ORGANIZATIONAL COMPETENCY MODEL





HISTORY

MARCH 2016

- Internal challenges: financial insolvency, leadership turnover, potential 23% reduction in workforce
- Result ... low employee morale

SEPTEMBER 2016

Human Resource returns



COMPETENCY ASSESSMENT

ASSESSMENT THE State of Louisiana's Talent Development

Division; use of current resources

- Newly minted corporate competency model
- Competency Assessment 81% participation
- Recognized 12 high and 12 low competencies
- Follow up focus groups



Louisiana Housing
Corporation

COMPENTENCY FOCUS

- Communication
- Accountability
- Workforce management
- Fostering engagement
- Change management

RECOMMENDATI

- #11 Create a clear, articulate communications plan.
- # 2. Determine agency values and guiding behaviors. Demonstrate and reward these behaviors.
- # 3. Create functional organizational chart with related process maps.
- # 4. Invest in employee development.
- # 5. Build trust and engagement by finding and completing strategic initiatives resulting in small wins. Promote successful changes.





INITIATIVES

- Communications Plan
- Strategic Planning
- Process Improvement
- Employee Development and Recognition

COMMUNICATIONS PLAN

- Newsflashes
- Team meetings
- Performance Evaluations
- Committees



NEWSFLASHES

- Monthly distribution
- Official communications for LHC
- Important dates, work anniversaries,
 policy info, employee activities,
 employee recognition, department
 success stories



TEAM MEETINGS

- Facilitate communication in the department
- Ensures employee input on policies, procedures, and strategic planning
- Documented monthly with agenda and sign in sheet; can be more often

PERFORMANCE EVALS uarterly interim discussions to

- Quarterry interim discussions to provide regular feedback
- New pay for performance system
 - expectation for exceptional on supervisor's PES





COMMITTEES



Share information, solve issues, build camaraderie



Leadership

Lhive-Wire

Notre Dame

Employee Activities

STRATEGIC PLANNING

- Decision to perform in-house to be fiscally responsible and to include Leadership
- Brought together department directors and managers
- Over 4 sessions reviewed mission, established core values, set 3 main goals, identified 13 objectives to meet these goals
- Developed individual department goals to meet the objectives
- Bi-annual review



CORE VALUES

- Accountability
- Collaboration
- Commitment
- Customer Service
- Integrity
- Professionalism







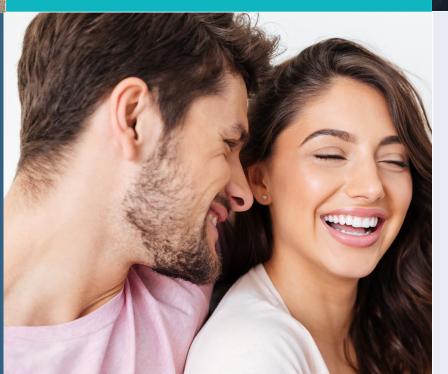
PROCESS IMPROVEMENT



Standard

Operating

Procedures



Policy

Review

SOPs

- Big picture; employee engagement
- Managing and Improving Work
 Processes
- Flowcharting, developing
 procedures, review to recognize
 areas of improvement



POLICY REVIEW

- New and updated policies are sent through a 30-day review.
- Policies are discussed in Team meetings and Leadership Committee meetings.
- Recommendations accepted from each department and from the Leadership
 Committee as a whole. 'Owner' of policy evaluates comments, makes
 recommendations for changes, and forwards to Executive Team.
- Executive Team reviews, responds to comments, and promulgates policy.



EMPLOYEE DEVELOPM ENT and **RECOGNITI** ON

Leadership Education

Employee development plans

Technical and behavioral education

Rewards and Recognition Policy



LEADERSHIP EDUCATION EProvided management task training in July 2017.

- Partnership with Talent Development Division provided a Leadership Retreat on Jan. 5th on Team Dynamics.
- Follow-up survey with the team in the end of March. Followup meeting with the team in August.



EMPLOYEE DEVELOPMENT

- Plandividual development plans for each position
- Include all State and certification required, continuing ed., etc.
- Identify training costs for year to tie to budgeting

TECHNICAL

- On-going certification training
- Managing and Improving Work
 Processes
- Professional Writing
- Internal processes leave system, timesheet, etc.

BEHAVIORAL

- Professionalism in the Workplace
- Managing Work Time Effectively
- Self-Motivation in the Workplace
- Team building activities





REWARDS and RECOGNITION

- Exceptional performance ratings
- Evaluate existing monetary and non-monetary awards
- Promote positive and negative examples of core values.

COMPETENCY PROJECT

- Ongoing process; next Competency Sort in November 2018
- Sort identify migration of top 12 and bottom 12 competencies; change focus and update recommendations
- Evaluate current plans and update
- Set objective criteria and measure





RESULTS

- Re-established Executive Team
- Financial portfolio is healthy
- Eliminated threat of layoff and ensured continued solvency
- FTEs increased by 29%, 41 new hires in
 FY2018 17% were previous employees
- Turnover of 3 high-level positions





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