HOUSING CHOICE VOUCHER EXECUTIVE MANAGEMENT
DAY ONE

8:00   **Welcome and Class Overview and Introduction**

            Chapter 1: Organizational Overview

- The Organizational Environment: Profile
- Regulatory Environment: Congress, HUD, State and Local Government, OIG, Compliance and Performance

10:15   **Break**

10:30   **Chapter 1: Organizational Overview** (continued)

- Regulatory Environment: Congress, HUD, State and Local Government, OIG, Compliance and Performance (continued)
  - Learning Activity 1-1: Operational Challenges
- Overview of Fair Housing Compliance
- Role and Structure of the PHA: Board, Executive Director, and Senior Leaders
  - Learning Activity 1-2: Leadership Assessment

12:00   **Lunch** (on your own)

1:00   **Chapter 1: Organizational Overview** (continued)

- The Importance of the Organizational Chart
- Mission, Vision, Goals for the HCV Department
- The Cultural Shift: Multigenerations in the Workplace

2:30   **Break**

2:45   **Chapter 1: Organizational Overview** (continued)

- The Cultural Shift: Multigenerations in the Workplace (continued)
  - Learning Activity 1-3: Agency Cultural Assessment Survey
- Strategic Planning vs. Crisis Management
  - Take-Home Strategy Map: A New Approach
- Goal Setting
  - Learning Activity 1-4: Organizational Goals and Performance Standards
- Leadership Performance Systems: Your Key to Successful Management Transition
  - Fact-Based Decision Making, Ethics, Conflict of Interest
  - Learning Activity 1-5: Analyzing Your Leadership Performance System

Chapter 1: Organizational Relationships

- Organizational Relationships and Communication
  - Voice of the Customer
  - Writing Customer Surveys
- Learning Outcomes Review

5:00   **Closing and Study Assignment**

AGENDA
HOUSING CHOICE VOUCHER EXECUTIVE MANAGEMENT
DAY TWO

8:00   **Chapter 2: Workforce Management**
- Workforce Capability: The Role of the HCV Manager
- Job Descriptions and KSAs (Knowledge, Skills and Abilities)
  - Learning Activity 2-1 and 2-2: Personal Assessment and Customized Learning Plan

10:15   **Break**

10:30   **Chapter 2: Workforce Management** (continued)
- Workforce Capacity – Staffing Models (Generalist, Specialist, Blended, and Specialized Areas)
- Caseload Assignment
  - Learning Resource: Caseload and Accuracy Plan Development
- Staffing Need Methodology: Informal Managerial Judgments, Benchmarking, Cycle Time (Forms and Methods to Choose From)
  - Learning Activity 2-3: Calculating Staffing Needs

12:00   **Lunch** (on your own)

1:00   **Workforce Management** (continued)

Calculating Staffing Needs

Chapter 3: Effective Supervision

- Hiring and Selection: The Right Person for the Right Job
- Onboarding: Get Employees Up and Running the Right Way with a New Hire Pathway and Checklist
- Training: On-the-Job, Classroom, Online, Self-Study

2:30   **Break**

2:45   **Chapter 3: Effective Supervision** (continued)

- Performance Management – How to Achieve High Performance Results
- Using Performance Standards and KPIs to Make Performance Evaluations Easy
  - Learning Activity 3-1: Writing Performance Standards
- Creating Performance Incentives
  - Learning Activity 3-2: Greatest Motivators
  - Learning Activity 3-3: Designing an Innovative Incentives Program
- Stay Interviews
- Individual Development Plans for All Performers and Corrective Action Plans for Poor Performers
- Termination of Poor Performers – Don't Let Them Become the Standard!
- Exit Interviews – Asking the Right Questions

5:00   **Closing and Study Assignment**

8:00   **Chapter 4: Basic Financial Management and Program Utilization**

- Review of the Annual Contributions Contract
- Review of the Funding Exhibit
- Key Points of HAP Funding and Reserves
- Cash Management Requirements and Shortfall Strategies
- Reporting Requirements: VMS
- Using HUD's Dashboard

10:15   **Break**

10:30   **Chapter 4: Basic Financial Management and Program Utilization** (continued)

- Tracking Per Unit Costs and HAP
- Practical Application of HUD's Two-Year Tool
- Monitoring Your Funding
- Monitoring Tools
  - Management Scorecard

12:00   **Lunch** (on your own)

1:00   **Chapter 4: Basic Financial Management and Program Utilization** (continued)

- Practical Application of HUD's Tool of Tools
- Administrative Fee Funding and Spending
  - Learning Activity 4-3: Administrative Budget
- Understanding Unrestricted Net Position

2:30   **Break**

2:45   **Chapter 5: Operational Work Systems**

- Work Systems and Processes of the HCV Program
- How to Read a Regulation

3:15   **Chapter 3: Effective Supervision**

- Effective Communication
- DiSC Profile: How Can I Communicate Effectively with My Boss and Staff? Learn How to Manage using Preferred Communication Styles
  - Learning Activity 3-3: Video Introduction to the Four DiSC Styles
  - Learning Activity 3-4: Leadership Challenges and Growth Checklist
  - Learning Activity 3-5: Analyzing Behavioral Tendencies for Your Staff

5:00   **Closing and Study Assignment**

HOUSING CHOICE VOUCHER EXECUTIVE MANAGEMENT
DAY FOUR

8:00   **Chapter 6: Quality Control**
- The Quality Control Cycle – Stop the Audit Findings!
- Quality Control Planning
- Designing an Effective QC Program: Key Program Indicators
- Types of Quality Control
- Conducting Quality Control: Approach and Tools
  - Learning Activity 6-1: Quality Control Approach

Production Performance Measurement
- Leading and Lagging Indicators – How to Use Them
  - Learning Activity 6-2: Tracking Reexam Production (Usable for Any Function!)
- Using Reports to Track Production

Accuracy Measurement
- Using Reports to Track Accuracy
- Error Reduction Strategy
  - Learning Activity 6-3: Measurement Tools

10:15   Break

10:30   **Chapter 7: Flexible Leadership – How to Be that Leader Everyone Wants to Be!**
  - Learning Activity 7-1: Supervisory Styles – Which One's the Best?
- Flexibility in Supervisory Styles
- Directive and Supportive Behavior – Where's the Balance?
  - Learning Activity 7-2: Scoring – Part 1
- Developing People – The Stages of Development
  - Learning Activity 7-3: Scoring – Part 2

12:00   Lunch (on your own)

1:00   **Chapter 5: Work Systems and Processes of the HCV Program**
- 5 Trends Shaping Work
- Administrative Plan Policy Decisions
- Key Work Processes
- Procedures and Min-Procedures – Get a Handle on Running Your Program with Samples
- Document Creation – Forms and Letters

2:30   **Break**

2:45   **Chapter 6: Measurement and Analysis** (continued)

The Problem-Solving Process

Leading Through Change
- Fact-Based Decision Making

Steps to Implement Change
- Learning Activity 6-4: Problem-Solving Case Studies
- 5 Steps to Successful Change

5:00   **Closing and Study Assignment**

AGENDA
HOUSING CHOICE VOUCHER EXECUTIVE MANAGEMENT
DAY FIVE

8:00	Chapter 3: Effective Supervision
	Teambuilding – Five Dysfunctions of a Team and the Ideal Team Player

- Learning Activity 3-9: Your Teams
- Learning Activity 3-10: Team Analysis
- Trust, Positive Team Conflict, Commitment, Accountability, Results
- The Ideal Team Player Self-Assessment

	Chapter 6: Measurement and Trends (continued)
	Performance Trends and Results
	Reports
	Knowledge Management
10:15	Break
10:30	Work-Life Balance
	Planning Next Steps – Successful Implementation Back Home
12:00	Lunch (on your own)
1:00	Individual Implementation Priorities
	Closing and Test Information
3:00	End of Course

Credentialing Exam Available Online