Employee Engagement At Affordable Housing Companies

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Discussion Topics

• Why employee engagement?
• Industry trends in Affordable Housing
• Survey says – NH&RA Human Capital Survey
• Facilitators and Inhibitors of Engagement
• Practical suggestions to improve retention
• Q&A?
Why Employee Engagement?
Human Capital Survey Results

- Plante Moran emailed a brief online questionnaire to employees and leaders of affordable housing companies.
- Approximately 53 individuals completed the survey.
- The breakdown of participants by title within their perspective companies are presented below:

<table>
<thead>
<tr>
<th>Title</th>
<th>Percentage</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner/C-Suite</td>
<td>42%</td>
<td>22</td>
</tr>
<tr>
<td>Department Head/SVP/EVP</td>
<td>25%</td>
<td>13</td>
</tr>
<tr>
<td>Originator/VP/AVP/Director</td>
<td>21%</td>
<td>11</td>
</tr>
<tr>
<td>Analyst/Associate</td>
<td>6%</td>
<td>3</td>
</tr>
<tr>
<td>Other</td>
<td>8%</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
<td><strong>53</strong></td>
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</tbody>
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Human Capital Survey Results

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<tr>
<th>Role in the company</th>
<th>Percentage</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner / Partner</td>
<td>40%</td>
<td>21</td>
</tr>
<tr>
<td>Developer</td>
<td>26%</td>
<td>14</td>
</tr>
<tr>
<td>Other</td>
<td>11%</td>
<td>6</td>
</tr>
<tr>
<td>Asset Manager</td>
<td>9%</td>
<td>5</td>
</tr>
<tr>
<td>Business Functions</td>
<td>13%</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
<td><strong>53</strong></td>
</tr>
</tbody>
</table>
Key Survey Questions

• What are your greatest concerns for your organization’s talent and human capital?

• Our company has the talent in place to achieve success over the next 5 years.

• At my current organization, I am encouraged to take initiative by pursuing stretch assignments to further my development.

• Overall, how satisfied are you with opportunities for mentorship and coaching at your current organization?
What are your greatest concerns for your organization’s talent and human capital?

- Hiring Diverse Talent (9%)
- Compensation & Benefits (13%)
- On-boarding talent (10%)
- Succession planning (12%)
- Employee engagement (10%)
- Company culture (11%)
- Recruiting talent (17%)
- Retention / Turnover (15%)
Our company has the talent in place to achieve success over the next 5 years.

- Strongly agree: 27
- Somewhat agree: 18
- Neither agree nor disagree: 2
- Somewhat disagree: 6
- Strongly disagree: 0
I am encouraged to take initiative by pursuing stretch assignments to further my development

- Strongly agree: 57%
- Somewhat agree: 25%
- Neither agree nor disagree: 15%
- Somewhat disagree: 4%
- Strongly disagree: 0%

(53 Respondents)
Overall, how satisfied are you with opportunities for mentorship and coaching at your current organization?
Factors that Facilitate Employee Engagement

• Senior leadership and the organizational culture
• Linking engagement and business results
• Defining engagement initiatives at the front end
• Training in specific problem solving methodologies
• Soliciting feedback and making decisions
• Celebrating success and victories
Factors that Inhibit Employee Engagement

• Misalignment with leadership philosophy and actions
• Searching for the quick fix or magic bullet
• Fear or lack of trust
• Apathy or disengagement
Practical Suggestions: How to Recruit, Retain & Motivate Staff

Recruit

• Reach out to staff for referrals
• Ensure website & social media are critical differentiators
• Be visible in your industry & community

Retain

• Discuss career aspirations
• Draft succession plans for key positions
• Engage staff; don’t be afraid to probe deeply

Motivate

• Appropriately challenge individuals
• Recognize diverse talents
Questions & Dialogue