

2014 Entry Form
(Complete one for each entry.)

Fill out the entry name *exactly* as you want it listed in the program.

Entry Name _____

HFA _____

Submission Contact _____

Phone _____ **Email** _____

Qualified Entries must be received by **Tuesday, July 1, 2014.**

For more information about Qualified Entries, [click here to access the 2014 Entry Rules.](#)

Use this header on the upper right corner of each page.

HFA _____

Entry Name _____

Communications	Homeownership	Rental Housing	Special Needs Housing
<input type="checkbox"/> Annual Report <input type="checkbox"/> Promotional Materials and Newsletters <input type="checkbox"/> Creative Media	<input type="checkbox"/> Empowering New Buyers <input type="checkbox"/> Home Improvement and Rehabilitation <input type="checkbox"/> Encouraging New Production	<input type="checkbox"/> Multifamily Management <input type="checkbox"/> Preservation and Rehabilitation <input type="checkbox"/> Encouraging New Production	<input type="checkbox"/> Combating Homelessness <input type="checkbox"/> Housing for Persons with Special Needs
Legislative Advocacy	Management Innovation	Special Achievement	Are you providing visual aids?
<input type="checkbox"/> State Advocacy <input type="checkbox"/> Federal Advocacy	<input type="checkbox"/> Financial <input type="checkbox"/> Human Resources <input type="checkbox"/> Operations <input type="checkbox"/> Technology	<input type="checkbox"/> Special Achievement	<input type="checkbox"/> YES <input type="checkbox"/> NO

California Housing Finance Agency
FOCUSed Communication
Management Innovation: Human Recourses

CalHFA, as with most HFAs, has recently encountered much change; change in the market, change in the way we do business, change in management and change in direction. All of this variation can leave employees feeling uncertain, scattered and a little unfocused. It was CalHFA's goal to take positive steps to remedy those feelings and ensure our staff was receiving communication; not just any communication, but consistent, timely and "Focused Communication."

CalHFA management had a real challenge on their hands. Our research showed that although our staff received some information, they believed they were not receiving enough communication; and it was neither timely nor consistent. This led to staff assumptions, rumor mills and feelings of job insecurity.

To remedy this, CalHFA developed a tool to deliver focused communication in a way that staff would feel engaged and valued. We launched Monthly Focus Videos which featured our Executive Director, Claudia Cappio. By seeing Claudia, instead of reading an email, staff was hearing information first-hand from our Executive Director.

Consistent communication improves Agency operations in many ways. When you have an informed staff, they feel more secure and they are more productive. By ensuring that we release videos each month, there is a sense of consistency and staff is less likely to get impatient and make their own assumptions. We believe to improve Agency communication you can never communicate too much.

The Focus Videos directly speak to key topics that affect the Agency, such as updates on housing bills and laws, digging deep into our strategic five-year business plan and addressing specific questions that employees submit to us through an end-of-video survey. This keeps our staff closely informed about the Agency's operations and answers staff concerns.

After each Focus Video we invite staff to complete a survey which asks if they are receiving enough information, how they like the Focus Videos, and what they want to hear more about in upcoming videos. Here are just a few of the responses we have received:

"I liked the idea that Claudia is communicating via Focus Video and it feels like she is speaking directly to me."

"Well done! I especially appreciate the dialogue format between Claudia and Di. It made the otherwise dry topic of legislation entertaining."

"Like the video, feels like she is talking directly to us."

"I thought the Focus Video was great! It's a great way to relay information for some of us who are visual/audio learners. Thank you for the communication through the use of our improved technology. I prefer auditory communication over reading a lengthy email any day!"

In the past year, we have recorded and released 10 Focus Videos on a variety of subjects. During some of the videos we invited Directors and Managers from various divisions in the Agency to offer an expert voice on certain topics like legislation or finance. We are pleased to see that those 10 videos have been viewed nearly 10,000 times by staff.

With CalHFA's Focus Video series, we have made great strides in reaching our goal to resolve staff concerns about job security and being left out of the loop. We have provided management a solution to an Agency-wide concern. And, most importantly, we have sharpened our "FOCUSed Communication."

Please take a moment to view a sampling of several of the Focus Videos on the accompanied CD.