

AGENDA
HOUSING CHOICE VOUCHER EXECUTIVE MANAGEMENT
DAY ONE

- 8:00** **Welcome and Class Overview and Introduction**
The Baldrige Approach to HCV Management Excellence
Chapter 1: Organizational Overview
- The Organizational Environment: Service Offerings
 - 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 Obstacles
 - Overview of Fair Housing Compliance
 - Role and Structure of the PHA: Board, Executive Director, and Senior Leaders
- 12:00** **Lunch (on your own)**
- 1:00** **Chapter 1: Organizational Overview (continued)**
- Leadership
 - Learning Activity 1-2: Leadership Assessment
 - The Importance of the Organizational Chart
 - Mission and Vision for the HCV Department
 - The Cultural Shift: Multigenerations in the Workplace
- 2:30** **Break**

AGENDA
HOUSING CHOICE VOUCHER EXECUTIVE MANAGEMENT
DAY ONE (continued)

- 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: Writing a S.M.A.R.T Goal
 - Leadership Performance Systems: Your Key to Successful Management Transition
 - Ethics
 - Learning Activity 1-5: Analyzing Your Leadership Performance System and Ethics
 - Learning Outcomes Review
- 5:00** **Closing and Study Assignment**

AGENDA
HOUSING CHOICE VOUCHER EXECUTIVE MANAGEMENT
DAY TWO

- 8:00** **Chapter 1: Organizational Relationships**
- Organizational Relationships and Communication
 - Voice of the Customer
 - Writing Customer Surveys
- 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: Quantification, 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)**

AGENDA
HOUSING CHOICE VOUCHER EXECUTIVE MANAGEMENT
DAY TWO (continued)

- 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 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**

AGENDA
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DAY THREE

- 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
 - Monitoring Your Funding
- 10:15** **Break**
- 10:30** **Chapter 4: Basic Financial Management and Program Utilization (continued)**
- Tracking Per Unit Costs and HAP
 - Monitoring Tools
 - Management Scorecard
 - HUD Forecasting Tool
- 12:00** **Lunch (on your own)**

AGENDA
HOUSING CHOICE VOUCHER EXECUTIVE MANAGEMENT
DAY THREE (continued)

- 1:00 Chapter 4: Basic Financial Management and Program Utilization (continued)**
- Administrative Fee Funding and Spending
 - Learning Activity 4-3: Administrative Budget
 - Understanding Unrestricted Net Position
- Chapter 3: Effective Supervision (continued)**
- Effective Communication
 - DiSC Profile: How Can I Communicate Effectively with My Boss and Staff? Learn How to Manage using Preferred Communication Styles
 - Learning Activity 3-4: Video Introduction to the Four DiSC Styles
 - Learning Activity 3-5: Communication Preferences
- 2:30 Break**
- 2:45 Chapter 3: Effective Supervision (continued)**
- Learning Activity 3-6: Analyzing Behavioral Tendencies for Your Staff
 - Learning Activity 3-7: How to Manage the 4 Styles
 - Your Preferred Communication Blueprint
- Chapter 5: Operational Work Systems**
- Work Systems and Processes of the HCV Program
 - Administrative Plan Policy Direction
 - Key Work Processes
 - Procedures and Mini-Procedures – Get a Handle on Running Your Program – Samples, Samples, Samples
- 5:00 Closing and Study Assignment**

AGENDA
HOUSING CHOICE VOUCHER EXECUTIVE MANAGEMENT
DAY FOUR

- 8:00 Chapter 5: Operational Work Systems**
- Document Creation – Forms and Letters
 - Software vs. Procedures
 - Work Process Tools
 - Learning Activity 5-1: Technology at Work
- 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
- 10:15 Break**
- 10:30 Chapter 6: Quality Control (continued)**
- 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
- 12:00 Lunch (on your own)**

AGENDA
HOUSING CHOICE VOUCHER EXECUTIVE MANAGEMENT
DAY FOUR (continued)

- 1:00 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
- 2:30 Break**
- 2:45 Chapter 7: Flexible Leadership – How to Be that Leader Everyone Wants to Be! (continued)**
- 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
- 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: Quality Control (cont'd)**
The Problem-Solving Process
Leading Through Change
5 Steps to Successful Change
Steps to Implement Change
- 10:15** **Break**
- 10:30** **Chapter 6: Quality Control (continued)**
- Learning Activity 6-4: Problem-Solving Case Studies
- Performance Trends and Results**
Reports
- 12:00** **Lunch (on your own)**
- 1:00** **Knowledge Management**
Work-Life Balance
Planning Next Steps – Successful Implementation Back Home
Closing and Study Assignment
- 3:00** **End of Seminar**

Certification Exam Available Online