

## MEMORANDUM

**To:** Board of Directors  
CALIFORNIA HOUSING FINANCE AGENCY

**Date:** July 11, 2011

**From:** KEN GIEBEL, Director of Marketing  
CALIFORNIA HOUSING FINANCE AGENCY

**Subject:** AGENDA ITEM 6 – CalHFA Employee Recognition Program

Background:

The California Housing Finance Agency has not had a formal employee recognition program during its history. However at varying times over the years, the value of a formal employee recognition program has been considered. Several ideas have been used. Just two examples of these attempts include awarding desk top paperweights memorializing individuals' team member contribution to the successful completion of a large IT initiative, and personal Thank You cards for individuals to distribute to helpful coworkers. Both were successful in contributing to an employee's satisfaction. But without repeated and consistent use the benefits were limited and temporary.

Now more than ever, CalHFA has an opportunity to offer acknowledgment of superior performance by recognizing employees for their contributions' to quality and productivity, and will promote a continuous cycle of employee engagement and productivity.

Studies<sup>1</sup> show that when employees are "engaged" with the organization's mission, values and vision, they are more likely to produce four tangible behaviors:

- Staying
- Performing
- Influencing others to perform well
- Recommending the employer to others

Goal:

The goal of the Employee Recognition Program is to provide CalHFA employees with a flexible yet meaningful method of acknowledging their colleagues and staff for superior performance and outstanding contribution to the Agency's quality and productivity; the end result being a continuous cycle of employee engagement and superior performance.

<sup>1</sup>Edelman Internal Communications Study, May 2006, Northeastern University, Boston MA

Program:

The proposed Employee Recognition Program has the following three Tiers.

Tier I: Peer to Peer:

Provide staff a way of saying "Thank You" to their colleagues promoting positive feedback from employee to employee in a simple and direct manner.

Tier II: Manager to Employee/Team:

Formal written recognition presented to employees or teams from Supervisor/Manager. In addition to written recognition for their personal file, a small gift card will accompany the recognition letter.

Tier III: Annual Achievement Awards:

The highest level of recognition will be presented by the Executive Director at the Annual State of the Agency. Division Directors will present their nomination to the Awards Committee who will review the documentation and select the winning individual(s) or team(s). In addition to an awards certificate, the individual(s) or team(s) recipient will receive up to \$500.00

All Tiers have criteria standards and procedural guidelines, however the program will provide the flexibility to enable Directors to tailor the program to meet their needs. All exempt employees are excluded from receiving any monetary awards.

Budget:

Tier II	\$1,500
Tier III	1,500
Total	\$3,000

Decisions:

We plan on introducing the Employee Recognition to staff at the State of the Agency in mid-August and we will need your approval to add the above budget line item to the 2011/2012 Administrative budget.

Please let me know if you have any questions.

RESOLUTION 11-11

CALHFA EMPLOYEE RECOGNITION PROGRAM

WHEREAS, the California Housing Finance Agency (the "Agency") desires to implement an Employee Recognition Program to provide the Agency with a flexible and meaningful method of acknowledging their staff for superior performance and outstanding contribution to the Agency's quality and productivity; and

WHEREAS, the Board of Directors has considered a written Employee Recognition Plan submitted to the Board; and

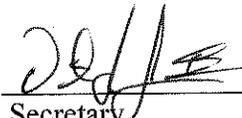
WHEREAS, the Board believes that such a plan would benefit the Agency;

NOW, THEREFORE BE IT RESOLVED by the Board of Directors of the Agency as follows:

1. The Board adopts the "CalHFA Employee Recognition Program" presented to the Board and attached hereto as Exhibit "A", together with any modifications made by the Board at the meeting and reflected in the minutes of the meeting.

I hereby certify that this is a true and correct copy of Resolution 11-11, adopted at a duly constituted meeting of the Board of the Agency held on July 21, 2011, in Burbank, California.

ATTEST:

  
Secretary

Attachment