



1900 SE. 4th St., Gainesville, FL 32641
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www.gainesvillehousingauthority.org

CHIEF EXECUTIVE OFFICER
PAMELA E. DAVIS

GHA Annual Performance Incentive

Purpose

Gainesville Housing Authority wants to promote a company culture where high performance and excellence are not only strived for, but rewarded. GHA will implement a compensation structure that has three parts: COLA, Merit Increase, and Performance Incentive. With this new structure, GHA plans to continue to incentivize those that work to reach organization goals and performance standards.

Compensation Structure

1. **COLA** – annual adjustment to cost of living based on Social Security's adjustment and is granted to all employees that are non-probationary as of April 1 each year.
2. **Merit Increase** – determined on our salary schedule and granted to employees that score above satisfactory or higher on annual performance review
3. **Performance Incentive** – each employee has a bonus potential based on budgetary constraints that they are eligible for only if they score above satisfactory or higher on their annual performance review.
 - a. Above Satisfactory – 50% of bonus potential
 - b. Outstanding – 100% of bonus potential

Eligibility Criteria

- All Gainesville Housing Authority non-probationary regular and part-time employees are eligible for performance incentives
- Bonuses are subject to budget availability

Performance Measurements

All Gainesville Housing Authority's employee performance incentives will be based on the following:

- PHAS
- SEMAP
- REAC
- Strategic Goals
- Customer Service

Department	Measurement	Score	Bonus Potential
Public Housing	Occupancy	90 – 100%	Full bonus
	Rent Collection Lease Enforcement Customer Service	80 – 89%	50% bonus
Maintenance	REAC	90 – 100%	Full bonus
	Unit Turns Inspections Emergency Work Orders Routine Work Orders Customer Service	80 – 89%	50% bonus
Facilities	CFP	90 – 100%	Full bonus
	Grand Administration REAC	80 – 89%	50% bonus
Intake/Inspections	Occupancy	90 – 100%	Full bonus
	Utilization Screening Applicants Inspections Abatements Customer Service	80 – 89%	50% bonus
Resident Services	Strategic Goals	90 – 100%	Full bonus
	Customer Service	80 – 89%	50% bonus
COCC	Strategic Goals	90 – 100%	Full bonus
	Customer Service	80 – 89%	50% bonus



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GHA Customer Service Award

Purpose

Gainesville Housing Authority is customer focused and performance driven. It is our goal to provide excellent customer service to our participants at all times. As such, by promoting and incentivizing the completion of customer service surveys, we will be able to continuously improve as an organization.

Plan

Gainesville Housing Authority will create multiple avenues in which staff can ask a participant, landlord, or vendor to complete a customer service survey. The following are examples of different methods that can be added upon in the future:

- Maintenance Door Hangers (to be left after completion of work orders)
- QR Code (to be added on the back of comment cards and business cards)
- Link Within Employee Email Signature

Eligibility Criteria

In order to be considered for the Customer Service Award, employee must satisfy at a minimum the following eligibility:

- She/he must be a non-probationary regular staff member
- Be employed with GHA for at least 6 months
- No formal disciplinary action on file within 12 months of date of award

Awards

Each month the employee with the highest average star rating will get to keep the Emoji Bobblehead trophy in their office or maintenance truck.

Customer service ratings will also be factored into annual bonus potential for employees.



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GHA Employee of the Month Program

Purpose

Gainesville Housing Authority would not be able to fulfill its mission and vision without the hard work of its employees. The purpose of the Employee of the Month Program is to recognize employees who have served GHA in an exceptional manner by exemplifying outstanding service through his/her work while exhibiting a positive and supportive attitude.

Eligibility Criteria

The following criteria will be used in selecting an Employee of the Month (EOM):

- Must be a non-probationary regular staff member
- Must be employed with GHA for at least 1 year
- Nominees should have reliable attendance of assigned work schedule
- No formal disciplinary action on file within the preceding 12 months of date of award
- Employees can receive the EOM recognition more than once; however, there must be a break of a minimum of 6 months between awards.
- Nominations not selected as the EOM can be reconsidered up to 6 months from the date first received

Program Criteria

A GHA employee who demonstrates the following will be eligible to receive the EOM award:

- Employee must demonstrate a willingness to take initiative beyond regular job assignment, resulting in inspiring and supporting the performance and achievement of others.
- Employee must demonstrate a high quality of work and a commitment to carrying out job responsibilities, is an asset to the department, and serves as a role model for others.
- Employee must demonstrate the ability to work as a team member. The employee must be consistently dependable and punctual in reporting for duty, must complete assignments on time and must have a distinguished attendance record.

Process

1. Forms and criteria on the EOM program will be posted in GHA Staff files on Teams or available through the HR department.
2. Nomination are accepted at any time. Submit completed forms to the HR department. Forms must be signed by the nominator.
3. On the 3rd Tuesday of every month, the HR department will go through nominations to ensure they meet above listed criteria. Those that do will be presented to the Board of Commissioners at their regular meeting for final selection.

Awards

The EOM program will provide awards to such employees by means that are fair, with equal consideration of all eligible staff.

1. The CEO and the employee's supervisor will present the award and 5 Incentive cards to the employee at the GHA All Staff Meeting.
 - a. Incentive cards can be placed into a drawing at the end of the fiscal year or used at the GHA Store.
2. The Employee of the Month will be featured on the GHA's website, social media, and internal newsletter



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GHA Fitness & Wellness Incentive and Reward Program

Gainesville Housing Authority encourages all staff to utilize the gym located behind the administrative office.

Eligibility Criteria

- All Gainesville Housing Authority non-probationary regular and part-time employees are eligible
- Has executed a hold harmless agreement
- Be employed with GHA for at least 6 months
- No formal disciplinary action on file within the last 12 months

Purpose

GHA's Fitness & Wellness Incentive and Reward Program provides the opportunity for the following:

1. Increase focus and concentration
2. Remain in good general health and mental fitness
3. Decompress and relieve life pressures and stressors

Awards

Participation in GHA's Fitness & Wellness Incentive and Reward Program will provide an opportunity to earn incentive cards. Each incentive card earned by an employee can be placed into a drawing at the end of the fiscal year or used at the GHA Store.

Ways to Earn Incentive Cards

- Utilization of GHA gym a minimum of 8 times per month (**max = 1 card per month**)
- Attend health & wellness events/activities (**max = 1 card per event/activity**)



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GHA Peer to Peer Recognition

Purpose

Gainesville Housing Authority would like to encourage employees to recognize their peers for outstanding work. Recognition and appreciation are key to high employee engagement and there are times when your peers will see things that management will not. This will give staff the opportunity to shine a light on their fellow teammates as well as ensure HR and upper management is made aware of their outstanding performance. To that effect, GHA would like to implement two peer-to-peer recognition programs: **Pay it Forward & Praise via Post-it**

Pay It Forward

The goal of the Pay It Forward program is to encourage employees to view each received recognition as an opportunity to pay it forward and recognize another peer. As a guide, the types of behavior GHA recommends to be recognized are:

- Showing initiative
- Being team oriented
- Excellence in customer service
- Going above and beyond job requirements
- Stepping up when department is in need

Award

Each month, each employee may nominate one peer for recognition under the Pay it Forward program.

- a) Nomination should be submitted by email to HR no later than the 25th of each month
- b) Each nomination must be accompanied with a narrative of the reason for this recognition

At the following month's All Staff Meeting, HR will provide a Certificate of Recognition to the winner.

Praise via Post-it

- GHA will customize a special post-it note pad and present each employee their own stack.
- Employee will then be able to write words of encouragement and leave them on peers' desks
 - They can be signed or anonymous



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GHA Employee Spotlight Program

Purpose

GHA's Employee Spotlight Award (SLA) is designed to encourage employees whose performance is outstanding either individually or through teamwork that contributes to the overall objectives of the organization. The SLA is being instituted as an initiative intended to foster high performance culture covering individuals and work teams. The Spotlight awards cover both monetary and non-monetary recognition based on the significance of the contribution.

Objectives

The objectives of the SLA are:

- To recognize significant and outstanding value-added contributions of the employees while performing the duties in spite of various constraints
- To recognize and promote positive behaviors that support individual, team, department, organizational mission/vision and business goals and objectives
- To create "role models" for others to emulate and surpass
- To set standards of high performance and to encourage a team-oriented work culture.
- To provide timely recognition to employees to improve employee productivity and quality of work

Eligibility Criteria

Each SLA recipient must satisfy at a minimum the following eligibility:

- She/he must be a non-probationary regular staff member
- Be employed with GHA for at least 6 months
- No formal disciplinary action on file within 12 months of date of award
- Written documentation of outstanding performance meriting an award from his/her supervisor

Awards

All persons satisfying the program criteria are eligible to be spotlighted by their supervisor. The SLAs will be at the discretion of the supervisor and based on the significance of the employee's contribution. Types of spotlight awards are as follows:

- Employee feature on social media/GHA website
- Gift Card
- Lunch on GHA
- Incentive Card to GHA Store
- Heartfelt encouraging message/video to employee



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CWA Proposal

GHA Employee Safety Award Incentive Program

The Gainesville Housing Authority Risk Management Department is working to keep employees safe and to reduce workers compensation costs. We want to give GHA employees who help meet our goals credit for a job well-done. Safety Incentive Cards may be collected and saved until the end of the fiscal year or cashed in to purchase items from the GHA Store. At the end of the year any unused cards will be put into a drawing for real prizes valued at different amounts.

The Safety Incentive Card Program

- Employees are divided into their departments
- Employees earn credit for practicing safety and encouraging co-workers to do the same.
- Incentive cards are distributed throughout the month.
- Every incentive card earned by an employee can be placed into a drawing at the end of the fiscal year or used at the GHA Store.
- Every quarter there will be an “instant winner” drawn from the incentive cards that were submitted for entry into the end of year drawing

Awards

All persons satisfying the program criteria will have the opportunity to place their names in a drawing. The Risk Management Department will purchase prizes in increments valued at the amounts shown below.

1 = \$300	= \$300
2 = \$200	= \$400
3 = \$100	= \$300
<u>6 winners total = \$1,000</u>	

Ways to Earn Incentive Cards

(Max= 4 cards per employee per month)

- One safety incentive card is distributed to every person who attends a safety meeting for their department that month **(max= 1 card per month)**
- Additional cards may be received by employees who are spotted following safety procedures during their job and/or report unsafe conditions (with a recommendation of how to solve the problem) to Risk Management Safety Division **(max= 2 cards per month)**
- Departments may earn one additional card per person, per month as long as the whole department has remained accident free that month. **(max= 1 card per month)**

Eligibility Period

- The employee's safety performance will be evaluated during the fiscal year-April 1 – March 31. The prizes will be awarded during the first quarter of each fiscal year following the evaluation period.
- Cards must be used (GHA Store or year-end drawing) by the "Use by" date printed on the card to be valid.
- Valid incentive cards will be saved until the end of the year and placed into the grand prize drawing. The more cards an individual receives throughout the year, the more chances he/she has to win.
- Each employee is responsible for their own safety credit cards. If an employee's card is lost, it cannot and will not be replaced.

Eligibility Criteria

- All Gainesville Housing Authority non-probationary regular and part-time employees, not in a position of Manager and above, who are employed in a participating department, are eligible to participate in the SAIP.
- Probationary employees will qualify for the instant winning prizes but not the grand prize if they are still on probation at the time of the drawing.
- Employees in the Risk Management Department Safety Division are not eligible to participate in the drawings.
- Entrants need not be present to win a prize.

Disqualification

An employee will be disqualified from all prizes (instant winners and grand prize) if they:

- Have more than one (1) Chargeable Accident during the fiscal year. A Chargeable Accident is defined as a preventable accident in which it is determined that the employee was responsible for causing the accident. Specifically, the employee failed to exercise due care and caution, failed to follow rules and administrative procedures, failed to use proper personal protective equipment, or failed to incorporate available engineering controls, which resulted in the injury or accident. Simply stated, could the employee have reasonably taken action that would have prevented the accident?
- Have more than one (1) Safety Observation Report of documented performance violating an existing City/Departmental safety policy or procedure.
- Have a combination of 1 Safety observation report and 1 chargeable accident.
- Fail to report an accident or injury.

Chargeable vs. Non-Chargeable Accidents

Some GHA employees have jobs that put them at a higher risk every day on the job. To help make this incentive program fair, injuries will be categorized as either "chargeable" or "non-chargeable."

- A "chargeable" accident, as defined above, will count as an injury that disqualifies that whole department from receiving their extra credit card that month.



- A "non-chargeable" accident would be an accident that the employee could not have reasonably taken action to prevent and will not affect the department receiving their safety credit cards that month.
- Each accident, if it is not obvious into which category it falls, will be analyzed by the Department's Safety team or Risk Management Safety Division to determine if it is a "chargeable" or "non-chargeable" accident.

Why This Program?

After comparing many programs, the Safety Incentive Card Program was created by combining multiple safety incentive programs. This program offers ...

- **Immediate Incentive:** Instant winner prizes offer immediate incentive for employees to practice safety.
- **Long Term Incentive:** Grand prizes offer something "big" to look forward too. This continues to encourage employees to collect as many cards as possible to put into the end-of-the-year drawing.
- **Team Work:** Employees will motivate each other since one way to gain an extra card is by having no injuries in their department for the entire month.
- **Individual Work:** Employees are still rewarded for doing their own job by gaining cards for attending safety trainings, being spotted doing their job safely and by reporting unsafe conditions.
- **Easier** to administer than most programs
- **Fair as possible:** the instant winner cards and end-of-year drawing is random but the more cards employees receive, the better their chances are of winning. This program will hopefully reward employees who consistently help meet our goals by practicing safety.

GAINESVILLE HOUSING AUTHORITY

COMMUNICATIONS WORKERS OF AMERICA
AFL-CIO

Chief Executive Officer

Date

CWA Representative

Date

