OHIO HOUSING FINANCE AGENCY

2015 NCSHA AWARD NOMINATION

Management Innovation:
Human Resources

Strategic Priority Culture Initiative

Douglas Garver, Executive Director
Clare Long, Director of Human Resources

NCSHA 2015 Annual Awards Entry Form

(Complete one form for each entry)

Deadline: Wednesday, June 10, 2015

Visit ncsha.org/awards to view the Annual Awards Call for Entries.

Instructions: Type entry information into the form and save it as a PDF. Do not write on or scan the form. If you have any questions contact Matt Cunningham at mcunningham@ncsha.org or 202-624-5424.

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

Entry Name: Strategic Priority Culture Initiative

HFA: Ohio Housing Finance Agency

Submission Contact: (Must be HFA Staff Member) Arlyne Alston **Email:** aalston@ohiohome.org

Please provide a 15-word (maximum) description of your nomination to appear on the NCSHA website.

Strengthen OHFA's Workforce Culture - People are an organization's most important asset...

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

HFA: _____

Entry Name: _____

Select the appropriate subcategory of your entry and indicate if you are providing visual aids.

Communications	Homeownership	Legislative Advocacy	Management Innovation
○ Annual Report	○ Empowering New Buyers	○ Federal Advocacy	○ Financial
○ Creative Media	○ Encouraging New Production	○ State Advocacy	◉ Human Resources
○ Promotional Materials and Newsletters	○ Home Improvement and Rehabilitation		○ Operations
			○ Technology
Rental Housing	**Special Needs Housing**	**Special Achievement**	Are you providing visual aids?
○ Encouraging New Production	○ Combating Homelessness	○ Special Achievement	◉ Yes
○ Multifamily Management	○ Housing for Persons with Special Needs		○ No
○ Preservation and Rehabilitation			

2015 NCSHA Award Nomination

HFA: **Ohio Housing Finance Agency**
Category: **Management Innovation—Human Resources**
Entry Name: **Strategic Priority Culture Initiative**
Douglas Garver, Executive Director
Clare Long, Director of Human Resources

As part of its annual planning process in 2014, the Ohio Housing Finance Agency (OHFA) developed five strategic priorities that provide a framework for OHFA's ongoing performance management efforts in fiscal years 2015 to 2017. One of these priorities is to:

Strengthen OHFA's Workforce Culture

People are an organization's most important asset. An organization's people define its character, affect its capacity to perform and represent the knowledge base of the organization. Accordingly, OHFA cultivates a supportive and respectful organizational culture where engaged employees embrace their responsibility to the public and to each other and are recognized and rewarded for their talent, performance and capabilities. By strengthening OHFA's culture, OHFA employees will thrive and stakeholders will receive distinguished and cost effective services.

Many experts have observed and documented a direct correlation between a healthy workplace culture and the success of an organization. Therefore, in order to implement OHFA's strategic priority, effective July 1, 2014, four initiatives were developed and supported by activities that reinforce OHFA's workforce culture and are evaluated via the 2015 quarterly performance dashboard.

Initiative 1. Offer a rewarding work environment that inspires and engages employees in achieving the mission.

OHFA will provide training and tools to managers and supervisors that emphasize concepts leading to employee engagement, recognize employees for their talent, performance and capabilities and connect each employee to his or her role in supporting the Agency's mission.

- Supervisors will participate in the *Lead Ohio* training offered by the Ohio Department of Administrative Services beginning May 2015. *Lead Ohio* is a Supervisor Training Program for supervisors employed by the state of Ohio. The curriculum includes:
    - Dominance/Influence/Steadiness/ Conscientiousness (DISC)
    - The role of a supervisor
    - Labor management
    - Goal setting
    - Coaching
    - Performance review
    - Powerful presentations
    - Communicating for results
    - Appreciating diversity
- A reference guide will be developed for supervisors and managers that includes the background of Agency policies and reviews staff engagement concepts.
- Discussion of Agency issues will be promoted among managers. Opportunities include a monthly forum for managers to discuss common interests and concerns started in February 2015 and a monthly outing for managers, *OHFA Out to Lunch*, started in September 2014.

- *Kudos* was launched in October 2014 and promotes peer-to-peer recognition via the OHFA Intranet. Any OHFA employee can give "kudos" to fellow employees for a job well done. Recipients are also given a certificate to commemorate their recognition.
- *Donuts with Doug* was launched in October 2014 as a vehicle for employees to provide feedback and express concerns directly to the Agency's executive director in a casual setting. This popular event occurs on a monthly basis.
- OHFA launched a new onboarding program in the spring of 2014 emphasizing the role of the new hire in achieving OHFA's mission.

Initiative 2. Maximize employee potential through development and training.

OHFA recognizes the importance of creating opportunities for employees to excel and build new capabilities and will provide training and development alternatives tailored to the needs of staff.

- Survey managers to identify needs for soft skills and technical training in all offices.
- Provide opportunities for employees to build leadership capabilities and professional knowledge, such as Lead Ohio and the National Development Council's (NDC) Housing Development Finance Professional Certification course. OHFA encourages employees to take advantage of these state-funded programs. Employees will be able to enroll in Lead Ohio, OHFA provided funding for employees to participate in the National Development Council's Housing Development Finance Professional Certification in Columbus starting in September 2014, and OHFA encourages employees to use the state-funded development programs.
- Encourage each employee to complete an Individual Development Plan which will help the employee identify competencies and develop a strategy to build the skills necessary to advance his or her career.
- Compile a Skills Bank which will help the Office of Human Resources tap employee knowledge, strengthen the internal talent pool and plan position successions.

Initiative 3. Optimize work performance to deliver a high level of customer service and requested business results.

OHFA will continue to provide managers with tools to set goals aligned with the Agency's mission and to support an employee's development.

- All employees are given a formal evaluation each year and supervisors are given a performance review manual to assist in the process. During the evaluation, supervisors ensure that employee goals are aligned with the Agency's overall mission.
- Employees are given continuous feedback regarding performance throughout the year, a practice which leads to employee engagement.

Initiative 4. Continue to build channels for the exchange of feedback and knowledge

OHFA will create avenues for staff to celebrate achievements, voice concerns, and to learn about OHFA programs and activities.

- The internal Organizational and Cultural Leadership Committee (OCLC) meets on a regular basis and monitors, measures and evaluates factors that influence our work life experience.
- OHFA formed focus groups in September 2014 to follow up on comments made in the 2014 Engagement Survey.
- OHFA deployed an Engagement Survey in February 2015 conducted by Workplace Dynamics in order to compare its organization with similar organizations regionally and nationally.

Results

The Strategic Priority Culture Initiative provides a framework for creating innovative programs and promoting a healthy and vibrant workplace culture. Many activities were developed based on comments made during the Annual Planning process and also incorporated the results of OHFA's 2014 Engagement Survey. Other activities emphasize OHFA's mission. The 2015 Engagement Survey was conducted by Workplace Dynamics seven months after activities connected with the Strategic Priority Initiative began. The results were grouped into six factors:

- Alignment
- Execution
- Connection
- My Work
- My Manager
- My Pay & Benefits

OHFA compared favorably to the State Government 2014 benchmark in all categories with the exception of My Pay & Benefits. OHFA's average score on the Connection and Alignment factors were 16 percent and 13 percent above the average score for the benchmark, respectively. These factors considered whether an employee is part of something meaningful and is enabled to work at his/her full potential and whether the Agency is going in the right direction. OHFA's Strategic Priority Initiative 1 included activities promoting these concepts. In addition, staff completing the survey rose to 88 percent, an increase of eight percent from the previous year.

During the 2015 survey, OHFA employees also responded to four open-ended questions. Comments received were grouped in themes. These themes were shared with all employees on OHFA's Intranet:

> *We do*…. Appreciate our peers and their work ethics, care for each other, communicate, enjoy our culture, feel like family, fulfill our mission with passion and interest, love our mission, put the needs of households/homebuyers we serve first and want to work for OHFA.
>
> *We do not always*…Have management involvement with day-to-day work, have opportunities to innovate, look for ways to connect staff with upper/senior management, provide career paths, remove silos, retain valuable staff, reward and correct as expected, set goals for professional growth, share our values of trust, communication and respect.

Based on the results of the 2015 Engagement Survey, the Fiscal Year 2016 activities, which begin July 1, 2015, will be revised to incorporate the results of an evaluation of internal communications and discussion of ways to improve management involvement, visibility and connection with staff in the monthly forum for managers.

OHFA's Strategic Priority Culture Initiative and Workforce Plan received recognition from the Ohio Department of Administrative Services (DAS) Human Resources Division and it's been incorporated in the DAS Talent Management Strategy Guide for state agencies to follow when submitting their 2015 Workforce Plans. Making *Strengthen OHFA's Workforce Culture* a Strategic Priority ensures that OHFA will be a successful organization. This program is a low-cost, replicable strategy that provides a clear direction to achieving OHFA's mission.

Attachments: FY 2015 Annual Plan Excerpt and Performance Tracking
2015 Quarterly Performance Dashboard, as of March 31, 2015
Business Insight Report 2015 – OHFA Engagement Survey Results

Fiscal Year 2015 Annual Plan

The following strategic priorities were presented and adopted by OHFA's Board on Wednesday, June 18, 2014, and provide a framework for OHFA's ongoing performance management efforts in fiscal years 2015-2017. One-year goals and activities for fiscal year 2015 do not appear in order of importance and establish an approach for achieving near term outcomes.

Strategic Priorities

Sustain and Advance OHFA Through Its Core Programs

The continued success of the First-Time Homebuyer and Housing Tax Credit programs will increase affordable housing opportunities in Ohio and sustain the Agency financially. Placing OHFA's core programs at the forefront of the Agency's long-term strategy reaffirms the importance of these programs to the purpose for which the Agency was created: financing housing opportunities for low- and moderate-income families and individuals.

Demonstrate Impactful and Measurable Results

The growing complexity of housing needs in Ohio requires strategies that focus on evidence-based housing solutions and evaluation of outcomes. OHFA will thoroughly evaluate and consider the costs and benefits before undertaking any new initiatives. OHFA's housing investments must provide measurable benefit by leveraging expertise and capital for maximum impact. Effective investments will drive economic growth while also providing housing opportunity for low- and moderate-income individuals and communities.

Concentrate Efforts on the Highest Priority Housing Needs

OHFA is accountable for identifying and addressing the housing needs of Ohioans. The Agency will offer cost effective products and services to address housing needs that market forces alone cannot or will not resolve. Consistent with its mission, OHFA will create and preserve affordable rental housing for low- and moderate-income families, assist persons with special needs, improve neighborhoods and communities, support homeownership, and generate positive economic impact.

Act as an Entrepreneur in Advancing OHFA's Mission

An entrepreneur embodies the following traits typically found in the private sector: manageable risk-taking, operational efficiency, organizational flexibility, resource leveraging and creation, partnership building, innovation, and an emphasis on performance. OHFA will incorporate the characteristics of an entrepreneur into strategies and actions that address the affordable housing needs of the state while consistently providing a high level of customer service and delivering requested business results.

Strengthen OHFA's Workforce Culture

People are an organization's most important asset. An organization's people define its character, affect its capacity to perform, and represent the knowledge base of the organization. Accordingly, OHFA cultivates a supportive and respectful organizational culture where engaged employees embrace their responsibility to the public and each other and are recognized and rewarded for their talent, performance and capabilities. By strengthening OHFA's culture, OHFA employees will thrive and stakeholders will receive distinguished and cost effective services.

Strengthen OHFA's Workforce Culture

Initiative 5.1 — Offer a rewarding work environment that inspires and engages employees in achieving the mission.

OHFA will provide training to managers and supervisors that emphasizes concepts leading to employee engagement, employee recognition and connecting each employee to his or her role in supporting the Agency's mission.

Initiative 5.2 — Maximize employee potential through development and training.

OHFA recognizes the importance of creating opportunities for employees to excel and build new capabilities and will provide training and development alternatives tailored to the needs of staff.

Initiative 5.3 — Optimize work performance to deliver a high level of customer service and requested business results.

OHFA will continue to provide managers with tools to set goals aligned with the Agency's mission and to support an employee's development.

Initiative 5.4 — Continue to build channels for the exchange of feedback and knowledge.

OHFA will create avenues for staff to celebrate achievements, voice concerns, and to learn about OHFA programs and activities.

FY 2015 ANNUAL PLAN PERFORMANCE TRACKING

Human Resources/Operations

Strategic Priority: Strengthen OHFA's Workforce Culture	
Initiative 1. Offer a rewarding work environment that inspires and engages employees in achieving the mission.	
Deliverables	**Q 1 Narrative Summary of Progress**
• Annually, identify ways to recognize employees for accomplishments and achievements.	✓ **The KUDOS program was developed and launched 10/1/14**
• Annually, identify activities to promote OHFA's mission and increase employee awareness.	✓ **OHFA launched an Onboarding program in the spring of 2014**
• Provide training and coaching to create a supportive work environment	o HR is compiling a Manual for Supervisors. o HR is exploring retaining a coach for supervisors. o HR is also developing a Forum for Managers where common issues will be discussed.
• Assess training and coaching	o DAS is piloting a new training program for supervisors called "Lead Ohio" this fall. HR expects that it will assign supervisors to participate in this when the time comes.
• Annually, update activities plan	✓ **Communications developed and launched a bi-weekly newsletter for managers in June 2014 called "OHFA in the House." HR launched a new activity called "OHFA Out to Lunch," in September 2014, to get managers who want to discuss issues together at lunch.**
Deliverables	**Q 2 Narrative Summary of Progress**
• Annually, identify ways to recognize employees for accomplishments and achievements.	
• Annually, identify activities to promote OHFA's mission and increase employee awareness.	
• Provide training and coaching to create a supportive work environment	o HR is completing a Reference Guide for Supervisors. o HR is launching a Forum for Managers where common issues will be discussed. o DAS piloted a new training program for supervisors called "Lead Ohio" this fall. Ashleigh was certified to be a DiSC trainer and also to teach the program curriculum to OHFA supervisors.
• Assess training and coaching	o HR is exploring retaining a coach for supervisors.
• Annually, update activities plan	

Deliverables	Q 3 Narrative Summary of Progress
• Annually, identify ways to recognize employees for accomplishments and achievements. • Annually, identify activities to promote OHFA's mission and increase employee awareness. • Provide training and coaching to create a supportive work environment • Assess training and coaching • Annually, update activities plan <u>Change</u> • Provide training and tools to managers and supervisors that emphasize concepts leading to employee engagement • Annually, identify ways to recognize employees for their talent, performance and capabilities • Annually, identify activities to connect each employee to his or her role in supporting the agency's mission.	✓ **In order to promote discussion of issues among managers, a Forum for Managers was launched. The Forum began in February 2015.** o The Reference Guide for Supervisors that will provide tools to managers that emphasize concepts leading to employee engagement has been edited and is nearing completion. o DAS piloted a new training program for supervisors called "Lead Ohio" this fall. Ashleigh was certified to be a DiSC trainer and also to teach the program curriculum to OHFA supervisors. The program will become available in OHFA in May 2015.

Initiative 2. Maximize employee potential through development and training.

Performance Measure	Example	Q 1	Q2	Q3	Q4	Cumulative	1-Year Goal
p. Number of employees attending soft skill and technical trainings	*50*	**62**	**37**	**43**		**142**	

Deliverables	Q 1 Narrative Summary of Progress
• Identify the needs for soft skill and technical trainings by office • Annually, generate list of trainings that will be offered. • Develop plan to expand mentoring and coaching. • Annually, evaluate training across all offices. • Annually, update soft skill and technical training plan.	o DAS is piloting a new training program for supervisors called "Lead Ohio" this fall. HR expects that it will assign supervisors to participate in this when the time comes. o HR is exploring retaining a coach for supervisors.

Deliverables	Q 2 Narrative Summary of Progress
• Identify the needs for soft skill and technical trainings by office • Annually, generate list of trainings that will be offered. • Develop plan to expand mentoring and coaching. • Annually, evaluate training across all offices. • Annually, update soft skill and technical training plan.	o DAS piloted a new training program for supervisors called "Lead Ohio" this fall. HR will assign supervisors to participate in this when the time comes. o HR is exploring retaining a coach for supervisors.

Deliverables	Q 3 Narrative Summary of Progress
• Identify the needs for soft skill and technical trainings by office • Annually, generate list of trainings that will be offered. • Develop plan to expand mentoring and coaching. • Annually, evaluate training across all offices. • Annually, update soft skill and technical training plan. <u>Change</u> • Identify the needs for soft skill and technical trainings by office • Annually, generate list of trainings that will be offered. • Create opportunities for employees to excel and build new capabilities • Provide training and development alternatives tailored to the needs of staff	o Employee Development & Training deployed a Needs Assessment to collect information regarding soft skill and technical training needs. All managers have not completed the Assessment. o The Needs Assessment requests employees to supply certifications they possess. A Skills Bank is being developed based on the information being collected.

Initiative 3. Optimize work performance to deliver a high level of customer service and requested business results.							
Performance Measure	**Example**	**Q 1**	**Q2**	**Q3**	**Q4**	**Cumulative**	**1-Year Goal**
q. Percent of employees with a completed performance evaluation	*95%, 95/100 (%, #/total)*	**100%, 57/57**	**96%, 41/43 (Annual) 100%, 25/25 (Ad Hoc)**	**100%, 2/2 (Annual)**		**98%**	**100%**

Deliverables	**Q 1 Narrative Summary of Progress**
• Create a manual for supervisors to use when conducting performance evaluations • Annually, evaluate all employees on time.	✓ **A Performance Manual was completed and distributed to supervisors the week of June 9, 2014** ✓ **All performance evaluations due (57) for Administrative Staff employees were completed**

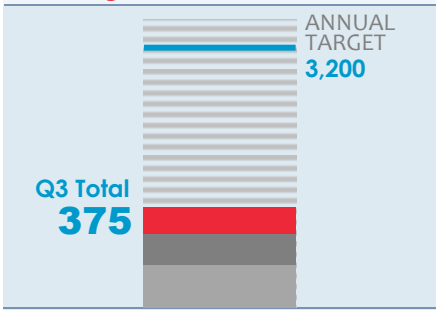
Deliverables	**Q 2 Narrative Summary of Progress**
• Create a manual for supervisors to use when conducting performance evaluations • Annually, evaluate all employees on time.	✓ **Annual evaluations for all Bargaining Unit employees (43) who were scheduled to be evaluated after July 1, 2014, were due December 31, 2014. Ad Hoc evaluations were completed for the remaining bargaining unit employees (25).**

Deliverables	**Q 3 Narrative Summary of Progress**
• Create a manual for supervisors to use when conducting performance evaluations • Annually, evaluate all employees on time. Change • Create a manual for supervisors to use when conducting performance evaluations • Annually, evaluate all employees on time. • Provide managers with tools to set goals aligned with the Agency's mission and to support an employee's development	✓ **Annual evaluations for all Bargaining Unit employees (43) who were scheduled to be evaluated after July 1, 2014, were due December 31, 2014. The remaining two evaluations that were not collected in the 2nd quarter have now been completed.**

Initiative 4. Continue to build channels for the exchange of feedback and knowledge.	
Deliverables	**Q 1 Narrative Summary of Progress**
• Annually, conduct the employee engagement survey. • Annually, evaluate training needs in response to the engagement survey.	✓ **Employee Focus Groups met the week of September 22nd to discuss engagement strategies** o In discussions with a survey firm that will manage the 2015 survey o In response to the survey, OHFA, through the DAS Office of Collective Bargaining, offered Supervising Union Employees training to new supervisors on 9/25/14. HR is exploring retaining a coach for supervisors.
Deliverables	**Q 2 Narrative Summary of Progress**
• Annually, conduct the employee engagement survey. • Annually, evaluate training needs in response to the engagement survey.	o OCLC is working on finalizing the engagement survey for next year o OCLC is reviewing the feedback from the focus groups o HR is exploring retaining a coach for supervisors.
Deliverables	**Q 3 Narrative Summary of Progress**
• Annually, conduct the employee engagement survey. • Annually, evaluate training needs in response to the engagement survey. Change • Create avenues for staff to celebrate achievements and voice concerns • Build channels for employees to learn about OHFA programs and activities • Annually, conduct the employee engagement survey. • Annually, evaluate training needs in response to the engagement survey.	✓ OCLC contracted with a consultant, Workplace Dynamics, to measure two parts of the workplace: Organizational Health evaluating whether a company is likely to succeed in the long term by having a clear sense of direction, executing brilliantly, innovating and making employees feel valued; and My Job measuring how employees feel about their day-to-day job, their managers, compensation, work/life balance and opportunities for career development. The survey closed in March. Overall results were furnished to employees at the Quarterly All-Staff meeting April 1, 2015. ✓ The second part of OHFA's Annual Engagement Survey was administered internally through SurveyMonkey and gave employees the opportunity to answer four open-ended questions. Comments will be sorted in to themes by OCLC.

First-Time Homebuyer Loans approved

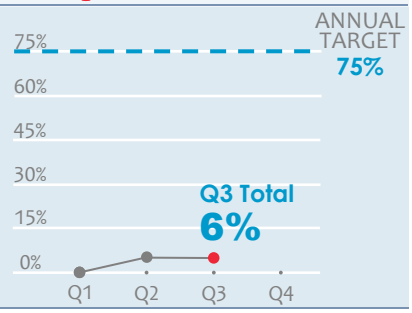
STATUS



	FY 14	FY 15
Q1	1,105	562
Q2	643	427
Q3	379	**375**
Q4	423	
Total	2,550	1,368

Lending partners increasing loan production

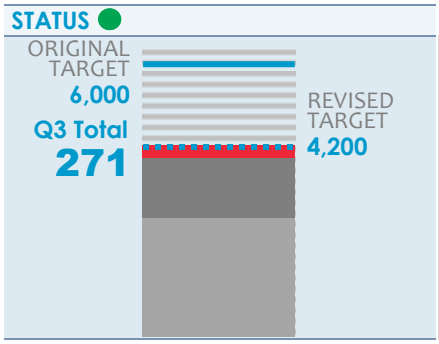
STATUS



	FY 14	FY 15
Q1	75%	0%
Q2	56%	7%
Q3	15%	**6%**
Q4	45%	
Avg.	45%	6%

Homeowners assisted by Save the Dream Ohio[1]

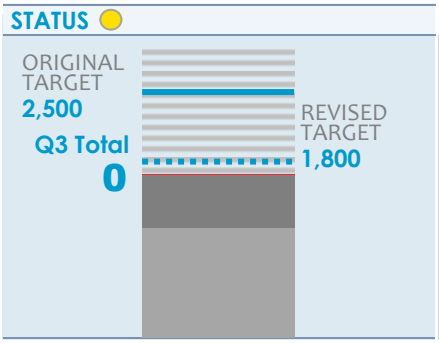
STATUS



	FY 14	FY 15
Q1	1,780	2,604
Q2	2,333	1,294
Q3	2,301	**271**
Q4	2,354	
Total	8,768	4,169

Homeowners receiving foreclosure counseling[2]

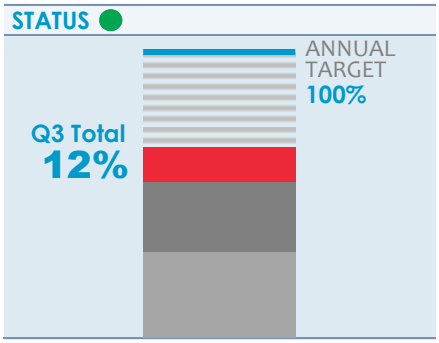
STATUS



	FY 14	FY 15
Q1	1,408	1,101
Q2	1,342	532
Q3	197	**0**
Q4	0	
Total	2,947	1,633

Required property inspections completed[3]

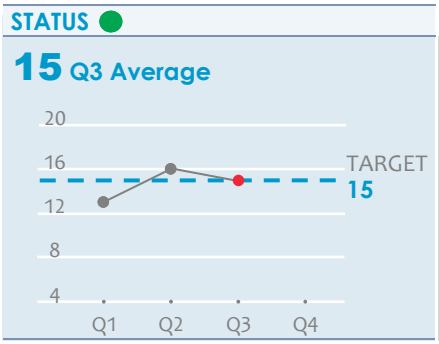
STATUS



	FY 14	FY 15
Q1	17%	30%
Q2	13%	24%
Q3	30%	**12%**
Q4	40%	
Total	100%	76%

Business days to issue compliance reports

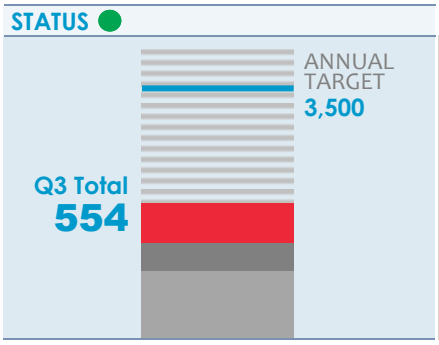
STATUS



	FY 14	FY 15
Q1	12	13
Q2	14	16
Q3	9	**15**
Q4	12	
Avg.	12	14.5

Multifamily units funded

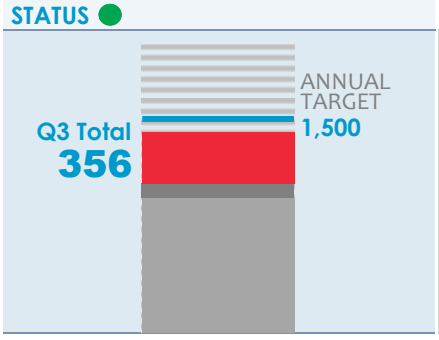
STATUS



	FY 14	FY 15
Q1	455	932
Q2	352	376
Q3	767	**554**
Q4	2,988	
Total	4,562	1,862

Multifamily units preserved

STATUS



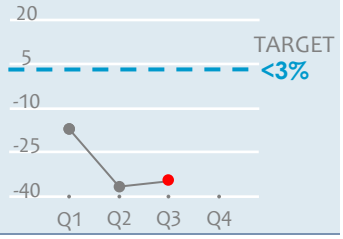
	FY 14	FY 15
Q1	328	932
Q2	153	100
Q3	418	**356**
Q4	1,840	
Total	2,988	1,388

Legend On Target · At-Risk · Warning

Sufficiency Ratio[4]

STATUS

-35% Q3 Total

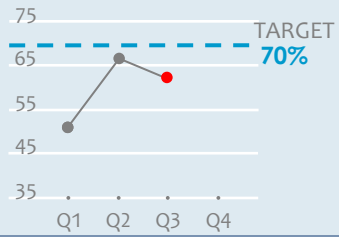


	FY 14	FY 15
Q1	4%	-17%
Q2	-7%	-37%
Q3	-1%	**-35%**
Q4	2%	
Total	2%	-35%

Programmatic Ratio[5]

STATUS

62% Q2 Total



	FY 14	FY 15
Q1	61%	51%
Q2	55%	66%
Q3	52%	**62%**
Q4	51%	
Total	51%	62%

Footnotes

1 Due to the wind down of the Save the Dream Ohio program, OHFA has revised this goal to reflect the number of people expected to receive assistance by the end of the FY.

2 The number of homeowners receiving foreclosure counseling indicates homeowners provided counseling funded by Round 8 of the National Foreclosure Mitigation Counseling program. The FY 15 goal has been adjusted to 1,800 from 2,500 to reflect the actual dollars allocated to OHFA in Round 8.

3 Property inspections include Housing Tax Credit (HTC) reviews completed on a calendar year basis and gap financing reviews (Gap) completed on a state fiscal year basis. In Q3, OHFA completed 21% of its anticipated HTC reviews and 35% of its anticipated Gap reviews. Approximately 56% of the properties are both HTC and Gap.

4 The sufficiency ratio equals total net income divided by total expenses. Compared to the prior year, the sufficiency ratio through Q3 of FY 2015 declined due to lower housing tax credit reservation revenues collected ($829,000) and increased program contribution expenses ($3.3 million) for the Capital Funding to End Homelessness Initiative (CFEHI). The former decrease is due to a change in accounting recognition of these fees in Q1 of 2015 compared to FY 2014, and the latter is due to disbursements under CFEHI, paid from the General Fund.

5 The programmatic ratio equals direct program services expenses divided by total expenses. Compared to FY 2014, the program ratio through Q3 of FY 2015 has increased due to higher year-to-date program contribution expenses, primarily related to disbursements under CFEHI.

FIGURE 1. APPROVED FTHB LOANS BY CNTY, 3 QTR FY2015

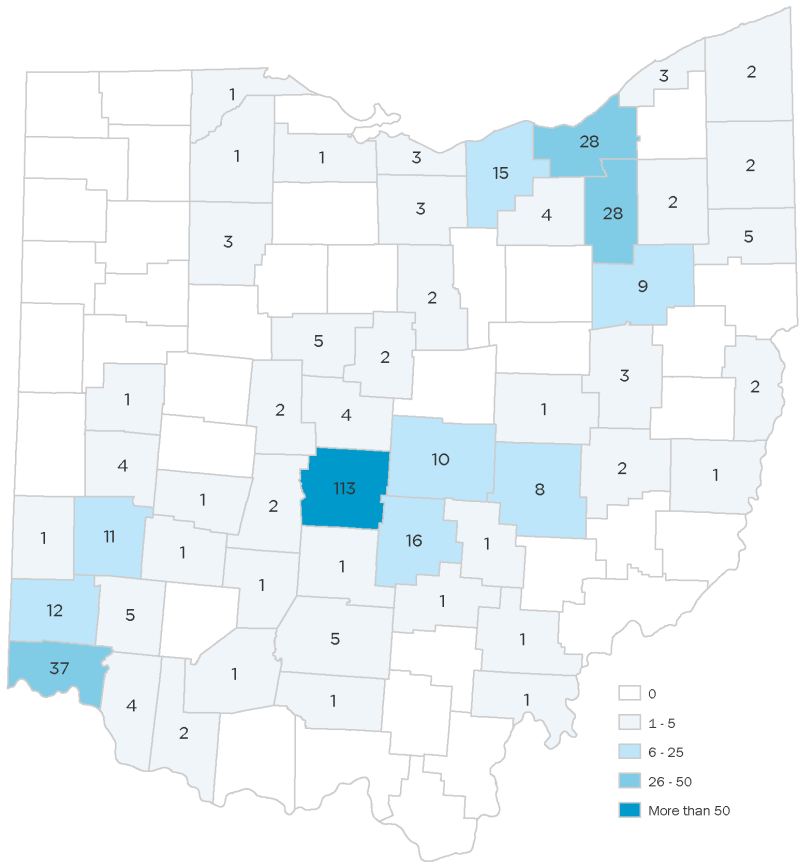
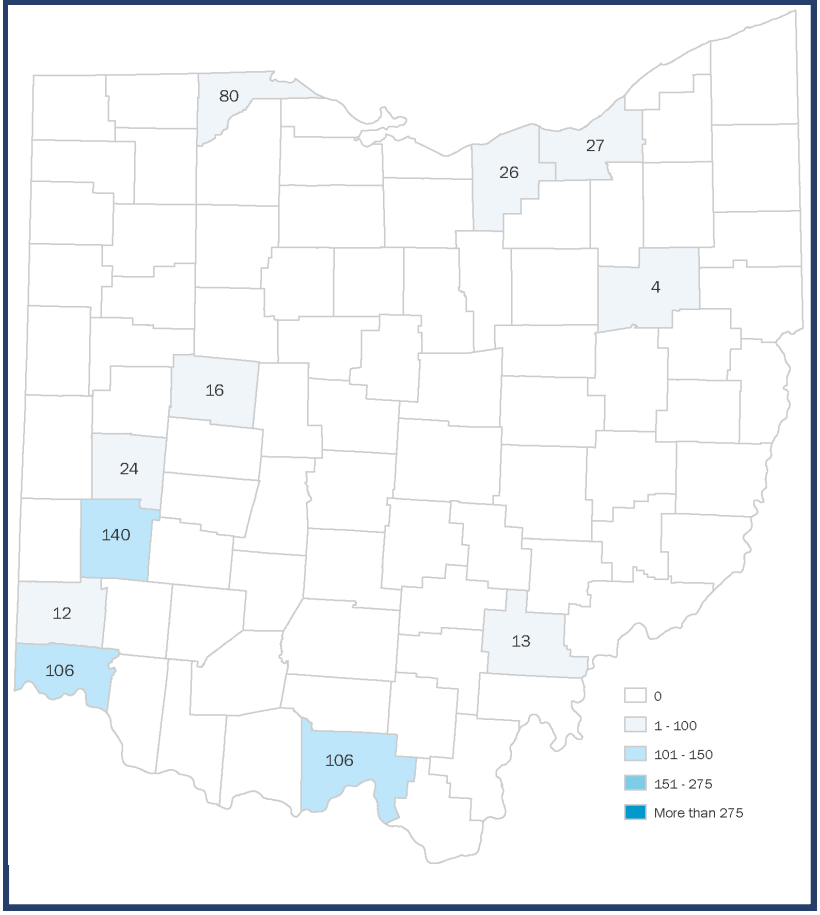
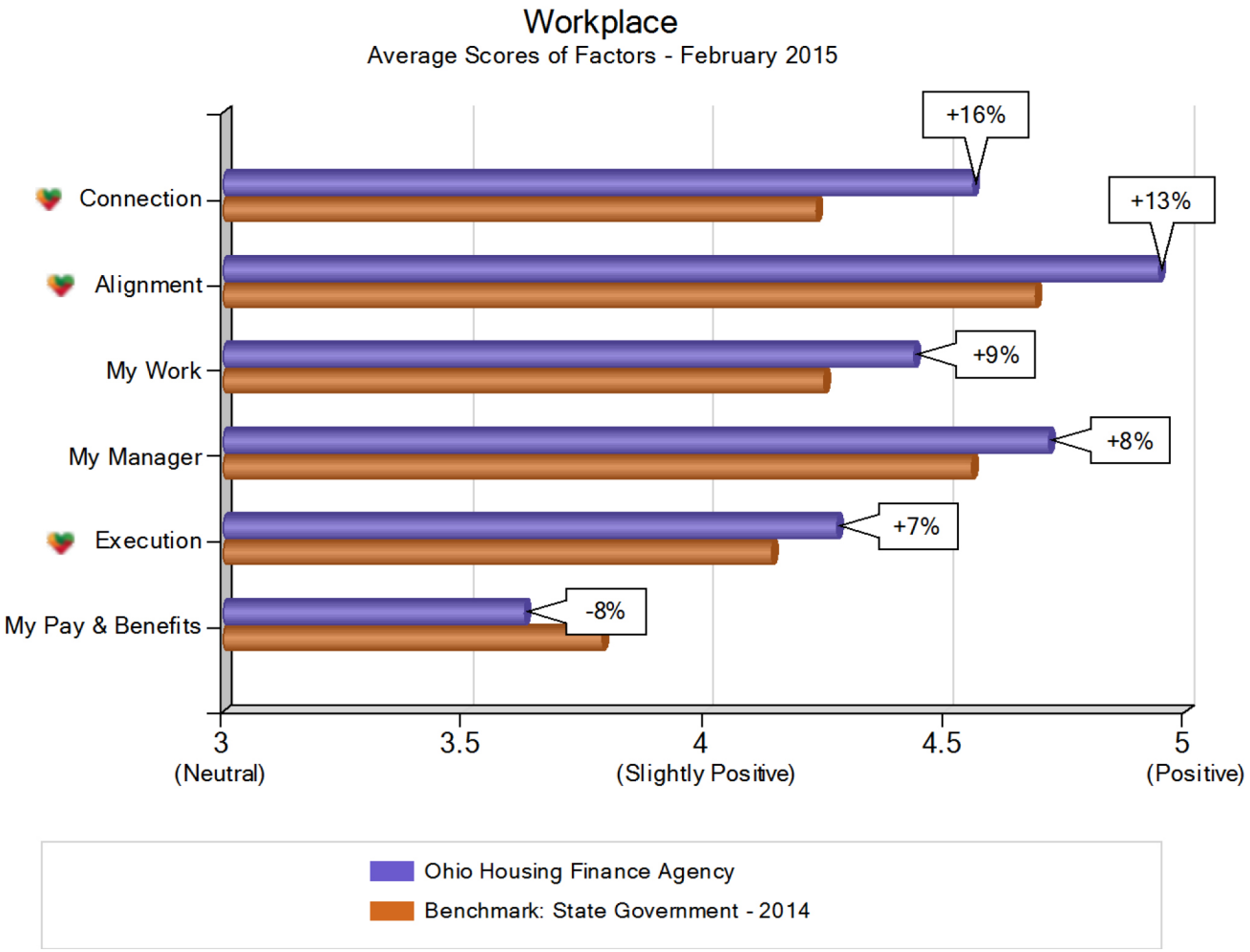


FIGURE 2. MULTIFAMILY UNITS FUNDED BY CNTY, 3 QTR FY2015



Factors

The **blue** bars on this chart show **Ohio Housing Finance Agency's** average score on each factor. The **brown** bars provide the average score on each factor for the **"State Government - 2014"** benchmark.



Workplace Dynamics
Brilliantly Simple Employee Surveys