louisiana Housing Corporation University Leadership Program

This program is designed for LHC team members to develop base skills necessary for leadership in supervisory positions and gain a better understanding of the activities and processes that govern LHC. Some courses included in this program are employment law, preventing workplace violence, behavioral interviewing, goal setting, strategic planning, budgeting and corporate finance.

Courses:

- Orientation
- Supervision and Leadership
- LHC Business Leadership
- Human Resources Management
- Coaching and the Employee Performance and Development Plan
- Behavioral Interviewing
- Preventing Workplace Violence
- Facilitating Performance Improvement
- Leadership Communication
- Employment Law
- *The Art of Leadership* Book Discussion

Louisiana Housing Corporation University

The vitality of any organization is a product of the employee's knowledge, talents, skills and abilities. The Louisiana Housing University; Leadership Training and; the LHC Inspire Curriculum tracts and are specifically designed to provide subordinates, intermediate and high-level leaders opportunities to learn and enhance their knowledge LHC's core lines of business.

The Louisiana Housing Corporation University Leadership Programs: will have two tracts. **Louisiana Housing Corporation 360** will focus on interpersonal leadership skills, laws, behaviors, and communications training for current leaders. Team members active in the mentoring program will also participate in the 360 training. The **LHC University Housing Curriculum 101** allows all employees to learn about the history of affordable housing, issues related to housing finance, gain a better understanding of LHC's homeownership and loan servicing functions.

The employee will learn about production and preservation of affordable housing, and gain an understanding of programs specifically geared for special populations. The program highlights LHC program team members as guest lecturers. Additionally, **Housing 101** will conduct field trips and establish internships at partnering housing nonprofits, assist participants/employees in better understanding the perspectives of our clients and partners.

The LHC Inspire Growth & Development Housing Tiers: are a series of interpersonal and housing courses, specifically designed to prepare subordinates, mentor and cross-train intermediate team members for new opportunities. The preparatory courses have been developed to ensure personal and professional growth, and inspire higher learning opportunities in the housing industry. The courses are preparatory based and are considered core course for employee development.

The Dynamics of Advanced Leadership Training: is a tract is specifically designed to build an executive leadership style that creates trusts; set a clear vision and guides the organization's team to greater performance and profit. The Leadership Curriculum creates rapport, cohesive synergy and builds a more supportive and workplace climate. The quality of renewed knowledge is a valuable attribution that creates opportunities, and unleashes maximum creativity and growth among team members.

The LSU Leadership & Development& Rising Stars Curriculums: are tracts designed and solely developed to nurture high performers, develop potential leaders and managers of Louisiana Housing Corporation. Selected candidates will interact and network with leaders from public and private organizations from a variety of industries across the country.

Louisiana Housing Corporation University Leadership 360 Program

This Leadership 360 program is designed for current LHC team leaders and potential leaders. Employment Development course curriculums are designed to develop base skills and enhance team member's abilities, necessary for leadership in supervisory positions. Team members gain a better understanding of the activities and processes that govern LHC. Some courses included in this program are employment law, preventing workplace violence, behavioral interviewing, goal setting, strategic planning, budgeting and corporate finance.

Behavioral Interviewing	Course Description
	In this course, employees will learn the basics of conducting a behavioral interview. Behavioral interview questions ask the candidate to recall specific instances from their past to illustrate how they have acted in given situations. This method of interviewing has been found to provide more insight into candidates by illustrating past actions. All LHC interviews now include some behavior-based questions.
	Status: Requirement for Leadership Program and open enrollment for current supervisors
Coaching and the Employee Performance and Development Plan	Course Description
	In this course, employees will understand the importance of coaching and mentoring both for good behavior and for poor behavior. Emphasis will also be placed on coaching those employees who seem to be moving down a dead-end road. Employees will learn to develop measurable goals for the employee development process as well as discuss coaching for improvement.
	Status: Requirement for Leadership Program and open enrollment for current supervisors

Employment Law	Course Description
	This training is designed to educate managers' awareness of the legal responsibilities which arise in relation to employees and employment law issues and their ability to identify and manage risk. This course is taught by attorneys specializing in employment law.
	Status: Requirement for Leadership Program and open enrollment for current supervisors
Facilitating Performance Improvement	Course Description
	Employees will learn to analyze performance problems by using a seven-step process. Employees will be able to identify causes of performance problems, determine which problems are worth solving, describe solutions for problems, and determine practical and economic solutions upon completing this course.
	Status: Requirement for Leadership Program and open enrollment for current supervisors
Human Resources Management	Course Description
	This course covers all areas of the employer/employee relationship. In this course, employees will learn how to ensure discrimination does not occur in recruiting, selection, performance management and dismissal of employees. Employees will also learn about the laws that govern the employer/employee relationship, such as Fair Labor Standards Act (FLSA) and Family Medical Leave Act (FMLA), as well as others.
	Status: Requirement for Leadership Program and open enrollment for current supervisors
LHC Business Leadership	Course Description
	This course is designed to assist participants in better understanding LHC's processes and procedures as well as what it means to work for a state housing finance agency. Participants will understand and apply LHC's cultural principles (mission, values and organizational structure) and organizational processes and procedures to their daily activities.
	Status: Requirement for Leadership Program and open enrollment for full team members

Leadership Communication	Course Description
	This course shows employees to use actions that enhance personal communication in the business setting by using credibility, logic and positive emotional power to present an effect message; active listening skills, goal setting for effective communications, and developing communications to address a specific communications issue.
	Status: Requirement for Leadership Program and open enrollment for full team members
Preventing Workplace Violence	Course Description
	In this course, employees will learn to recognize the warning signs of an employee who may be prone to violence. They will also discuss ways of coaching employees in trouble and protecting their work teams from potentially violent situations.
	Status: Requirement for Leadership Program and open enrollment for full team members
Supervision and Leadership	Course Description
	In this course, employees will learn about LHC processes of recruiting, selection, recording employee performance issues, handling disciplinary measures and termination.
	Status: Requirement for Leadership Program and open enrollment for current supervisors

housing curriculum 101

Louisiana Housing Corporation University Housing Curriculum 101

This program is designed to provide team members opportunities to learn more about LHC's core lines of business. Employees learn about the history of affordable housing, issues related to housing finance, and gain a better understanding of LHC's homeownership and loan servicing functions, production and preservation of affordable housing, and programs for special populations. The program highlights LHC program team members as guest lecturers, field trips and an internship at a partnering housing nonprofit assist participants in better understanding the perspectives of our clients and partners.

Courses:

- Orientation
- History of Affordable Housing
- Housing Finance Business Basics: Bond Financing and Program Funding
- Making Homeownership a Reality
- Issues Facing Louisiana Homebuyers: Credit Counseling and Predatory Lending
- Producing and Funding Housing: A Case Study in Housing Production I
- Producing and Funding Housing: A Case Study in Housing Production II
- Meeting the Housing Needs of Special Populations
- Providing Rental Housing Opportunities: Project-and Tenant-Based Rental Programs
- Corporate Housing Initiatives, Program Monitoring and Compliance
- Book Review

housing curriculum 101: course descriptions

History of Affordable Housing

The purpose of this class is to provide background information on how the development of housing policy has shaped the history of affordable housing. LHC team members will be required to research issues related to affordable housing from the 1920's through present day, outlining the most significant events/happenings of each era. This includes demographics and social issues taking place during the assigned era. A case study will be used to create a timeline of the history of affordable housing.

Status: Requirement for Housing Program

Housing Finance Business Basics: Bond Financing and Program Funding

This class is designed to provide an overview of how national financial events affect LHC's program funding, budget and assets due to bond financing for the single-family loan programs. LHC team members will review LHC's Annual Budget for the Housing Revenue Bond Resolution and Statement of Net Assets report, to gain a better understanding of LHC finances. LHC team members gain a better understanding of the variable and fixed rate bonds that LHC issues to help fund the mortgage programs.

Status: Requirement for Housing Program

Making Homeownership a Reality

LHC team members learn about the various loan products offered by LHC's Rental Production Department. This includes information regarding purchase price and income limits as well as specific guidelines designed for each program/loan product available. LHC team members will be provided a step-by-step approach to learning how a loan is taken from application through approval.

Status: Requirement for Housing Program

Issues Facing Louisiana Homebuyers: Credit Counseling and Predatory Lending

LHC team members are provided the opportunity to learn about the credit counseling program administered by LHC. This class also includes providing awareness to predatory lending activities. LHC team members may have an opportunity to attend an outside lender or counseling training session as a part of this class.

Status: Requirement for Housing Program

Producing and Funding Housing: A Case Study in Housing Production I

This class provides an overview of the various funding sources offered to help local and regional agencies and developers provide families in their service area with increased housing opportunities. Funding support is provided for the acquisition, construction, rehabilitation and permanent financing of single-family home or rental properties. Assistance is also available for the production of rental housing for low-income families, elderly and special needs residents. At the end of this class, LHC team members will be provided with a case study and must research available funding options to complete the assignment.

Status: Requirement for Housing Program

Producing and Funding Housing: A Case Study in Housing Production II

LHC team members will be required to complete a case study assignment, designating the appropriate funding source and site for a housing project. The assignments are reviewed and discussed during this class. LHC employees will also learn about the online resources available to LHC's housing partners through the use of LHC's website.

Status: Requirement for Housing Program

Meeting the Housing Needs of Special Populations

LHC provides several programs for developers and support service providers of special needs housing. LHC team members learn about programs designed to meet the growing need for safe, decent affordable housing options for some of Louisiana's most vulnerable persons, including the homeless, those at risk of becoming homeless, the disabled and those recovering from substance addictions.

Status: Requirement for Housing Program

Providing Rental Housing Opportunities: Project-and Tenant-Based Rental Programs

LHC team members will review the two federal rental assistance programs administered by LHC, through which the U.S. Department of Housing and Urban Development (HUD) pays a portion of the rent and the participant pays the rest (usually 30 percent of their income.) Both of these programs, Project-Based and Tenant-Based Rental Assistance, offer income-qualified participants an opportunity to find rental housing at an affordable price.

Status: Requirement for Housing Program

Corporate Housing Initiatives, Program Monitoring and Compliance

During this session, LHC team members will have an opportunity to meet with and discuss current housing initiative/issues with LHC's Executive Management and members of the Leadership team. The LHC team members also learn how each housing program is monitored to ensure compliance with federal regulations.

Status: Requirement for Housing Program

Book Review

During the course of the year, LHC team members will be required to read an assigned book that is relevant to housing issues. This final module provides an opportunity for participants to share their thoughts on the book and how it relates to the information they have learned over the past year. The two books utilized for this program are: Nickel and Dimed: on (Not) Getting by in America by Barbara Ehrenreich The Glass Castle: a memoir by Jeannette Walls

Status: Requirement for Housing Program

inspire growth & development: tier curriculum

Tier 1 First Line Preparatory Building Skill Sets	Tier 1 First Line Preparatory Interpersonal Development	Tier 1 First Line Preparatory Ready for Growth
<ol style="list-style-type: none"> 1. Dealing with Change 2. Fair Housing 101 Part 1 (History) 3. English in the Workplace 4. Providing Quality Service 5. Managing Work Time Effectively 6. Effective Listening 7. Professionalism & Customer Service 8. Effective Presentation Skills 	<ol style="list-style-type: none"> 9. Fair Housing 101 Part 2 (Financial) 10. Effective Conflict Resolution Strategies 11. Effective Problem Solving & Decision Making 12. Problem Solving 13. Addressing Emotions at Work 14. Self Motivation in the Workplace 	<ol style="list-style-type: none"> 15. Individual Differences & Diversity 16. Decision Quality 17. Best Practices (Housing a Reality) 18. Executive Leadership & Apprenticeship 19. Meeting Protocol Reporting Procedures
Tier 2 Second Line Preparatory Core Housing	Tier 2 Second Line Preparatory Core Housing	Tier 2 Second Line Preparatory Ready for Advancement
<ol style="list-style-type: none"> 1. Fair Housing-Part (Home Ownership) 2. Credit Counseling 3. Case Study Housing Production I 4. Effective Listening 5. Professionalism & Customer Service 	<ol style="list-style-type: none"> 6. Credit Counseling /Predatory lending 7. Housing Issues Facing Louisiana 8. Special Populations 	<ol style="list-style-type: none"> 9. Leading in a Culture of Change 10. Best Practices(Housing) 11. Case study in Housing Production II 12. Executive Leadership & Apprenticeship 13. Mentorship 14. Meeting Protocol Reporting &Procedures 15. Corporate Initiatives, Program Monitoring & Compliance

Tier 3	Tier 3	Tier3
Third Line Preparatory Courses	Third Line Intermediary	Third Line Ready for Achievement
<ol style="list-style-type: none"> 1. Fair Housing 101 (Foundational) 2. Facilitating Change 3. Individual Differences & Diversity 4. Principles & Quality of Genuine Leadership 	<ol style="list-style-type: none"> 5. Fair Housing Part 2(Lending) 6. Managing Across Generations 7. Effective Conflict Resolution Strategies 	<ol style="list-style-type: none"> 8. Best Practices(Housing) 9. Executive Leadership & Apprenticeship 10. Mentorship 11. Providing Rental/Housing Opportunities 12. Capstone Book Review

Figure 1.1

<http://www.civilservice.louisiana.gov/divisions/training/>

tier matriculation & curriculum training

The Inspire Growth and Development tiers are broken into three main progression tracts. All tiers contain housing components tracts. It is recommended that management attend all housing related tracts simultaneously with line team members.

Tier 1 is designed specifically for employees that have no prior leadership, supervisory skills or experience. Each tier level advances the employee to the next phase of professional development. Tier 1 contains the most **inter-personal** development courses. The course goals are to provide growth, increase housing knowledge and enhance the professional skills of the all organizational team members.

Tier 2 is an advanced level of training that contains more **housing** component tracts. The Tract 2 series is available to supervisors and management team members that are already performing at advanced housing and professional level duties.

Tier 3 is the **capstone** course of the Inspire and Growth curriculum. This tract deals with effective leadership skills and is the final component of the housing tract.

The Leadership and Inspire Curriculum courses will be taught by internal and external selected instructors, HUD representatives, local and national leaders, developers, housing, financing, academic , and related experts.

Required readings will be broken into manageable reads that will not interfere with required daily work routines.

dynamics of leadership advanced core curriculum

1. Orientation	7.Coaching and the Employee	10. Facilitating Performance Improvement
2. Assigned Book <i>The Art of Leadership</i>	8.Performance and Development Plan	12. Leadership Communication
3. Supervision and Leadership	9.Behavioral Interviewing	13.Employment Law
4.LHC Business Leadership		14.Preventing Workplace Violence
5.Human Resources Management		
6.Succession Planning		

Figure 2

Dynamics of Leadership Core Curriculum has been developed for supervisor and upper management team members. This curriculum will also be a companion tract to the mentored team member.

training timetable

Course Name	2080 Work Hrs/12 Month	Each Class @ 1 Hour Intervals	Number of Classes	Average Completion 12 Months
Inspire Growth	Six Hours Per Month	Two Hour Intervals	46	46 Hour (7.5 months)
Dynamics of Leadership	Four Hours Per Month	Two Hour Intervals	14	14 Hours (3.5 months)
LHC University Program	Four Hours Per Month	Two Hour Intervals	11	22 Hours (5.5 months)

Figure 2.1

There are **2080** work hours at (8) hour work days from Monday thru Friday in a calendar year. Each tier and curriculum has its own set of time tables. Based on the total number of courses for completion a formula has been established.

The average time needed for all courses is (4) hours per month at two hour intervals. There are 52 weeks in a year and if the schedule is closely monitored, each course can be completed within the number of hours listed in column (5), at the number of estimated hours.

LSU executive leadership & development programs

The LSU Leadership & Development curriculums have been specifically designed to nurture high performers, develop potential leaders and managers of Louisiana Housing Corporation. The LSU Executive Development Programs are the ideal learning opportunities for the Corporation's most talented and gifted team members who can operate at the advanced level. Once candidates are selected and accepted into the programs, participants are exposed to a variety of theories, practical approaches to leadership and business acumen at the highest levels. Candidates interact and network with leaders from public and private organizations from a variety of industries across the country.

Louisiana State University Rising Stars Open Enrollment Program

The Louisiana State University Leadership team created and customized two programs that include topics that will be beneficial for the level and goals that are needed to continue moving LHC forward. The LSU Executive Development Program will include a 360-degree assessment with coaching sessions. Additionally, the curriculum will provide a personalized approach for each participant.

This program is designed for individual contributors or line team members at LHC. The curriculum will also serve as a professional development program for management/supervisory teams.

Training Dates: Offered three times a year – spring, summer, and fall

Location: LSU Business Education Complex on Nicholson Extension

Number of Attendees: No minimum this is an open enrollment class

Format: Three consecutive days of instruction provided by LSU Executive Education

Time: 8:00 a.m. – 4:00 p.m.

The following topics are covered in the curriculum:

1. Leadership vs. Management
2. Professional Image Management
3. Using Your Strengths
4. Positioning Yourself for Growth
5. Effective Presentations and PowerPoint
6. Followership
7. Goal Setting
8. Conflict Resolution
9. Creativity and Innovation
10. Team Building
11. Communication and Feedback
12. Avoiding Career Derailment

Course materials for participants will include assessments (Strengths Finder 2.0). A Certificate of Completion will be presented to each candidate.

Louisiana State University Executive Education Program

This program is designed for current managers and supervisors of Louisiana Housing Corporation and is customized to the learning needs of LHC management team. The curriculum provides the use of a 360 Degree Assessment, five coaching sessions, and an Individual Development Plan created for each participant. LSU Executive Education team will provide faculty members, practitioners, and business coaches who are experts in leadership and management

Training Date & Location: To Be Determined

Location: LSU's Business Education Complex on Nicholson Extension

Number of Attendees: Minimum of 10 participants required per class/cohort -LHC team members will be the only participants in the class

Format: Classes will be four-hour sessions to be finished within two months for learning effectiveness, consistency, and reinforcement. The curriculum will consist of five coaching sessions with an LSU Executive Education business coach that will transpire during and after the program

LSU Executive Education will provide the following topics in the curriculum:

1. What is Organizational Culture and Why Does it Matter?
2. The Keys to Changing Organizational Culture
3. Employee Engagement - What is It and Why Do We Need It?
4. Creativity and Innovation – Applying Techniques to Make You Think in New Ways
5. Planning For and Having Tough Conversations
6. Giving and Receiving Feedback
7. Aligning the Strengths of Your Team to Improve Individual and Organizational Work Performance
8. Presentation Skills

Course materials, will include assessments (Strengths Finder 2.0), and coaching. A Certificate of Completion will be presented to each participant.

new employee onboarding

Orientation is the process of interviewing, hiring, Onboarding and successfully integrating new employees into the organization's culture. The best Onboarding strategies will provide a fast track to meaningful, productive work and strong employee relationships. The orientation of new employees starts at the employee's start date and is extended through at least the first three months of employment. Onboarding is a comprehensive continuous process that takes time to complete, and ensure new-hires are successfully acclimated to their new work environment. Management, Human Resources, Information Technology, and Accounting will all partner throughout the New Employee Onboarding Program.

This New Employee Onboarding Program is intended to:

- help assure the new employee that he/she made the right decision in coming to LHC,
- help them feel like an integral and valued part of their new team and the organization, and
- give the new employee the information needed to become an independently productive LHC team member as soon as possible.

Onboarding programs will demonstrate to the new employee that people are the number one priority at LHC and that LHC wants every employee to be successful appendage to our organization.

Onboarding is beneficial to LHC and designed to:

1. **Welcome new employees to LHC:** serves as a step-by-step guide by providing activities that reduce the new employee's anxiety by giving him/her the information and resources they need at the appropriate time.
2. **Provides an Overview of the following:**
 - a. Explains LHC Mission, Vision, and Values
 - b. Explains Organizational policies, procedures, and rules
 - c. Provides an over-view of the LHC's organizational structure
 - c. What LHC does (all of the different services we provide)
 - d. Explains LHC compensation, benefits and civil service rules and regulations
 - e. Provides overview of the safety ,evacuation and emergency procedures and protocols
3. **Establishes Clear Expectations:** managers address expectations of job responsibilities and standards of performance and behavior with the new employee. This is the specific time-period to clarify short-term and long-term departmental and organizational objectives and goals.

4. **Opens the Lines of Communication:** LHC's Onboarding process establishes open communication between the new employee and the supervisor from the start of employment. This type of honest on-going communication benefits both the new employee and the supervisor in the long run.
5. **Builds Key Relationships:** LHC new-hire orientation process assists the new employee in forming the necessary relationships critical to his/her success in their new position.

Onboarding Benefits to LHC

1. **Reduces Employee Turnover:** By giving new employees the tools and resources they need to be successful at their jobs and by demonstrating that LHC cares about their employees, new employees feel valued and supported and as a result, they stay with the organization longer.
2. **Speeds up Time to Individual Productivity:** New employees can become valued contributing members of the organization much sooner, by shortening the time it takes to get new employees trained and "up to speed." Onboarding programs can shorten time to productivity by as much as 2 months! In turn, this reduces costs to the organization.
3. **Increases motivation and collaboration:** A clearly defined Onboarding program increases employee motivation levels as well as desire to perform at a higher level through clearly defined, upfront expectations and goals. Additionally, increased teamwork and collaboration results from the consistent and planned integration of new team members.
4. **Saves Time for the Supervisor:** The more quality time spent Onboarding and clearly defining goals and expectations with new employees, the less time will be spent addressing performance issues.
5. **Promotes Pride, Job Satisfaction, and Commitment to Quality within LHC:** The more these values are instilled in new employees upfront, the longer lasting and more ingrained they become.

The following chart outlines the key goals that the LHC Employment Development Program will be responsible for completing with the new employees over his/her first 3 months.

Preparation	Welcome!	Introduction to the Job	Setting into the Job	Developing Competence
After Selection Decision Before Day 1	Day 1	Day 2-30	Day 31- 60	Day 90
Plan and coordinate a complete onboarding process for the new employee	Provide a positive experience for the new employee	Introduce them to all team members and management	Help to establish productive working relationships between the new employee and the team members	Continually monitor performance, leverage strengths, and set goals for development and productivity
Identify the roles and responsibilities of all team members in onboarding the new employee	Make the best first impression possible	Prepare, educate, and train the new employee for higher position	Ensure the new employee understands how he/she contributes to the team	Celebrate successes
Get the team members excited and ready to welcome the new employee	Create a sense of ownership; make day one meaningful	Communicate team's goals and objectives		Continue to assist the new employee in building partnerships and business relationships
	Clarify the Mission, Vision, and Values of LHC and how teams contributes to them	Make them feel comfortable and welcome; help them know they made the right decision coming to LHC		Determine when the new employee would benefit for job enrichment and expanded responsibilities
		Provide crystal clear expectations for the new employee and support them in developing high performance standards		
		Provide the necessary resources to support the new employee		
		Help him/her build positive and lasting partnership with you and the team members		

New Team Member Checklist

EMPLOYEE INFORMATION

Name: _____ Start date: _____
Position: _____ Manager: _____

FIRST DAY

- Provide employee with New Employee Workbook.
- Assign "buddy" employee(s) to answer general questions.

POLICIES

- Review key policies.
 - Anti-harassment
 - Vacation and sick leave
 - FMLA/leaves of absence
 - Holidays
 - Time and leave reporting
 - Overtime
 - Performance reviews
 - Dress code
 - Payroll Policies & Procedures
 - Personal conduct standards
 - Progressive disciplinary actions
 - Security
 - Confidentiality
 - Safety
 - Emergency procedures
 - Visitors
 - E-mail and Internet use

ADMINISTRATIVE PROCEDURES

- Review general administrative procedures.
 - Office/desk/work station
 - Keys
 - Mail (incoming and outgoing)
 - Shipping (FedEx, DHL, and UPS)
 - Business cards
 - Purchase requests
 - Telephones
 - Building access cards
 - Conference rooms
 - Picture ID badges
 - Expense reports
 - Office supplies

INTRODUCTIONS AND TOURS

- Give introductions to department team members and key personnel during tour.
- Tour of facility, including:
 - Restrooms
 - Mail rooms
 - Copy centers
 - Fax machines
 - Bulletin board
 - Parking
 - Printers
 - Office supplies
 - Kitchen
 - Coffee/vending machines
 - Cafeteria
 - Emergency exits and supplies

COMPUTERS

- Hardware and software reviews, including:
 - Email
 - Intranet
 - Microsoft Office
 - Data on shared drives
 - Databases
 - Internet

mentorship program

Louisiana Housing Corporation will implement a mentorship program in 2013. The mentorship program has been developed to ensure that the integrity of the Corporation is maintained and that historical information is retained and transferred to enhance and improve the performance and production of the LHC. The mentor program will establish a framework for:

- best standards;
- will embrace creativity;
- chronicle employee development;
- reward success
- review gaps
- ensure feedback and;
- improve the program on a continuum.

By clearly defining goals, objectives and activities; LHC mentoring program will create a defined operating procedures for the mentor and the mentee. The Employee Development Program will monitor closely for accountability and ensure that collaborative efforts are valued by all.

Core Benefits of Louisiana Housing Corporation Mentoring Program

Employee Development

Mentoring, hone and develop the latent skills and talents of employees. The mentor is one who has vast knowledge and experience in the Corporation and will cultivate the performance of the mentee. The mentor will coach the mentee on the technical requirements; clearly explain the policies and practices of the designated department and program. The mentor will be supportive of the mentee and ensure that the mentee is equipped to take on the roles and duties. The mentor will provide hands-on training to and prepare the mentee to take on higher responsibility.

Career Advancement

By guiding and supporting the mentee, the mentor prepares the mentee for career advancement should a position become available. In the event that the mentor leaves the organization, this exercise ensures that the mentee is equipped to take on the roles and duties without disruption to the Corporation. The mentee would have been provided with hands-on training and a clear understanding of departmental policies and procedures by this time.

Higher Motivational Levels

Mentoring ensures higher levels of work satisfaction and motivation. The mentor should bring out the best in the mentee. Also, as the mentee understands the job better, performance is executed with increased diligence and with more efficiency. The mentee /employee begin to feel a sense of belonging within the Corporation.

Low Turnover Rates

The rates of employee turnover are greatly reduced by mentoring. The employees are trained and developed to perform and enhance their duties and performance. When better results are delivered, the Corporation thrives and prospers with its human resources and systemic growth occurs. Management should laud the efforts and performance of the mentee. Avenues of career advancement are provided; buy-in is obtained, ownership occurs and employees feel obligated to stay with the Corporation for as long as possible.

Proposed Steps for Louisiana Housing Corporation

The Employment Development and Employee Advisory Committee will introduce the mentoring program to LHC employees. The team will create and present an on-screen presentation which outlines the purpose of the program, the mentoring process. The team will explain the benefits, the evaluation and measure process.

The goals and objectives will be outlined for the work-place .A systematic tracking matrix will be set up to monitor and record the progress.

Expected and unexpected outcomes will be documented and assessed. The mentoring program will be strictly voluntary for non-executive team members. Executive Management participation will be necessary. Management buy-in ensures corporate success. LHC will create an identity for the mentoring program. Additionally, the EDC and EAC will carefully determine how to match mentors with mentees. The match will be based on skill or experience level, or even based on their interests or job functions within LHC.

The mentoring program will have built-in flexibility to help the process run smoothly. Learning and growth must be ever-present to ensure preferred outcomes. Ongoing adjustments will have to be made and program managers must be willing to participate, transfer knowledge and assist with measured outcomes. The mentorship should not become a “baby-sitting” exercise but must execute active learning that develops transferable skills: Training of the mentors is important; the mentees receive some training as well.

Benchmarks will be established to measure the success of the program. Additionally, the program will be critiqued annually and make the required changes will be made.

After the mentoring program begins, the focus naturally shifts into operating the program and keeping it running smoothly. The EAD and EAC goal is to continually demonstrate the value of the program, recognize participant contributions and spotlight successes. These efforts will bring energy to the program, expand participation by, creating a waiting list of potentials, and increases overall support within the Corporation. Over all the mentoring program will have a think win-win attitude, will prepare participants for success, track, measure, listen, tune, and broadcast successes

“Create and administer programs, rules, assistance procedures and training that promote, encourage, and enhance effectiveness, efficiency, and accountability in state agencies and their employees.”

CROSS-TRAINING

Cross-Training is good for both the company and its employees. The cross-training process will be structured for maximum benefits for the agency and the employee. The Employee Development Division will creatively develop an effective and systematic process that will make it worth the effort. Employees will be assigned to shadow and become familiar with other aspects of LHC work flow and responsibilities. The vertical expansion of the job will provide the employee with more control and responsibility. Ultimately cross-training provides:

- Team members bring flexibility when an employee is absent for a planned vacation, emergency or after a position is vacated. When cross-trained employees step in and fulfill open job responsibilities.
- Employees gain an understanding of the connections between departments and tasks to run the business. As a result, they are better able to answer customer questions and effectively handle problems that come up.
- Problems and suggestions for improvement may be identified when a different person performs a task.
- Employees experience a change in routine and boredom is reduced.
- Employees feel valued because the employer is investing time and resources in their development.
- Candidates for higher level jobs may be identified during the process.

All of these positive outcomes lead to even bigger benefits; increased job satisfaction; morale and productivity. The LHC Employee Development Division designee will coordinate with managers and team members to implement the following steps to create a successful employee cross-training plan:

1. Identify the tasks performed for various jobs and designate which ones could be successfully performed by other people.
2. Identify who is interested in participating in the program.
3. Identify who has the competencies to perform the tasks designated as cross-trainable in step.
4. Develop a training process. Either the supervisor or the person currently performing the job can perform the training. It is important to provide adequate instruction to the trainer on how to train. Don't assume the person has this expertise.
5. Make every effort to reduce workload (not eliminate) during training and while tasks are being performed. Allow time to learn and practice skills. Don't assume an employee will pick up the new process and retain it. Outline a schedule to perform the new skill periodically and expect beginner mistakes while learning.
6. Recognize and reward employees that have new skills and/or responsibilities.
7. Incorporate the cross-training process into an overall development plan for an employee.

succession planning

The key in succession management is to create a match between the Corporation's future needs and the aspirations of the individual employees. A well developed succession plan increases retention of valued employees and reduces the need to seek qualified employees outside of the Corporation.

Louisiana Housing Corporation Management realizes that leadership talent is a long-term investment. Additionally, LHC recognizes that a working succession system results in having more than one qualified candidate for a key job. A well developed succession plan must conduct an organizational assessment.

Succession Assessment Chart

Concerns	Recommendations
Does your organization have qualified people ready to fill key positions now and to grow with the organization in the next three to five years? (Short-term focus)	Corporation Assessment
Will your organization have a sufficient number of qualified candidates ready in five to 10 years? (Long-term focus)	Offsite Job Training
Who will move into key position when key employee retires?	Cross-Training/Job Rotation
Can key employee from department move into any one of the positions?	Cross-Training/On the Job Training
If he accepts one, who will replace him in his current position?	Cross-Training
How can we keep the employee from leaving LHC if he/she doesn't get a promotion?	Mentoring/Shadowing/Special Projects
How can we get more female and minority employees in key positions?	If Applicable
What trends are outside the Corporation are most likely to affect it in the next 1-5 years?	Consider technological conditions, social conditions, and other trends that might uniquely affect the LHC.
What measurable results are desired from the succession planning program over time?	The measurable objectives of the program.
What kind of person is needed to be a successful performer in every department and at every Corporation level?	The competencies needed for success now.
How do we know that someone can succeed at a future higher level of responsibility if we have never seen him or her perform the task?	The way the Corporation assesses potential. (Cross-Training/ Mentoring/Special Projects)
Narrowing gaps between the person's job requirements and present performance to determine if he/she will be ready for that higher-level or more difficult responsibility.	Identify Impediments
How do we know that our efforts to narrow gaps is working, and that the succession program is achieving its mission and accomplishing its goals?	Measurable Objectives - Evaluating results

Figure 2.2

succession planning: the process

Review the Strategic Plan

Succession planning builds on an organization's strategic goals, which outlines how the Corporation will reach the measurable goals and objectives that support its mission and vision. The strategic plan shapes business strategy with information from customers; aligns employees' behavior to the Corporation's mission, vision, and goals; and turns employees' intentions into actions.

Review the Corporation's strategic plan to identify current and future priorities. This will determine how the team members are distributed across departments and divisions; define functional responsibilities; and create technology to support delivery of the Corporation's products and services. It is important to understand these priorities to identify where retirement and general attrition will have the greatest impact on the Corporation.

Analyze the Data

Succession planning requires an analysis of retirement projections, attrition patterns, and the anticipated effects of retirement and attrition. Determine the number of employees who are 50 years of age or older. Then determine how many 50+ individuals might retire in the next 5, 10, and 15 years. Be sure to review the eligibility requirements of the Corporation's retirement plan and survey employees to determine their retirement goals.

Selection of Employees for Participation

In order to determine interested and available participants in the succession planning process, direct supervisors could inquire with employees about their career goals during the employees' PES planning process. Another strategy is to develop all employees who are direct reports to the position and also interested in participation. Or, LHC may include all employees in designated job titles.

Supervisors may also choose to "announce" the plans for succession planning for a particular position and accept applications from employees who are interested.

The criteria used should be objective and job-related. Avoid having individuals simply "nominate" individuals whom they think have "potential." Regardless of the method used, it will be subject to the same legal standards as promotional selection criteria instead of using one of the strategies described above. The Corporation may select a more methodical approach by assigning numerical values to the positions and retirement factors. The end result is a calculated score that takes both the retirement factor and the position risk factor into consideration.

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employee rewards & recognition: overview

LHC Employee Rewards & Recognition Document Plan

Descriptive research method was conducted to seek and describe how other state agencies were implementing their Rewards and Recognition programs as in accordance with Louisiana Department Civil Service policy 6.16.1.

After a recommendation from Human Resources Director, Terry Holden and a brief review of two other agencies, it was determined Department of Transportation would be the best module to re-design LHC's Reward and Recognition Program.

To gather the data, telephone interviews were conducted with DOTD representative Rebekah Henderson and Civil Service HR Consultant, Kevin Carter. Additional information was obtained from Civil Service, employee recognition websites, and Society Human Resource Management (SHRM).

Philosophy, goals, objectives of the Rewards and Recognition Program in accordance with Civil Service mandates and rewards have been clearly outlined. Additionally the report includes:

- A brief description of the nomination and eligibility criteria
- Positive and Negative outcomes
- Types of Awards
- Proposed Intranet Process/Announcement and Communication
- Roles and Responsibilities
- Positive and Negative Impact
- Cost
- Proposed Process Flow Chart
- Application Examples
- Civil Service Recap
- Society Human Resources Management (SHRM) survey highlights

Appreciation is a fundamental human need. Recognizing people for their good work sends an extremely powerful message to the recipient, their work team and other employees through the grapevine and formal communication channels. Employee recognition is therefore a potent communication/morale and quality savings technique that produces quantitative results.

Louisiana Housing Corporation Employee Rewards & Recognition Program

1. PHILOSOPHY

Under the provisions of Civil Service Rule 6.16.1, Employee Recognition Program acknowledges and rewards outstanding employee performance. By formally recognizing the accomplishments of employees, acknowledging the individual's value to the Corporation, thereby increasing job satisfaction and encouraging a more committed and motivated workforce.

2. OBJECTIVES

- A. To encourage, recognize, and reward outstanding job performance that reflects Louisiana Housing Corporation's goals and objectives.
- B. To improve Louisiana Housing Corporation's employee morale, job satisfaction, and loyalty.
- C. To increase efficiency and productivity.
- D. To motivate employees toward better job performance.
- E. To give employees a sense of accomplishment and the knowledge that they are appreciated by both the administration of this Corporation and their co-workers.

3. AWARD SELECTION COMMITTEE

The recipients of the Louisiana Housing Corporation's Stars of Excellence Award, Executive Director's Award for Innovation, "Thinking Outside of the Box", and those to be honored through the Suggestion Program will be nominated and sent to HR by the Employee Advisory Council. The individuals serving as Employee Advisory Council members will be a part of the entire process.

4 EMPLOYEE ADVISORY COUNCIL

The committee will chair oversight of the Employee Recognition Program. The committee will consist of eleven (11) employee committee members and an HR representative.

5. NOMINATION PROCESS

- A. Any individual may nominate any employee or group of employees for an award; however, managers and administrators are strongly urged to make nominations. Nominations must be made on the appropriate Nomination Form and submitted to the Employee Advisory Council.
- B. Applications for Executive Director's Award for Innovation, "Thinking Outside of the Box" Award must be received by December 31st for innovative concepts implemented during the year.

- C. Selection announcements will be made on a quarterly basis. All applications must be made on the designated form(s) and submitted to Employee Advisory Council and HR awards by the first week in the month at the beginning of each quarter.
- D. Self-nominations in any category will be prohibited.
- E. Must have a "Meets Requirement Rating".
- F. Falsifying nominations in any category will be handled in accordance with Secretary's Policy and Procedure Memorandum No. 29, which states in part, "Falsification of any and all official Louisiana Housing Corporation or State documents will be subject to disciplinary action, up to and including dismissal."

6. **ELIGIBILITY**

All Louisiana Housing Corporation employees are eligible for nomination including employees in supervisory and management positions.

7. **STARS OF EXCELLENCE SELECTION CRITERIA**

- A. Nominations must be submitted on Louisiana Housing Corporation Nomination Form, outlining the applicable categories of recognition. Nominations will be considered for performance, initiative or work product that is exceptional and beyond what one would expect from performing normal job duties. Supporting documentation may be attached to the nomination form.
 - (1) Teamwork – working with others toward a common goal, above and beyond normal job responsibilities.
 - (2) Service -working selflessly for coworkers or the general public, above and beyond normal job responsibilities
 - (3) Work Product-product that is efficient and effective, above and beyond what is expected.
 - (4) Safety -looks out for the welfare of themselves and others, above and beyond normal job responsibilities.

The Employee Advisory Council will review each nomination to determine its validity. Should additional information be required regarding any nomination, the committee may obtain such from the nominated employee, the originator of the nomination, or the employee's supervisor. In addition, committee members are allowed to supplement nomination information with personal knowledge about the nominee.

B. **SELECTION ANNOUNCEMENT/AWARD**

The honorees will be recognized in a forum deemed appropriate by the Appointing Authority/Executive Director and /or C.O.O., and related parties.

8. **EMPLOYEE SUGGESTION PROCESS**

- A. Suggestions can be made on the suggestions form, or intranet and: noted for the Awards & Recognition then forwarded to the Employee Advisory Council.
- B. All suggestions will be reviewed by the designated committee at its regular meeting. Upon a review and decision on each suggestion, recommendation for action will be made to Administration. Suggestions should: Be practical, increase efficiency, improve effectiveness, the work environment and reduce costs.

9. ROLES AND RESPONSIBILITY

Employees	Accounting Department	Departmental Heads	Human Resources
Complete applications and preserve integrity of the application and review process	Assure that all accounting employees receive a copy of this policy, documenting receipt by having employee's written acknowledgement	Evaluate recommendations received and collaborate with Human Resources and all other related parties as necessary	Prepare the recommendation list. Assist the Employee Advisory Council with facilitating the event
Adhere to outlined policy and timelines	Maintain appropriate records		Submit to Civil Service the Recognition and Rewards Annual Report timely
Work with all parties to provide all necessary documents to support the nomination.			Ensure and evaluate recommendations based on education, training or certificate of performance of the employee's job and provides that evaluation to the appropriate appointing authority. The employee must have a "Meets Requirement Rating".

Figure 2.3

employee rewards & recognition: impacts

Positive and Negative Impact of Employee Rewards & Recognition Program

Positive Impact	Negative Impact
Greater employee satisfaction. Less time complaining	Budget priorities and constraints
Enhanced teamwork	Timeliness and constraints
Direct feedback	Visibility of the recognition program
Retention of quality employees	Fairness and balance in the selection process
Better safety records	Competition and credibility
Low absenteeism and less use of FMLA	Optimizing negativity
Increased loyalty	Objectivity
Allow for new ideas and processes	Resources for training
Unnoticed talent will be acknowledged	Won't be able to please everyone

Figure 2.4

employee rewards & recognition: costs

Each state agency has to consider priorities and availability of funds when implementing the Rewards and Recognition program. Additionally, a substantial amount of preparation, human resource and team -collaboration is spent in implementing and maintaining a quality-driven recognition program. According to Rebekah Henderson (HR specialist), Department of Transportation has budgeted \$ 4,490.00 for their Service Award Recognition Program for the 2012 fiscal year. At the date of this report, DOTD has 4,450 employees statewide. Service Award Recognition awards are relatively easy to determine because the data is quantitative. DOTD averages to will spend about \$ 23.38 per person. Each year, DOTD reviews their table of organization and determines the amount that will be needed for service awards. DOTD expects to give out 700 awards in the year 2012. In the final analysis some final key points and timelines to be mindful of are:

- Availability of Funds
- Time spent in designing and implementing the program
- Time taken to give recognition
- Dollar cost of the recognition items given
- Time and cost of demonstrating how to give recognition
- Time training introducing a new process

MONETARY AWARDS

The amount may range from \$250 to \$1,000 and will be given as a one-time, lump-sum payment for achievement of training and/or certification in accordance with Louisiana Civil Service criteria.

STANDARD AWARDS

If an appointing authority wishes to submit other training and/or certification for consideration, he/she must submit a written request with supporting documentation (i.e., indicate criteria for eligibility met) to the Human Resources. Determine appropriate amount of the award and make the recommendation to the Chief Operating Officer and Accounting for final approval.

OTHER CERTIFICATIONS

Certifications and academic matriculation, special projects and accomplishments; other certifications, i.e., SHRM, GPHR, CPTP, CPA would also be included. Noteworthy service projects can be given consideration, i.e., Christmas, Thanksgiving, elderly community service events, etc. Honorees will be acknowledged at the recognition ceremony and in the newsletter, *The Financier*.

AWARDS FOR PERFORMING ADDITIONAL SAFETY-RELATED DUTIES

- A. Purpose - The awards are established to recognize and reward permanent, full-time employees who :
 - (1) Volunteer as First Responder and Disaster workers
 - (2) Floor Safety Coordinators
 - (3) Demonstrate humanitarian efforts in life-threatening situations

EMPLOYEE RECOGNITION CEREMONY

- A. Ceremonies will be held annually to recognize employees who have been selected as recipients who have merited recognition through length of service.
- B. Employee Recognition Program will be funded to provide monetary funding to the recognized employees.

MISCELLANEOUS PROVISIONS

The awarding of all rewards, both monetary and non-monetary, is dependent upon the availability of adequate funds for this program. Additionally, monetary rewards shall not exceed the percentage allowed by Civil Service in accordance with Rule 6.16.1.

employee rewards & recognition: types of rewards

Monetary Rewards	Non-Monetary Rewards	Other Suggested
A cash award of \$500.00 or up to 5% of the amount saved through implementation of the idea/concept (amount not to exceed 9% of the employee's salary), whichever is greater (subject to usual salary withholdings such as taxes and retirement).	<p>Award Selection:</p> <ul style="list-style-type: none"> • Certificate of Merits • Engraved award with the LHC logo • The award will be in the form of a coin bearing the Corporation's logo and the State Seal. <p>Plaque, trophy, photo shoot.</p>	<p>Acknowledgment by a member of the public for exceptional customer service. Recognition awards as tokens of honor to an employee, or team of employees, who demonstrate outstanding customer service.</p> <p>Honorable Mention in the Newsletter.</p>
The amount may range from \$250 to \$1000 and will be given as a one-time, lump-sum payment for achievement of training and/or certification.	<p>Service Awards are presented on an annual basis to employees who have attained longevity with the State beginning with 5 years of service and thereafter given in increments of 5 years.</p> <p>In addition to the Service Award Certificate, employees with 10 or more years of service will receive a choice of a State of Louisiana Recognition Service Award Pin or State of Louisiana acrylic plaque</p>	<p>Provide opportunity. People want chances for training and cross-training. They want to participate on a special committee where their talents are noticed.</p> <p>Allow employee to attend professional association meetings and represent LHC at professional and community events as a type of recognition.</p>

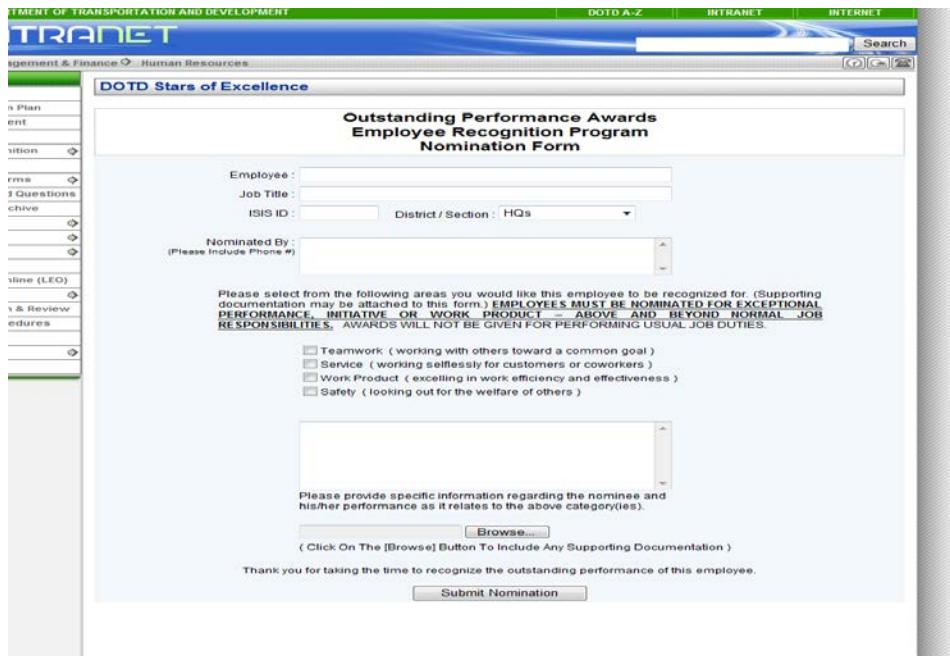
<p>\$500 for attainment of a nationally recognized certificate in Human Resources awarded by the Human Resources Certification Institute (PHR, GPHR, or SPHR) and any of the following certificates awarded by the State Comprehensive Public Training Program (CPTP): <i>Certified Public Manager (CPM), Certificate for Managing People, Professional Certificate, Certificate in Human Resource Development, or Certificate in Teaching and Learning.</i></p>		<p>Implement a gift draw box. Employees "draw" a gift from a box. Gifts range from fast food restaurant gift certificates and candy to a gold dollar and cash rewards. Put praise in writing.</p> <p>A "thank you" note to the employee, with a copy to her file, magnifies the impact of the recognition</p>
<p>\$1000 for attainment of nationally recognized certification earned after the attainment of a baccalaureate degree, such as Certified Public Accountant (CPA) or certification with the status of a CPA (i.e., Certified Internal Auditor (CIA) and Certified Management Accountant (CMA)) provided it meets all criteria</p>		<p>Plan ice cream socials, picnics, and the "boss" cooks day.</p> <p>Use gift items such as desserts, chocolates, gift baskets.</p>
<p>Premium Pay for an advanced degree 6.16(h)</p>		<p>Single out a few employees who are mysteriously selected for the recognition</p>
<p>Pay for Performance Rewards Program. Pre-established objectives by establishing incentives for individual and team accomplishments of pre-determined quantitative criteria</p>		

Figure 3

employee rewards & recognition: nominations

Intranet

Department of Transportation and Development has an intranet link set up for nominations. Rebecca Henderson, HR representative from DOTD forwarded a copy of their screen. Ms. Henderson stated this helps their agency maintain realistic timelines and follow-up procedures. Additionally, Ms. Henderson stated their IT department would be willing to collaborate with our IT department to assist with the technology component, should we need assistance.



The screenshot shows a web-based nomination form titled "Outstanding Performance Awards Employee Recognition Program Nomination Form". The form is part of the "DOTD Stars of Excellence" program. It includes fields for Employee Name, Job Title, ISIS ID, and District/Section (set to HQs). There is a section for "Nominated By" with a note to include a phone number. Below this, a list of categories for recognition is provided, each with a checkbox: Teamwork (working with others toward a common goal), Service (working selflessly for customers or coworkers), Work Product (excelling in work efficiency and effectiveness), and Safety (looking out for the welfare of others). A large text area is available for providing specific information about the nominee's performance. A "Browse..." button is present for attaching supporting documentation. A note at the bottom states: "Click On The [Browse] Button To Include Any Supporting Documentation". A "Submit Nomination" button is at the bottom right. The left sidebar of the intranet shows various menu items like Management & Finance, Human Resources, and others.

Nomination Process

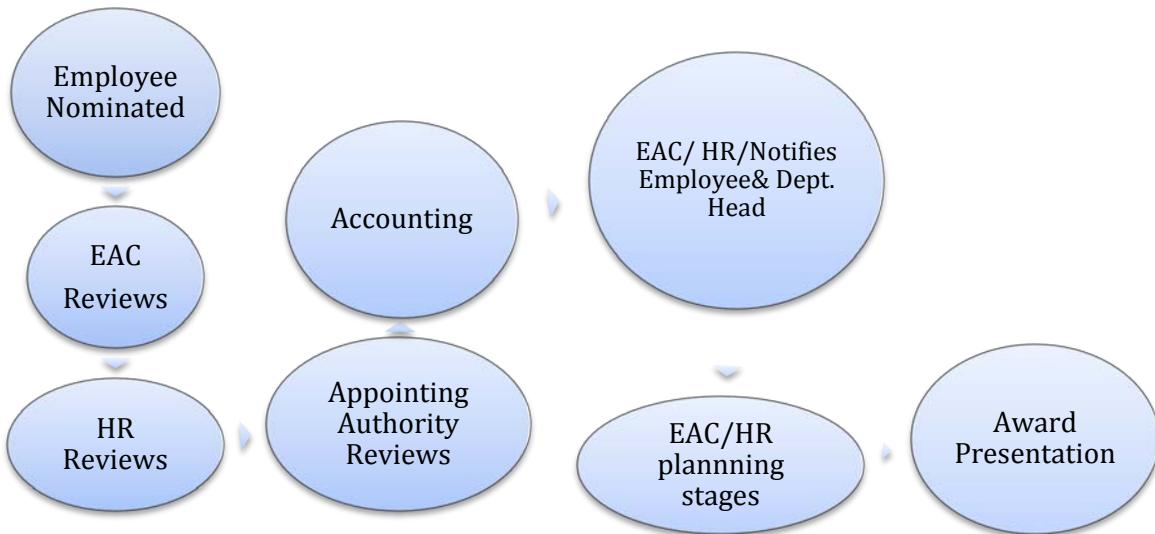


Figure 3.1

1. Employees submit the nomination to the Employee Advisory Committee (EAC) with adherence to outlined policy and timelines.
2. Nomination is carefully reviewed by the EAC, and then forwarded to Human Resources for review.
3. Human Resources documents files and ensure compliance.
4. Human Resources forwards to Appointing Authority.
5. Appointing Authority reviews approves/disapproves recommendation then forwards to Accounting.
6. Accounting authorizes expenditures forwards to EAC and HR.
7. Employee Advisory Council notifies employee and department head.
8. Human Resources and EAC begins preparing for the presentation, schedules the event.

Louisiana Housing Corporation Award of Excellence Outstanding Performance Awards Employee Nomination Form

Date:	
Job Title:	
Department:	

Select the area that you would like this employee to be recognized for. Supporting documentation may be attached to this form. **Employees must be nominated for exceptional, initiative or work product. Awards will not be given for normal job duties.**

- Teamwork (coordinated activities that accomplish a common goal).
- Service (working selfishly for customers or co-workers).
- Work Product (excellent, efficient, effective and creative work product).
- Safety (looks out for the welfare of themselves and others, above and beyond normal job responsibilities).

Completed by _____ Date _____

LHC Award of Excellence Outstanding Performance Awards

Employee Suggestion Form Addendum

Please clearly explain your nominee request. Attach supporting documents if applicable.

civil service rewards & recognition

Louisiana Civil Service Rewards Recognition Example Service Awards

Depending upon available funding, the Department shall present the following awards:

Awards for Commitment to the Department will be given annually according to the chart below to employees for their total number of years of service, as of December 31 of that year. Awards will also be given upon retirement.

- 5 years of service -- Service Award (approximate value \$20)
- 10 years of service -- Service Award (approximate value \$25)
- 20 years of service -- Service Award (approximate value \$50)
- 30 years of service -- Service Award (approximate value \$150)
- Retirement from the Agency -- Plaque (approximate value \$45)

Certificates of Achievement

The Director may present Certificates of Achievement (approximate value \$2) to an employee or employee group who has done work that furthers the mission of the agency, but that does not meet the requirements for a monetary award.

Innovation

Employees or employee groups who have developed new ideas or procedures or who have improved upon existing procedures resulting in a savings to the Department through reduced costs or increased productivity or efficiency may be nominated for a monetary award of up to the maximum percentage of the employee's salary allowed by Civil Service. The new or improved ideas/procedures shall have resulted in a major benefit to the Department.

Special Projects

Employees or employee groups who have done outstanding work on a special project which has furthered the mission of the Department may be nominated for a monetary award of up to the maximum percentage of the employee's salary allowed by Civil Service. The project shall have resulted in a major benefit to the Department. The employee(s) must not have been compensated under some other pay rule (such as detail to special duty) for work on the project.

Posting Requirements

This policy will be posted on the departmental intranet and in the HR office. The awards received will also be posted in the same manner.

Award Period

The award period will be from March 1 through February 28 for all awards given for Innovation and Special Projects. There will be two award periods for Certificates of Achievement: December 1 through April 30 and May 1 through November 30. Award periods for Commitment to the Department are stated above.

Award Ceremonies

Awards for Commitment to the Department, with the exception of Retirement awards, will be presented at a semi-annual Department meeting each year in December. Retirement awards will be presented to the employee upon retirement. Certificates of Achievement will be given in both May and December.

Awards for Innovation and Special Projects will be presented each year in May by the Director at a semi-annual meeting of the Department team members.

Amount of Monetary Awards

No single award, nor the sum of multiple awards under this policy, shall total more than the maximum percentage of an employee's base salary allowed by Civil Service in a fiscal year. The salary used for award calculations shall be the employee's salary as of the approval date of the award as established by the appointing authority.

Nomination Procedures

In order to be considered for any award, an employee must have received a performance evaluation of at least "Meets Requirements" during his or her latest rating period. Awards for Commitment to the Department will be certified by the Secretary to the Employee Representative Committee who will purchase the awards in time for the December meeting with the exception of the retirement award, which will be handled by the Executive Assistant to the Director at the time of retirement.

Certificates of Achievement Nominations

Supervisors should submit nominees to the Secretary through their Division Administrator. The nomination should include a complete description of the reason for the award. The nominations will be reviewed by the Secretary and Assistant Secretary who will decide which are worthy of a Certificate of Achievement.

Innovation and Special Projects Nominations

All nominations must be made prior to March 31. The employee's supervisor must submit a proposal to the appropriate Division Administrator for consideration. The following information must be presented in the proposal:

- 1). the employee(s) nominated for the award,
- 2). a clear description of the new/improved idea/procedure or special project,
- 3). a description of how this furthered the mission of the Department,
- 4). a description of how this saved money directly through reduced costs or saved money, indirectly through improved productivity and efficiency and an estimate of how much money was saved,
- 5). a recommendation of the amount of award to be given and justification for the amount.

The Division Administrator will review these proposals and forward those worthy of consideration to the Secretary by April 15.

The Division Administrator will summarize any proposal not forwarded, explain why the proposal was not deemed worthy of consideration, and forward this summary to the Secretary.

The Secretary will review the proposal summaries to determine the fiscal impact on the Department and will then forward the proposals to the Award Panel with a recommendation of the amount of the reward.

Selection Process for Innovation and Special Projects

The Award Panel shall consist of the Secretary; the members of Executive Team members; and the Chairperson of the Employee Representative Committee. No member of the Award Panel, with the exception of the Chairperson of the Employee Representative Committee, shall be eligible for an individual monetary award. If a member of the Award Panel has been nominated for a group award, he or she shall not participate in the review and the Secretary may designate a substitute.

The Award Panel will meet in May to review the submitted proposals. The panel will review the proposals and determine who will be awarded a monetary award and will also determine the amount of the award. The amount of the reward shall be in relation to the amount of money saved by the Department. In the case where there are more than five proposals deemed worthy of an award, the panel shall rank the proposals and the awards shall go to the five top ranked proposals.

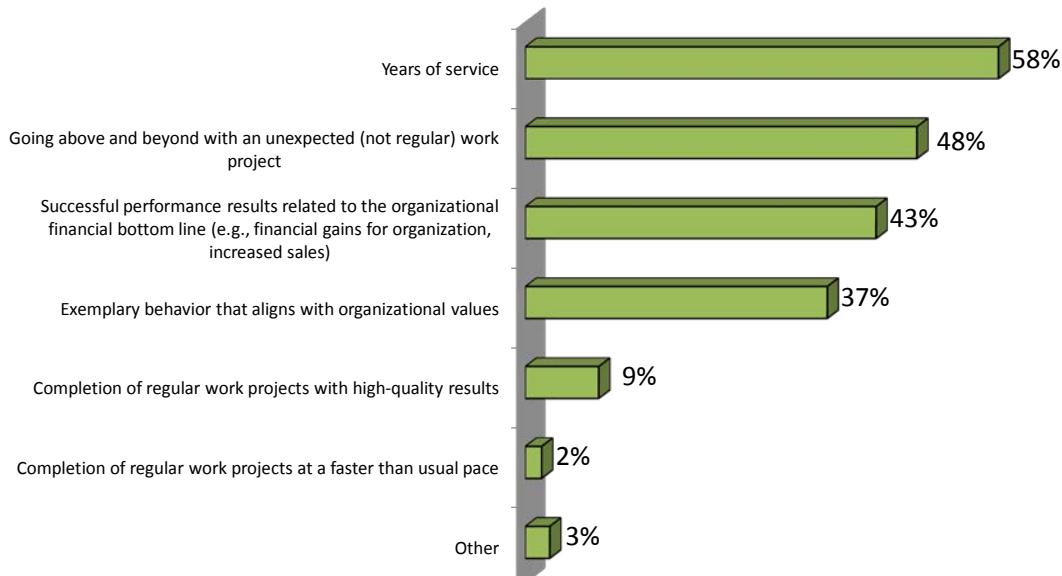
<http://www.civilservice.louisiana.gov/files/hrhandbook/rewardsandrecognition.pdf>

employee recognition research findings

SHRM SURVEY FINDINGS: EMPLOYEE RECOGNITION PROGRAM

Conducted June 23, 2011

The Most Common Reasons Organizations Recognize Employees



Note: n = 549. Includes only organizations that have an employee recognition program in place. Total does not equal 100% due to multiple response options.

SHRM/Globoforce Employee Recognition Tracker Survey: Employee Recognition Programs ©SHRM 2011

Common challenges organizations experience in tracking the ROI of employee recognition programs

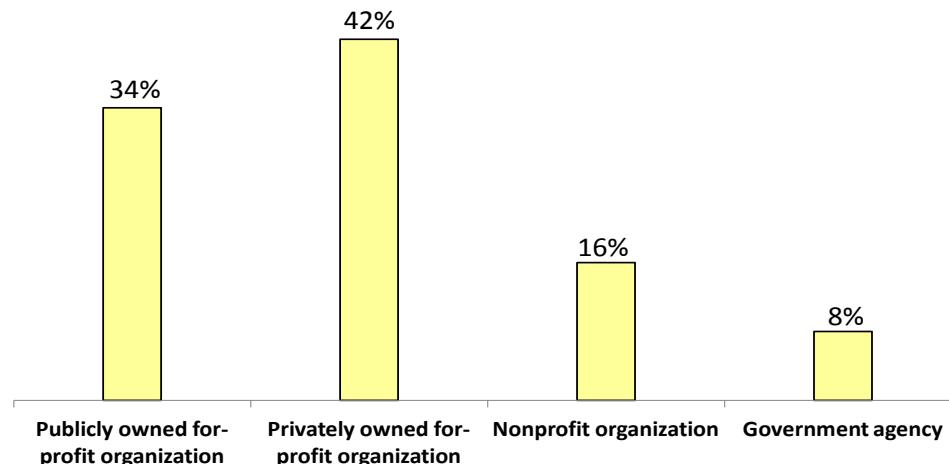


	Percentage
Metrics of success keep changing, making it impossible to consistently report on ROI	32%
The recognition program cannot be linked with our talent management or performance management systems, giving us no insight into how recognition affects key metrics such as performance improvement or retention	32%
The recognition program is not designed to deliver improvement in metrics that our executive leadership (CEO/CFO/COO/CHRO, etc.) finds valuable	22%
The recognition program only rewards the ultimate results, but does not take into consideration how those results are achieved (e.g., in line with company values)	20%
Only segments of employees are eligible to participate in employee recognition programs (e.g., top performers, select job levels)	20%
Don't know what metrics we should be measuring to prove ROI	15%

Note: n = 41. Includes only the respondents who indicated they track the ROI of their employee recognition programs. Total does not equal 100% due to multiple response options.

SHRM/Globoforce Employee Recognition Tracker Survey: Employee Recognition Programs ©SHRM 2011

Demographics: Organization sector



n = 730

SHRM/Globoforce Employee Recognition Tracker Survey: Employee Recognition Programs ©SHRM 2011

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SHRM Survey Findings: Employee recognition programs In collaboration with and commissioned by Globoforce



Methodology



- Response rate = 13%
- Sample composed of 745 randomly selected HR professionals from SHRM's membership who are employed at organizations with a staff size of 500 or more employees.
- Margin of error is +/- 3%
- Survey fielded May 17-27, 2011

For more poll findings, visit www.shrm.org/surveys

Follow us on Twitter: http://twitter.com/SHRM_Research

SHRM/Globoforce Employee Recognition Tracker Survey: Employee Recognition Programs ©SHRM 2011

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