

# ORGANIZATIONAL COMPETENCY MODEL



**Louisiana Housing**  
Corporation

Kevin Brady, Human Resources  
Director



# 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

- Partnership with 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 ONS

- # 1. 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

- Quarterly 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

- **Provided 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. Follow-up meeting with the team in August.**



Louisiana Housing  
Corporation

# EMPLOYEE DEVELOPMENT PLANS

- Individual 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**



**Louisiana Housing**  
Corporation





# 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





**KEVIN BRADY**  
**HUMAN RESOURCES DIRECTOR**  
**225-763-8896**  
**kbrady@lhc.la.gov**





Louisiana Housing  
Corporation

---

(225) 763-8700 • [LHC.LA.GOV](http://LHC.LA.GOV)