

2014 Entry Form
(Complete one for each entry.)

Fill out the entry name *exactly* as you want it listed in the program.

Entry Name Employee Engagement Campaign

HFA Michigan State Housing Development Authority

Submission Contact Mary Lou Keenon

Phone 517-373-0011

Email keenonm@michigan.gov

Qualified Entries must be received by **Tuesday, July 1, 2014.**

For more information about Qualified Entries, [click here to access the 2014 Entry Rules.](#)

Use this header on the upper right corner of each page.

HFA Michigan State Housing Development Authority

Entry Name Employee Engagement Campaign

Communications	Homeownership	Rental Housing	Special Needs Housing
<input type="checkbox"/> Annual Report <input type="checkbox"/> Promotional Materials and Newsletters <input type="checkbox"/> Creative Media	<input type="checkbox"/> Empowering New Buyers <input type="checkbox"/> Home Improvement and Rehabilitation <input type="checkbox"/> Encouraging New Production	<input type="checkbox"/> Multifamily Management <input type="checkbox"/> Preservation and Rehabilitation <input type="checkbox"/> Encouraging New Production	<input type="checkbox"/> Combating Homelessness <input type="checkbox"/> Housing for Persons with Special Needs
Legislative Advocacy	Management Innovation	Special Achievement	Are you providing visual aids?
<input type="checkbox"/> State Advocacy <input type="checkbox"/> Federal Advocacy	<input type="checkbox"/> Financial <input checked="" type="checkbox"/> Human Resources <input type="checkbox"/> Operations <input type="checkbox"/> Technology	<input type="checkbox"/> Special Achievement	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO

HFA: Michigan State Housing Development Authority
Category: Management Innovation
Subcategory: Human Resources
Entry Name: Employee Engagement Campaign

Overview

Soon after Michigan Governor Rick Snyder was elected, he announced his campaign to “reinvent Michigan.” A major component of his plan was to “reinvent our government” and he appointed Lt. Governor Brian Calley to head up the Office of Good Government to lead the way in creating “good government” for the people of the state of Michigan.

In the spring of 2012, a first-ever statewide employee engagement survey was conducted by PricewaterhouseCoopers on behalf of the state of Michigan. MSHDA’s participation rate was a dismal 56 percent, a very low response rate compared to other state departments or agencies, and two percentage points below the state average. A second such survey was planned for September of 2013. We knew we could do better and were determined not to let ourselves fall into the same position again. Our Human Resources division geared up for a campaign that would motivate every single MSHDA employee – from top management to student assistant – to take part in this important survey and have their voices heard.

Our “dismal” 56 percent participation rate jumped to an astounding 97 percent by the time September rolled around and MSHDA beat out every other department and agency in the state (except the governor’s office and we were okay with that). From the very first day, we were in the lead. Other “Good Government Champions” from various departments and agencies were calling us every day to see what we were doing to elicit such a response as our percentage rate continued to rise every day. The staff was pumped and we kept them informed of our position each day during the two-week survey period.

Objectives

In this particular instance, we were responding to a management challenge AND opportunity from the governor himself. The importance placed on this initiative from the top official in the state was enormous. MSHDA’s executive director quickly jumped on board and agreed a campaign to bolster our participation rate was important enough to pull out all the stops.

Setting out to make a good showing was not the only objective we had in mind when formulating our campaign plan. If we could get a high participation rate, we would also have a higher percentage of our employees’ valuable input represented – good and accurate information to have and use in improving employee engagement at MSHDA. We could develop and implement an internal communications plan designed around what staff members actually wanted and even eliminate or moderate, at least to a certain extent, what they didn’t want.

The data collected could help ensure a customer-focused government while creating a work culture at MSHDA where employees are highly engaged, respected and valued, and have the opportunity to express and explore views on issues related to their jobs.

Innovate, Replicate, Improve Operations

The campaign we developed was not only innovative but any organization could replicate it for any initiative (not just an employee engagement survey) just by using team work, brainstorming sessions, creativity and resources already at hand. The benefits of our success far outweighed the costs (there was very little cost, if any). The only expense was staff time and attention to

Michigan State Housing Development Authority Employee Engagement Campaign

detail and timelines. As we went along in the process, it was like a snowball effect: we would pick up more team members with more creative ideas until we nearly had an avalanche. Everyone wanted to get involved and that was the whole point – employee engagement.

The Campaign

Mid February, 2013 – We needed to establish baseline data following the first statewide survey and conducted a pulse survey for just MSHDA employees in mid-February 2013. We began planning the motivational campaign in preparation for the September statewide survey and another pulse survey for MSHDA only staff in June 2013.

April 2013 – Results of the pulse survey were presented to MSHDA employees in April. Though we did better, it was clear more work needed to be done and we planned to implement many of the ideas indicated in the results before the June pulse survey. Our areas of focus were leadership communication (internal communication), management effectiveness and empowerment of the workforce.

May 2013 – MSHDA publishes an employee newsletter every week, the Monday Morning News. In May, we began publishing a series of articles on employee engagement – how to empower the workforce, management tips and how to communicate effectively. (See attachments). At the same time, we began posting signs throughout the Authority to remind employees that in order for their voices to be heard, they must participate in the upcoming survey. You can never start too early!

Additionally, in May and June of 2013 our executive director met individually with the employees of MSHDA's various divisions. He not only encouraged everyone to participate in the upcoming pulse survey as well as the statewide survey, but he also conducted a two-way communication session with each division. Employees were very appreciative of these meetings and were inspired by the casual atmosphere and open, honest discussions.

June-July 2013 – Toward the end of June 2013, we conducted another pulse survey to gauge our progress.

August 2013 – Various senior managers wore sandwich boards and visited staff, handing out treats as they went. (See attachments)

August-September 2013 – Four busloads of employees were taken for tours of MSHDA projects in Grand Rapids and Detroit, giving them an opportunity to see how the contributions made by their jobs helped to create affordable housing and community-building projects for the people of Michigan.

September 2013 – An Employee Engagement & Empowerment button/badge was designed and ordered for staff to wear during the month leading up to the survey. The motivation to wear the button was a designated “Jean Day.” Employees were allowed to wear jeans to work one day a week (in addition to casual Fridays) if they proudly displayed their badges. That perk was a real winner! (See attachments)

September 9-23 – This was the two-week window to take the statewide survey. It was during this time that various challenges were made. One of those challenges included three senior-level managers, who no one had ever seen without their cherished beards and mustaches, pledge to become clean shaven if we reached a 95 percent participation rate in the survey. As

Michigan State Housing Development Authority Employee Engagement Campaign

mentioned in the overview of this entry, MSHDA employees reached 97 percent, becoming the “most improved” state agency in the state!

October 2013 – A MSHDA-wide pizza party was held in honor of our great showing and a professional barber was brought in to make sure our three senior managers made good on their pledge to part with their treasured facial hair. (See attachments)

Summary

Though MSHDA took great pride in the successful campaign outlined above, the next step was to develop and begin implementing an action plan that reflected the data provided by MSHDA employees in the survey. Attached is the action plan developed with the help of the Office of Good Government and the status of the various initiatives implemented so far. (See attached).

Another step taken as a follow-up to the employee survey was the creation of focus groups in one of MSHDA’s largest internal divisions – Homeownership. This step was taken as a way to solicit more specific information about some of the improvement opportunities identified in the survey results.

The goal was to reinforce with participants how important it was to their leadership team to receive their open, honest and anonymous input as well as their leadership team’s commitment to follow-up with them to make improvements based on the feedback they provided. The goal was also to keep the groups focused on the objectives at hand while allowing for the full participation of everyone involved. Twelve questions were designed to be neutral so the formulation did not influence the answer, and open-ended to allow for the free flow of information covering the various topics. All significant issues and comments from each group were captured, collected and used in the analysis following completion of the focus group process.

Overall, the vigorous campaign to motivate employee participation was extremely successful and the information and feedback produced as a result has and is providing MSHDA leadership with a valuable road map to improve opportunities for employees through more and better communication, effective management and job advancement and empowerment in the workplace.

ATTACHMENTS

The following attachments are excerpts from the Monday Morning News newsletters referenced in the preceding entry and follow the narrative in chronological order. Also included is the design of the Employee Engagement and Empowerment badges and the Employee Engagement Action Plan that was created in response to the results of the survey.

participate in similar tours in their districts. In recent years we have done tours with Congressmen Huizenga and Walberg and will be targeting Upton, Miller and Rogers next. It is our firm belief that once shown the fantastic effects that affordable housing can have on a community, our legislators will continue to fight to preserve the means we use to make the deals work.

Submitted by Jeff Dutka, Governmental & Media Affairs

POOF! The Down Payment Assistance Fairy Lands at MSHDA - Today!



MSHDA's new advertising campaign starts today and will focus on Homeownership's Down Payment

Assistance (DPA) program. The DPA fairy pictured here, with Homeownership Director Mary Townley, will work her magic in a multimedia schedule that includes web ads, Pandora Audio, mobile ads, and video on Internet TV such as Hulu and YouTube.

Ads also will appear in cinemas statewide and in Crain's during May, so be on the lookout. Once we get both audio, video and web ads in their final form and uploaded to the web, you will be provided with a link for your viewing and listening pleasure. So stay tuned.

Employee Survey - Results Are In

As promised, here are the results of the first Employee Engagement Pulse Survey. Another survey is coming in the next few



months and we hope you will all participate. To add a little incentive, we plan to have a division challenge and something special will be provided to the top three divisions with the largest percentage of employees participating in the survey. Watch for more information coming soon.

The Results

Question 1: Using a 5-point scale on which 1 means very dissatisfied and 5 means very satisfied, overall, how satisfied are you with the amount of feedback you received about the Employee Engagement Survey taken in the spring of 2012?

1 - 7% - Very Dissatisfied

2 - 8% - Dissatisfied

3 - 30% - Neutral

4 - 42% - Satisfied

5 - 13% - Very Satisfied

Question 2: I am aware of activities implemented in my agency to address employee feedback from the survey?

Yes - 38%

No - 38%

Unsure - 24%

Question 3: I am seeing and hearing more frequent communications about employee engagement from the director of our agency over the past three months.

Yes - 53%

No - 24%

Unsure - 23%

Question 4: Again using the same 5-point scale, overall, how strongly do you agree with the following statement: I am confident issues raised in the employee engagement survey are being effectively addressed.

1 - 9% - Strongly Disagree

2 - 15% - Disagree

3 - 41% - Neutral

4 - 29% - Agree

5 - 6% - Strongly Agree

Submitted by Bari Thomas, Administrative Office Services



Receive Updates



Monday Morning News - April 15, 2013

Michigan State Housing Development Authority sent this bulletin at 04/15/2013 08:00 AM EDT



Monday Morning News

Investing in People.
Investing in Places.



MICHIGAN STATE HOUSING DEVELOPMENT AUTHORITY



Monday April 15, 2013

- [Staff Engagement High in the First of "Meet Scott" Gatherings](#)
- [Homeownership Announces New Faith-Based Partnership in Jackson](#)
- [Get State Employee Discount on Red Wings Tickets in April](#)
- [Workplace Tips](#)
- [Family Matters - Welcome Emily Mae Walsh](#)
- [Grand Prix Pinewood Derby Coming to Detroit - For Grown-up Car Guys](#)



Staff Engagement High in the First of "Meet Scott" Gatherings



Folks from the Finance Division came out in full force to talk informally with Executive Director Scott Woosley last week in the first of these gatherings that eventually will include every division and individual working at MSHDA. Scott spoke openly about his vision for MSHDA and the role he sees staff playing as we move forward. He indicated the strategic plan is close to being rolled out and hopes to engage everyone in carrying it out.

Engage With MSHDA

Feel free to re-tweet, re-post, join in conversations and share MSHDA social media postings with your friends and followers on your social media sites. See how by [clicking here](#).



Did You Know These Michigan Facts...



- Michigan forestland covers more than 52 percent of the state at 18.5 million acres.
- Michigan's flower is the Apple Blossom.
- Michigan is the 11th largest state, and it was the 26th state to become part of the United States.
- Many famous and interesting people grew up in Michigan. Among them are Henry Ford, the inventor of the automobile; Thomas Edison who moved to Michigan at a very young age; and Charles Lindbergh lived in Michigan and was the first person to fly across the Atlantic Ocean alone.

UPCOMING EVENTS



April is Fair Housing Month. Click the Fair Housing icon for more information and schedule of events.



Monday, April 22, Red Wings vs.

Scott encouraged questions and open discussions saying his "door is always open" and invites ideas with an open mind. We don't want to give too much away, so plan to attend when your division is scheduled to see and hear for yourself and get to know Scott better in the process. Read on for some staff feedback from Legal Affairs and Homeownership.

Staff Feedback All Positive

Chris Nielsen, Legal Affairs, had this to say:



"This was a nice opportunity to meet Scott in person to hear him explain how he sees his role and be able to ask questions about his background. He was very open, there was no agenda and as close as you can get to a one-on-one meeting. I thought it was great."



The Homeownership staff had much to share during their meeting with Scott. Questions were asked and ideas suggested. If you

look closely at the photo, you can see the relaxed and smiling faces of the Homeownership staff fully engaged in the discussion.

Homeownership Announces New Faith-Based Partnership in Jackson



Engage With MSHDA

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Did You Know These U.P. Michigan Facts?



Former U.S. president Teddy Roosevelt once sued an Upper Peninsula newspaper for slander, and won. He sued the paper for the nominal charge of 6 cents, or in his words, "The cost of a good newspaper." The paper in question was called the Iron Ore, and had accused Roosevelt of public drunkenness. Michigan has eighty three counties, and the last one to be formed was Dickinson County in the Upper Peninsula. It was formed in 1891 from parts of Marquette, Menominee and Iron counties. Bishop Baraga could possibly soon be "sainted" by the Catholic Church, and if that happens, the Upper Peninsula can expect a big bump in religious tourism by people interested in learning more about "the snowshoe priest," who is currently buried in the Upper Peninsula. Much of Baraga's work was carried out in the U.P. "Anatomy of a Murder" was a famous book (and subsequently a movie) written by Michigan Supreme Court Justice John D. Voelker (under the pen name Robert Traver). Voelker based the novel on a 1952 murder

and Community Services), Jeff Fedewa (Asset Management) and LEED consultant Gavin Gardi took on the grim job of sifting through the trash to determine a baseline estimate of how well we are doing (or not doing as the case may be) with separating out our recycling waste from trash.

You will be able to read and learn more about the results of their study in GIG's next Green Initiatives Group e-newsletter, so stay tuned.



Faith Partnership Campaign Launched in Grand Rapids

Grand Rapids faith-based community to spread word of foreclosure prevention help from Step Forward Michigan



MSHDA's Step Forward Michigan program led by Director of Homeownership Mary Townley took to the road

again last week to enlist the help of pastors and other leaders of religious groups in Grand Rapids to promote MSHDA foreclosure prevention programs.

Read the MLive coverage of the media event by [clicking here](#).

What is the Difference Between Employee Engagement and Employee Satisfaction?

Series of MMN articles to focus on preparation for upcoming employee survey

case in which he was the defense attorney. The film was shot in several locations in the Upper Peninsula, including Big Bay, Marquette, Ishpeming and Michigamme.

Graduation Gallery



Delaney 2013

Delaney Bateman

Daughter of Trisha Penner in Homeownership, Delaney is beginning classes at Lansing Community College and plans eventually to earn a masters degree in Psychology.



Tori Royale

Tori Royale, daughter of Jeane and Jackie Royale (Lansing Receptionist) recently received multiple accolades at the Senior Honors Convocation at

In preparation for upcoming employee engagement surveys, it is important to define employee engagement and to clarify the difference between it and employee satisfaction. There will be other opportunities for you to have your voices heard before the next SOM Survey in the fall. Meanwhile, please tell us what we can do to move the needle on employee engagement. You may send your comments to Bari Thomas, Administrative Office Services Director, at ThomasB3@michigan.gov. Look for a MSHDA pulse survey coming in June.



Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization and put discretionary effort into their work. They feel invested and valued in their jobs and are dedicated to the success of the organization. Engaged employees are motivated to do more than the bare minimum needed in order to keep their jobs – they are willing to put in extra effort and have the capacity to do so. They are emotionally invested in the mission of the organization. They look for meaning in their work, ways to give back to the organization and strive for a legacy of achievement.

Employee engagement is not the same as employee satisfaction.

Employee satisfaction only indicates how happy or content employees are with their jobs and work environment. It does not address the level of motivation, involvement or emotional commitment. For some employees, being satisfied means collecting a paycheck while doing as little work as possible. That's a far cry from employee engagement.

Engaged employees want to be challenged and to challenge the status quo. They embrace change, seek out ways to improve and want all employees to be held accountable for delivering results. By contrast, disengaged employees often cling to the status quo, resist change and avoid accountability whenever possible.

Engaged employees are motivated and driven by the

Charlotte High School. Besides being recognized as an Honor student as one of the Top 10 in her graduating class, Tori also was recognized with a CAAC All Academic League Award (Top 10 students who play two varsity sports their senior year), the Detroit Free Press Athletic Award, the US Army Reserve National Scholar Athlete Medal, the Malcolm Gobel Female Athlete Scholarship and a Junior Rotarian Scholarship. She was also recognized as a Senior Mentor working with underclassmen who need help with their classwork. Tori will be attending Kettering University (the former GMI) studying mechanical engineering.

confidence in senior leadership's clear vision of where the organization is going; a strong working relationship with their direct supervisor based on mutual respect; strategic alignment between their job and the direction of the organization and the competence of their direct supervisor in getting the job done.

Now that you understand the difference between employee engagement and employee satisfaction, ask yourself the following questions: Am I engaged or disengaged? Am I satisfied or dissatisfied with my job and work environment? Am I satisfied with my job but disengaged at the same time?

It's important to answer these questions for yourself and to understand the potential impact on meeting business objectives. Whether you are engaged/disengaged or satisfied/dissatisfied with your job or work environment – it does matter – because it impacts organizational effectiveness and organizational success.

(Submitted by Grace Ramirez, Administrative Office Services)

East Lansing Preschoolers Open Their Hearts to Oklahoma School Children

Little ones with big hearts



Jessica Williams, SHPO, has a 4-year-old daughter, Lily Rose, who both surprised and touched her mother when she and her preschool classmates came up with the idea to collect loose change to send to the Red Cross specifically for the school children who were devastated by the Oklahoma tornado tragedy. That's Lily Rose holding the I love Oklahoma sign and she said "it made her sad that the school children in Oklahoma lost their school and

MSHDA social media postings with your friends and followers on your social media sites. See how by [clicking here](#).

Did You Know These U.P. Michigan Facts?



The Mackinac Bridge fare today for a standard passenger vehicle is \$4.00. When the bridge first opened in 1957, the fare was \$3.75. That's about \$28.71 in today's dollars! The reason for the seemingly high fare was that was the cost of a ferry ticket to get across the Straits of Mackinac, so drivers could either pay \$3.75 to ferry across (which took a while) or pay the same price and drive across in just a few minutes!

"Win one for the Gipper" is a famous quote from the 1940 movie "Kunute Rockne All American," starring Ronald Regan. In real life, George Gipp, aka "The Gipper" was Notre Dame's first All American player, and he was from the little town of Laurium in the Upper Peninsula!

In August 1923, three of the most famous American

but will deal with them if any arise. In the meantime, when you have an event for the calendar, please provide the information to the administrative support person in your division. When the item is scheduled as a meeting or appointment on the Outlook calendar, include Communications-MSHDA to the list of invitees. Each entry needs to include basic information on the staff lead, attendees and background information and/or attachments (invite, press release, etc.). Once the invitation is accepted by the communications staff, the item will appear on the Communications-MSHDA calendar that anyone can access and review. If the item isn't suitable for the calendar, it won't be accepted, so don't be discouraged from sending anything you think should appear on the calendar. Once we progress a little further and see how the process works as the calendar becomes populated, we will send out instructions on how to access and review it.

The calendar allows for a fuller end-of-the-year story highlighting how our outreach efforts and programs are portrayed by state and local media and for use in the annual report. It will allow for coordination of resources such as carpooling and use of the state plane. It could also prevent us from scheduling over competing conferences and events. Ultimately the calendar will be a one-stop shop for any and all public events, allowing us to coordinate the communications team with attending staff to provide support and to post on social media.

Employee Engagement Series Continues

MSHDA drives employee engagement



According to a 2012 research report from Aon Hewitt, the top drivers of employee engagement are career

advancement and development opportunities, recognition and organization reputation.

MSHDA drives engagement in all of these areas.

Career advancement and development: Numerous career opportunities are posted in NEOGOV that employees can choose to apply for throughout the state of Michigan. In addition, MSHDA often posts positions internally to promote from within; has its own agency-wide internal training and development program that includes HR, CSC and vendor-provided courses; and online e-

entrepreneurs made their first camping trip to Michigan's Upper Peninsula. The three men were Harvey Firestone, Thomas Edison and Henry Ford, and the trip would eventually spur much economic activity in the U.P.!

Isle Royale National Park, part of Michigan's Upper Peninsula, is the least visited national park in the country. It has fewer visitors in an entire year than Yosemite has in a single day!

Graduation Photo Gallery



Dominic Bonofiglio

Dominic Bonofiglio, the youngest of Grace Ramirez's two sons, (Administrative Office Services), graduated from Grand Ledge High School on May 31 at the MSU Breslin Center. Dominic graduated with honors and was awarded a scholarship from the Ryan Woodward Memorial Scholarship Fund toward the pursuit of a bachelor's degree in business. Dominic will begin his course study in the fall at Lansing Community College then transfer to an in-state university. Dominic continues to

learning through QuickKnowledge; a Leadership Academy, a New Manager Development Program, and a tuition reimbursement program. Most state agencies do not have an internal training program, do not provide tuition reimbursement, and/or offer very limited training opportunities.

Recognition: MSHDA has two recognition/service award programs; most state agencies don't have any recognition program. The two programs are the annual Employee Service and Award Recognition program, recognizing years of service in 5-year increments and four individual awards and a high performing team award initiated by MSHDA employees for their peers, and the 25 years of Service at MSHDA recognition program.

Organization Reputation: Since 1966, MSHDA has had an excellent reputation of providing financial and technical assistance through public and private partnerships creating and preserving decent, affordable housing for low- and moderate-income residents and engaging in community economic development activities that have revitalized urban and rural communities. MSHDA's work is known nationally and serves as a model for other states.

Employees need all the above to feel a sense of future progression and opportunity; to feel recognized for their effort and performance and to feel a social connection to the organization. MSHDA provides all of these significant employee engagement pieces.

Submitted by Grace Ramirez, Administrative Office Services

Family Matters

Julie Barron Has New Grandson - What Could he be Dreaming About?



Julie Barron's (Rental Assistance and Homeless Solutions) son, Brad Barron, who used to work here as a student for Broadband, became a dad May 2 when his wife, Katie, gave birth to a baby boy. Noah Barron weighed in at seven pounds and was 21 inches long. Everyone is doing fine and Brad is enjoying being a dad. He even has

Michilimackinac and Fort Miami (at the St. Joseph River) were among the first.

In 1701, Fort Pontchartrain was established on the Detroit River. Fort Pontchartrain was to eventually become the city of Detroit.

In 1776, the Colonies declared their independence from European domination. The Revolution that followed gained freedom for the new world and the end of the war brought about the Ordinance of 1787 which made the territory of the Great Lakes a part of the Northwest Territory.

A further division in 1805 declared the area the "Michigan Territory," with Detroit chosen as the seat of government.

William Hull was appointed governor of the new Michigan Territory . . . only to surrender it to the British in the War of 1812. American forces reclaimed the territory a few months later however, and Lewis Cass was appointed the new military and civil governor of the Michigan Territory, a post he held until he resigned to become Secretary of War in Washington, D.C.

After the War of 1812, farmers began settling in Michigan. The head of the family usually came first, found the land he wanted, and then bought it from the government. He then returned

soldiers responsible for supply, operations, human resources and training. During her service she and her staff received a number of awards including the Army Chief of Staff Supply Excellence Award for the Best Battalion Supply Section for the Army in 2000.

In 2002, Kelly served as Operations Officer for a 400-soldier battalion that provided supply, maintenance and medical support to the 504th Parachute Infantry Regiment during their deployment to Afghanistan. She earned a Bronze Star during her eight-month deployment in Afghanistan.

Kelly is a graduate of the United States Military Academy – more typically referred to as West Point – where she earned a Bachelor of Science degree in Engineering Management.

Last but not least, Kelly is also a mom to two children and resides with her husband in DeWitt.

Congratulations Kelly and best wishes as you begin your new duties at MSHDA.

(Submitted by Chris LaGrand, Deputy Director)

The Three S's of Employee Engagement

Preparation continues for statewide employee engagement survey scheduled for September

Aon Hewitt, HR Consultancy, describes satisfaction as "the degree to which my personal needs



are met by my work experience; by how I'm treated and what I experience in the workplace." Experts agree that satisfaction is more immediate and on the surface – something felt in the moment – while engagement resonates at a more personal and purposeful level over a long period of time.

"Engagement is about purpose," said Carson Tate, founder and owner of management consultancy Working Simply. "...it involves the broader connection between my own understanding of my unique strengths and my purpose and how I connect to the organization. If I don't see how I am able to add some value, connect or contribute – there's a misalignment."

home to bring his family, livestock and possessions to the new land.

In 1847, Lansing was selected as the state's capital, and telegraph communications came to Michigan.

Getting to know Michigan (Rev. 4/2013)

Graduation Photo Gallery



Jamesha Walker

Congratulations to Jamesha Walker, a co-op student for nearly two years in the Rental Assistance and Homeless Solutions division in the Detroit office. Jamesha is a 2013 graduate of Cass Technical High School, a member and dancer in the Cass Tech Marching Band, a competitor in Business Professionals of America, a National Honor Society member, and AKA Teens of Detroit participant. She graduated with honors and a 3.37 GPA and she's a Wade McCree Scholar. Jamesha will be furthering her education at Spelman College in Atlanta, GA in the fall studying

Hewitt said if you can affirmatively answer the following three components of engagement, you are more likely to be engaged, rather than just satisfied.

Say: This refers to whether you are willing to be ambassadors for the organization in that you speak positively about the organization and further the brand outside of the workplace. Do you offer others the impression that the organization is a great place to work?

Stay: Can you envision staying with the same organization long term?

Strive: How much discretionary effort are you willing to put in? Are you motivated to go above and beyond what you're required to do? Often this can mean the difference between doing work well versus performing at a high level.

(Submitted by Grace Ramirez, Administrative Office Services)

Please Don't Ruffle My Feathers!

Our nesting MSHDA duck is asking for some privacy

MSHDA's resident duck has returned this year to nest in our flower beds. As many of you know, this duck, or one just like her, has made MSHDA her nesting place for several years.



She is asking for some privacy and peace and quiet until the ducklings hatch and she leads them to the Grand River where they will grow and thrive, hopefully. Please refrain from getting too close and scaring her and PLEASE, don't rummage around looking for her eggs. Just let Mother Nature take its course and enjoy from a distance. She thanks you for your consideration. Oh, and be careful when you're driving in the parking lot since she is sometimes standing in the line of traffic!

Chene Park Concert Series

The Michigan Chronicle announced that Anthony Hamilton, Fantasia and special guest Marcus Canty will appear in the Chene Park Concert Series Friday, June 28 in Detroit. [Click here](#) for more detailed ticket information and upcoming events.

city to Ohio when it was offered the whole western portion of the Upper Peninsula in exchange.

Striking that bargain in 1837, Michigan became the 26th state to enter the Union - and the largest state east of the Mississippi.

Native Americans of Michigan

The first Michiganians were Indians, living in the territory for thousands of years before the first European explorers appeared. The villages of each of these tribes were a collection of dome-shaped shelters that could be moved easily when firewood or game ran out. Animals were hunted for the food and clothing they provided and some crops were grown. Games were popular such as a bowl game, a moccasin game and a field sport known today as lacrosse. The largest of the Michigan tribes was the Chippewa tribe, also known as the Ojibwa tribe.

Inventions

Thomas Edison, who grew up in Port Huron, invented the incandescent light bulb in 1879.

Henry Ford built his first car in 1896 by hand, while Ransom E. Olds founded the first auto company in Michigan in 1897.

Ford's first production car was

technique as an employee engagement tool to expand opportunities for MSHDA employees. Once it's up and running, staff will be able to upload their special talents or skills and other staff can access these profiles when looking for particular skills for special projects. This new process will not only maximize our resources, but provide opportunities for staff to enhance their current positions with "stretch" assignments or special projects. Stay tuned for more information.

New Software Introduced for Contract Management

Program Compliance Officer Corina Andorfer reported on the progress and status of the new software being developed for awarding personal service contracts. The new system will be a start-to-finish process from issuing RFPs through the end of a contract. The software is intended to standardize all MSHDA contracts, facilitate contract management and provide MSHDA with accurate records of all contracts compiled in one place for easy access and reference. Contract managers will be responsible for the data entered into the system while others will be designated and trained to actually enter the data. Stay tuned for more details.

Communications Team Launches Events Calendar

Mary Lou Keenon reported that the communications event calendar is open for business and requested that senior managers have their administrative support staffs begin making entries right away. Simply invite **Communications-MSHDA** whenever scheduling an event. Contact Mary Lou if you have questions about what types of items to add.

Pulse Survey to be Conducted by MSHDA at end of June in Preparation for State Survey in September



The state of Michigan plans to administer its second employee engagement survey to all state employees in September. That includes us and we are encouraging all of you to participate when it's our turn to have our voices heard.

the 1908 Model T, which sold for \$950. By 1912, Michigan led the nation in auto production and Detroit became the "Motor City." Today, Michigan remains the center of the auto industry, with headquarters of all three major American auto companies located in the state.

In the meantime, in preparation, a series of articles will be appearing each week in the MMN leading up to the September survey. A pulse survey will be conducted by Administrative Office Services at the end of June to "take the pulse" of MSHDA staff and gauge the progress we have made since the initial survey. Posters will be appearing around the Authority encouraging our participation and reminding us of the upcoming survey and what we can do to prepare.

This week's MMN employee engagement article follows:

The Four Types of Communications that Promote Employee Engagement at MSHDA

1. The Right Information

- MSHDA Mission, Vision, Shared Values and Operating Principles
- Our Four Pillars (Affordable Rental Housing, Homeownership, Vibrant Communities & Neighborhoods, Preventing Homelessness)
- Strategic objectives and action plans
- Agency news and financial data - Monday Morning News, websites, social media, Intranet
- Programs and services Information - Monday Morning News, websites, social media, Intranet
- Project updates and progress reports - Monday Morning News, websites, social media, Intranet
- MSHDA communications calendar
- Annual report
- Communication to partners through social media and GovDelivery, websites
- SharePoint (Coming Soon)

2. Culture of Opportunities

- MSHDA Shared Values and Operating Principles
- "Just for Fun" Communications – Monday Morning News
- Social media (internal and external)
- Health and well-being communications
- Valuing MSHDA Employees workgroup (VME)
- Green Initiatives Group (GIG)

- Calendar year of training/development opportunities
- Manager Development program
- Leadership Academy
- Internal recruiting - talent bank
- Leadership Lunch and Learn Sessions
- Bus tours of work sites and MSHDA projects

3. 2-Way Communication

- Employee Intranet surveys
- Semi-annual all-staff meetings
- Division staff meetings
- Team meetings
- One-on-one staff meetings
- Monthly senior manager meeting report
- Board Briefs (MSHDA board summaries)
- Executive director open-door policy
- Suggestion box

4. Recognition and Rewards

- Employee award and recognition program
- Years-of-service award program
- Kudos at staff meetings
- Kudos in Monday Morning News

SHPO's Michigan Modern Symposium Puts Michigan in Modern Design Spotlight

Symposium is leveling the playing field between California and Michigan as birthplace of modernism

Detroit News Fine Arts writer Michael H. Hodges filed a story last Thursday just prior to the official opening of Michigan Modern: Design that Shaped America at

Cranbrook Art Museum. He says the exhibit finally gives Michigan its due in modern design after decades of falling under the shadow of California claiming ownership of the mid-century modern movement.





Ellesse Lehman

Ellesse is the daughter of Michael and Lisa Lehman, Rental Assistance & Homeless Solutions, and they could not be prouder as she graduated with honors from St. Patrick in Portland. She plans to attend Aquinas College on the Spectrum Academic Leadership Scholarship and will pursue a career as an orthopedic surgeon.

Congratulations to Ellesse and her proud parents!

(Submitted by Lisa Lehman, RAHS)

Family Summertime Activities



Butterfly Exhibit Coming to Lansing Mall

July 13 - July 27 at the Lansing Mall. [Click here](#) for more details.

Responses are anonymous.

Scott Woosley Tours Hamilton Crossing

\$16 million mixed-use redevelopment project offers unique services to tenants



On June 7th, Scott Woosley, Michele Wildman and Jeff Dutka met with the staff at Hamilton Crossing in Ypsilanti and toured the \$16 million redevelopment of the property. Also participating were various supporters from the local community including Eastern Michigan University (EMU), the City of Ypsilanti and many others that play a vital role in managing the development as well as supportive services for the residents.

Hamilton Crossing offers 144 units of affordable housing and a very unique supportive service titled the Family Empowerment Program (FEP). The FEP provides services such as access to affordable health/dental, childcare/youth activities, job training/assistance and financial training all while preparing residents to become future homeowners. This program is made possible by nonprofit grants and the support of the EMU community.

Hamilton Crossing is going above and beyond to insure the success and transformation of their residents while offering a safe and supportive community in which to raise a family. For further information on their efforts, [click here](#).

For extended coverage of the event [click here](#).

(Submitted by Jeff Dutka, Governmental & Media Affairs)

Five Typical Signs of Employee Engagement

Engagement is not



determined by what you do; it is determined by what happens to you when you do it. You cannot improve engagement by having a one-day

motivational training program or an engaging mission statement or vision. You can improve it only by changing how people are treated on an hour-to-hour basis. As Tom Odum of Shell Oil said many years ago, "It's hard to celebrate when you have been beaten up on the way to the party."

Engagement requires policies, executive decisions and management behaviors that are focused on helping employees be successful. Respect their brains. Make them a vital part of determining how things are done and how problems are solved. After all, aren't employees our most valuable asset?

How many of the following five signs typical of engaged employees do you see in our organization?

1. **Volunteerism** – Employees willingly lend a hand to co-workers, even when they aren't asked.
2. **Dedication** – Employees typically complete jobs or projects ahead of schedule and aren't clock watchers; they often show up early or even stay late.
3. **Pride in accomplishments** – Employees acknowledge the accomplishments of others and are pleased with their own success as well.
4. **Initiative** – Employees openly offer ideas and solutions for improvement and anticipate needs.
5. **Response to criticism or failure** – Employees are open to feedback and make changes quickly.

Employee engagement cannot be mandated; it must be done willingly. Leadership at the executive and managerial level must be focused on creating a workplace where every employee advances the organizational mission every day. The mission of leaders should be to "create successful employees." How can they accomplish this? By having frequent communication with employees that allows management to give employees timely and relevant feedback and recognition that also establishes relationships to enhance engagement.

It is only when the culture of an organization is defined as a group of people working to create the best, cost-

effective, quality product or service, and where they all see the accomplishments driven by their behavior on a regular basis that you will have employees who come to work after the weekend without experiencing the "Sunday night blues" and who actually look forward to starting the work week.

(Submitted by Grace Ramirez, Administrative Office Services)

Lunch and Learn Series to Continue

An open call to managers and specialists at the 14 and 15 levels to participate

Please consider **volunteering** to facilitate a lunch and learn session on the first Tuesday of a month. We would like to begin



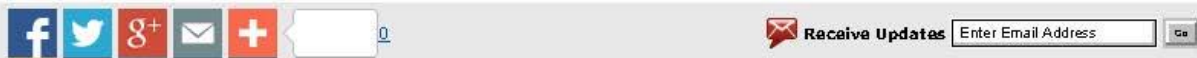
offering these sessions with the first being offered October 7, but we can't do it without your help! You can select the month you are willing to facilitate a session.

It's very easy, as you are provided with a chart containing 5 questions that you will be asked to answer and it is displayed during the session. If you prefer, you can prepare your own questions.

The leadership lunch and learns proved to be a well-attended and rewarding opportunity for MSHDA employees considering a career path. Those that attended did so voluntarily because they wanted to hear how those in high level professional positions got to be where they are today.

Are you willing to share your story? Please consider facilitating one of these sessions so others can learn from you. This opportunity serves a need for MSHDA employees who aspire to higher level positions to learn how to get there based on real life work experience and/or education. These sessions have a positive effect on **employee engagement** because leaders/management/professionals **are willing to aid employees with their growth and development** simply by sharing their story.

We want to get to know you and learn more about you! Please contact me directly to sign up for a session.



Monday Morning News, July 8, 2013

Michigan State Housing Development Authority sent this bulletin at 07/08/2013 09:39 AM EDT



Monday, July 8, 2013

- [Please Respond to MSHDA Survey by Close of Business July 16](#)
- [Michigan Main Street Team Visits Saline](#)
- [How About a Lugnuts Game AND a MSHDA T-Shirt?](#)
- [GIG Organizes MSHDA Walk to the Capitol for Farmers Market](#)
- [MSHDA Supports CoC Coordination Training for Campaign to End Homelessness](#)
- [MSHDA Staff Participates in 5K Run for Breast Cancer Research](#)
- [Pure Michigan Fun from the DNR](#)
- [MSHDA Rental Rehab Program Improves Neighborhoods in Alpena](#)
- [New Transit Center in Dearborn Making Progress](#)

[Engage With MSHDA](#)

Please Respond to MSHDA Survey by Close of Business July 16

Just a reminder to take a few minutes to complete the survey you received from Scott Woosley last week via email. It is really important that we hear from everyone about the most significant issues that you identified in the statewide employee engagement survey. They were overall communication, manager effectiveness and empowerment of the workforce. Responses are anonymous and we want to hear from everyone, including student assistants, co-ops and temporary staff. Results will be published in the MMN in August.



Thank you for your participation!

Michigan Main Street Team Visits Saline

State, national Main Street delegations meet in Saline to give feedback on downtown improvements



Many MSHDA colleagues show up to wish Jodi the best on her new adventure



Jodi and Sharon Evans - Homeownership

CAPITAL AREA restaurant week JULY 21-25, 2013



Feed Yourself - Feed Your Community

Take advantage of the first annual celebration of dining in the Greater Lansing Area, July 21 – 25 and help out the Greater Lansing Food Bank at the same time.

Authority board.

Revised MSHDA Organization Chart Announced

In alignment with our revised strategic plan and our scorecard commitment to Good Government, I presented MSHDA's modified organization chart, and you can review it below. For a better view that may be easier to read, [click here](#).



The Cost of Ignoring Employee Engagement

The seventh in a series of articles on employee engagement



In difficult economic times, people often jump at any job they can get without any long-term thought to whether the position matches up with their personality and skill set, let alone their long-term

ambitions in life. Not only that, but many employers feel that employees should be grateful just to be working. In addition, many managers themselves are in the wrong job or don't really want to be where they are, which translates into a lack of concern for employees.

Employers and potential employees both have a responsibility to make sure a position is a good fit. Management style bears a great deal of credit or blame as to whether someone ends up a happy and engaged worker, or as just another 8-to-5er going through the motions until quitting time.

But as long as the job gets done, does employee

Experience the best in local cuisine with three course prix fixe dinner menus from some of the Capital Area's finest restaurants. Don't miss this opportunity to discover new restaurants and enjoy favorites at a fantastic price.

Peak dining times will book quickly during this one week gastronomic event. Make your reservations early to be guaranteed a spot at participating restaurants.

Check back frequently for updates and to see what the area's best chefs are creating this summer!

For further details, [click here](#).

engagement matter?

Turns out it does, very much. Gallup did an extensive study of the effect of high employee engagement in 2012. This is the eighth year Gallup has done a study like this, and the results have been remarkably consistent each time. And if you're wondering what the bottom line with low employee engagement is, it's estimated to cost the U.S. economy roughly \$370 billion a year.

That fact alone is why employee engagement is a major part of the mission of many organizations. High employee engagement is actually critical to an organization's performance and according to Gallup, it impacts key performance outcomes in these ways:

- 37 percent lower absenteeism
- 25 percent lower turnover (in high-turnover organizations)
- 65 percent lower turnover (in low-turnover organizations)
- 28 percent less shrinkage
- 48 percent fewer safety incidents
- 41 percent fewer quality incidents (defects)
- 10 percent higher customer metrics
- 21 percent higher productivity
- 22 percent higher profitability







How do organizations influence this type of intangible in a meaningful way?

Collaborative leadership is critical to successful management in the 21st century. "Just do your job" may have been the default response to dissatisfied workers in times gone by. But then, as now, that kind of attitude has never inspired any kind of satisfactory improvement.



Acting more as a "chief influencer" rather than a chief executive is in management's best interest as well as an employee's because it causes employees to respond in a positive and proactive way to their work challenges. Managers and leaders need to listen and be open to ideas and feedback from employees.

If you have a reputation for being hardnosed (your way is the only way) or you have a tendency to micromanage, if you are unapproachable and find it difficult to accept other's ideas or opinions – do something about it, especially if you recognize these shortcoming. It can't and shouldn't be ignored. It requires the willingness to take an honest, objective look at your management style and your ability to lead successfully. Then it takes the courage and humility to change this ineffective behavior.

(Submitted by Grace Ramirez, Administrative Office)




Receive Updates





Monday Morning News, July 29, 2013

Michigan State Housing Development Authority sent this bulletin at 07/29/2013 04:57 PM EDT



Monday Morning News






Monday, July 29, 2013

- [Results of MSHDA Employee Engagement Survey](#)
- [Work Tips: Why Unhappy Bosses Usually Make Subordinates Unhappy Too](#)
- [MSHDA Celebrates at Lugnuts Game!](#)
- [Root Doctor's New YouTube Video "A Day in the D"](#)
- [Son of MSHDA Staffer Featured in "The Best of Detroit"](#)
- [West Michigan Veterans Getting Assistance from Volunteers of America Michigan](#)
- [Popular Lansing Old Town Jazz Fest Coming this Weekend](#)
- [\\$767 Million in New Investments Expected to Create Nearly 5,000 Jobs](#)

Engage With MSHDA

Feel free to re-tweet, re-post, join in

Results of MSHDA Employee Engagement Survey



A total of 189 employees responded to the second MSHDA pulse survey. The responses are below.

Question 1

I am aware of the items targeted for improvement to increase employee engagement in our agency?

Yes	118	62.43 %
No	32	16.93%

conversations and share MSHDA social media postings with your friends and followers on your social media sites. See how by [clicking here](#).



You Might Be a Michigander If...



The Lansing State Journal ran an article recently in its "Michigander" section asking the question **You Might Be a Michigander if...**

Here are a few of the answers but I think we can come up with some more really creative responses. Please submit your Michigander if ideas to Mary Lou Keenon, keenonm@michigan.gov and they will be shared in upcoming issues of the Monday Morning News.

Here's a few ideas to get you started:

...you are able to use a lawn mower on a late-fall Monday and a snowblower the following Saturday.

...you know the Big Mac is a

Unsure 39 20.63%

Question 2

Using a 5-point scale on which "1" means "Very Dissatisfied" and "5" means "Very Satisfied" overall, how satisfied are you with the amount of information you are receiving about items targeted for improvement to increase employee engagement in our agency?

Very Dissatisfied	10	5.29%
Dissatisfied	28	14.81%
Neutral	77	40.74%
Satisfied	62	32.80%
Very Satisfied	12	6.35%

Question 3

I am seeing and hearing more information about the direction our agency is headed both from leadership and other internal communications sources?

Yes	105	55.56%
No	56	29.63%
Unsure	28	14.81%

Question 4

I receive timely, objective, and insightful feedback about my work performance from my manager in addition to the required performance reviews?

Yes	100	52.91%
No	72	38.10%
Unsure	17	8.99%

Question 5

Using a 5-point scale on which "1" means "Strongly Disagree" and "5" means "Strongly Agree" overall, how strongly do you agree with the following statement: My

bridge, not a sandwich from McDonalds.

...you point to the palm of your hand to show people where you live in the Lower Peninsula.

...you have a feeling this is finally the Lions' year.

...you think Alkaline batteries were named after a Tiger outfielder.

Now it's your turn!

agency provides the training I need to do my job well and encourages my growth and development?

Strongly Disagree	21	11.11%
Disagree	28	14.81%
Neutral	49	25.93%
Agree	55	29.10%
Strongly Agree	36	19.05%

(Submitted by Grace Ramirez)

Work Tips: Why Unhappy Bosses Usually Make Subordinates Unhappy Too



Do managers have a duty to be happy? Happiness isn't listed in your job description, but if you lack it, your employees probably will too.

The authors of the book [Resonant Leadership](#) –

leadership coach Annie McKee and organizational psychologist Richard Boyatzis – say emotions are contagious in the workplace. So if you, the boss, are feeling unhappy, stressed or insecure, you're going to spread these feelings around like the flu.

Stagnant Pools

Boyatzis also uses another metaphor for the transfer of emotions in the workplace: water flowing downhill. A supervisor's negativity pools with employees "like stagnant water," he says.

And of course, unhappy employees aren't likely to be very engaged or productive, making the boss even bluer.

What can you do if you suspect you're giving people a dose of the unhappies? Keep a stiff upper lip and hide your feelings? That usually doesn't work. People are adept at picking up verbal and non-verbal "tells" that something's wrong.

Fighting the Blues

To reserve and pay now, [click here](#). To reserve now and pay later, [click here](#).

(Submitted by the Michigan Education Trust)

Update on Actions Underway to Increase Employee Engagement at MSHDA



MSHDA has been focused on addressing the most significant issues that were identified by all of you in the Governor's survey results last fall. They are listed below along with the actions MSHDA is taking, or will be taking to address these areas:

Overall Communication

- All-staff meetings
- Semi-annual gathering of all MSHDA staff
- Division staff meetings
- Team meetings
- One-on-one staff meetings
- Weekly Monday Morning News
- Monthly senior manager meeting report on Intranet
- Board briefs (MSHDA Board summary)
- Executive Director Open-Door policy
- Suggestion Box

Manager Effectiveness

- New Manager Development Program (NMDP) training for all new managers
- Trainings already delivered to all managers since May 2013 include FMLA and Reasonable Suspicion Testing for Drugs and Alcohol
- Speed of Trust training beginning in August for all managers
- Supporting Others training coming this winter for all managers
- Individual one-on-one leadership coaching available to all managers

Empowering the Workforce

- Career Track Development Presentation delivered this past March, 2013
- Bus tours to visit MSHDA developments late summer/fall 2012 - more to come this year
- On-going internal training opportunities offered and arranged by HR (training calendar)
- Leadership Academy
- Talent Management System coming soon to provide a talent pool and provide stretch assignments

(Provided by Grace Ramirez, Administrative Office Services)

MLive Guest Column Urges Passage of MSHDA's Michigan Mezzanine Investment Fund



A bill sponsored by Sen. Mark Jansen, R-Gaines Township – already approved with overwhelming bipartisan support by the state Senate –

would provide another valuable and effective tool for revitalizing Michigan's urban communities and help create jobs and provide more opportunities that would energize local economies.

The proposal would allow MSHDA to introduce a new \$100 million Michigan Mezzanine Investment Fund to support housing projects around the state. MSHDA seeks to raise capital to do multifamily and mixed-use developments primarily in Michigan's downtowns and core urban neighborhoods.

To read the entire MLive article, [click here](#).

Michigan, where would it be? Florida

5. Do you have any pets? If yes, what is it and what is its name? No pets
6. What is your favorite food? Anything Italian
7. If you could have dinner with ANYONE who would it be, and why? President Obama, because I admire him and his accomplishments
8. What music is playing in your car right now? Contemporary Jazz
9. Do you have any silly/crazy talents? No
10. What is your favorite sport to play? Pool
11. Have you ever crossed the Mackinac Bridge? No
12. What is your favorite thing to do outdoors? Walk
13. Spartans or Wolverines? Spartans



U.S. Treasury Under Secretary for Domestic Finance Mary Miller applauds MSHDA and Gov. Snyder for developing programs to tackle the unique challenges faced by Michigan homeowners.

Detroit residents watched as federal, state and local officials kicked off a campaign to remove thousands of blighted homes from the city's neighborhoods, starting first with five houses in northwest Detroit. Detroit received \$52 million of the \$100 million allocated. Pontiac, Flint, Grand Rapids and Saginaw are among the other cities that will receive demolition money.

The \$100 million allocation comes from the nearly half a billion dollars Michigan was awarded to help hardest hit homeowners throughout the state.

Treasury's Mary Miller praised MSHDA for developing programs to address Michigan's challenges facing struggling homeowners and Scott recognized the hard work that MSHDA staffers Mary Townley, Michele Wildman and Jeff Sykes did to convince Treasury that removing blight helps stabilize neighborhoods and boosts property values, making it easier for people to stay in their homes.

To read more, [click here](#).

For more photos of the event, visit MSHDA's Facebook page by [clicking here](#).

Scott Urges Our Participation in Upcoming Employee Engagement Survey

Watch MSHDA videos by clicking on links at the end of this article

I recently participated in the production of a video that the Governor's Office on Good Government spearheaded to promote the upcoming Employee Engagement Survey this month.



I didn't participate because I particularly enjoy being interviewed on camera. Quite the opposite, actually. I participated because it is important that you realize the importance of taking the survey and having your voice heard.

The survey will help us measure your responses in three targeted areas - overall communications, manager effectiveness and empowerment of the workforce. Your previous responses indicated that those areas were of the most interest to you.

Please [click here](#) to view the MSHDA portion of the video and [click here](#) for a composite video of directors from DEQ, MEDC, MDARD, MSHDA and MDOT.

Peter Hughes in our Downtown & Community Services division also participated in the video and you can hear what he has to say by [clicking here](#) and going 4:00 minutes into the video for his segment.

Don't Forget Your "Human" Resources

12th in a series of employee engagement articles



Your direct reports need to know FIRST that you care. Do you know where each of them is in life and at work? Do you speak to a direct report only when they are doing something wrong? Do

you stop in just to say hello and to thank them for a job well done? Do they know they are appreciated? Do you treat them as if they are untrustworthy and incompetent by micromanaging them?

Ask yourself the following questions about each of your

direct reports?

- Do I know where s/he is today (in the office, on leave, in the field)?
- Do I speak to him/her face-to-face minimally once a week and not just about work?
- Am I keeping my promises or commitments to him/her and following through?
- Do I let him/her know that I genuinely care about his/her well-being?
- Do I let him/her know how much I appreciate his/her work, attitude, performance?

If your response to even one of these questions is "NO", then you need to recognize that you are contributing to your staff's low morale and/or low engagement at work. Although your focus is on getting results; it is just as equally important that you focus on those that deliver the results – your direct reports.

The good news is that you can turn this around and you can do your part to increase employee morale and engagement at work. How? Change the response to each of the questions asked above to "YES", and do it consistently and equitably for all of your direct reports. It starts at the top and trickles down. If any of your own boss's responses to the questions above is "NO"; you may find that your responses are similar for your own direct reports.

We all need to care about each other – MSHDA'S "human" resources", as much as we do the results! When we show each other we care, the results come naturally. Use the action plan below to do your part to increase morale and engagement in the work place.

Action Plan to Increase Morale and Employee Engagement

COMPETENCY

Build Strategic Working Relationships

ACTION STEP

Make it a point to interact with my staff regularly; do a walk through each day I am in the office. Make myself visible and accessible.

COMPETENCY

Communication

ACTION STEP



**Receive Updates**



Monday AFTERNOON News, September 9, 2013

Michigan State Housing Development Authority sent this bulletin at 09/09/2013 03:47 PM EDT



Monday, September 9, 2013

- [Photos of Oak School Groundbreaking in Flint](#)
- [September Senior Manager Meeting Report](#)
- [Meaningful Work is HOT in More Ways than One!](#)
- [Michigan Modern Continues at Cranbrook](#)
- [How to Prevent Your Desk Job From Killing You!](#)
- [New Life for Historic Oak School Building in Flint](#)
- [Looking for Housing Data?](#)

Engage With MSHDA

Feel free to re-tweet, re-post, join in conversations and share MSHDA social media postings with your friends and followers on your social media sites. See how by [clicking here](#).



Photos of Oak School Groundbreaking in Flint

September Senior Manager Meeting Report

by Scott Woosley, Executive Director

Employee Engagement Survey a Top Priority



Human Resource's Grace Ramirez drove home the importance of MSHDA's participation in the upcoming statewide Employee Engagement Survey. And to make her point, she presented James Butler with a sandwich board and asked that he parade around the building as a walking advertisement, encouraging all of us to take the survey and have our voices heard. Though James claimed he didn't remember, he had volunteered to wear the posters during a VME meeting. Little did he know that witnesses to his promise would remember. So be on the lookout for James as he goes from office to office as a living reminder and hands out goodies. Those of you in the Romney Building, Detroit and the SHPO offices, keep your eyes



peeled for one of your own colleagues wearing the sandwich board. James agreed to take turns, so who knows who will show up in your buildings.








Senior Managers Asked to Participate in Expanded Communications Process


Jennifer Bowman, Governmental and Media Affairs, asked senior managers to submit by close of business each Wednesday any happenings that occurred within their divisions that week. That will include news interviews, news articles, announcements, grand openings or groundbreakings, speaking engagements or other items of importance.



Additionally Jennifer asked that senior managers submit (at the same time using the same criteria) a summary of activities planned for the week ahead.

National NCSHA Conference

Jennifer also asked that senior managers submit for consideration (**by September 16**) the names of any individuals for possible attendance at the NCSHA conference in October. I will make the final decision on attendees based on limited budget considerations.



 **Receive Updates**




Monday Morning News, September 16, 2013


Michigan State Housing Development Authority sent this bulletin at 09/16/2013 10:39 AM EDT



Monday Morning News



MICHIGAN STATE HOUSING DEVELOPMENT AUTHORITY




Monday, September 16, 2013

- [You Know You Are a Michigander if...](#)
- [Upcoming Events](#)
- [In Search of Meaningful Work](#)
- [Team MSHDA Leads all State Agencies in Survey Responses](#)
- [Another Reason MSHDA Leads the State in Survey Responses - Stay Tuned for More to Come!](#)
- [Michigan Main Street Center Helping Howell with Branding Campaign](#)
- [Christian Science Monitor Lists Six Ways Detroit is Thriving](#)
- [Detroit in the Top Ten Metros for Recent College Grads Looking for Jobs](#)
- [VME News and Events - Popcorn Day Tomorrow!](#)
- [MSHDA Awards Over \\$2 Million in Housing Resource Fund Grants](#)
- [MSHDA Volunteers Help at Habitat House in Grand](#)

In Search of Meaningful Work

How important is meaningful work to you?
The 14th in a series of employee engagement articles



Gone are the days when the sole purpose of work was to put food on the table. These days, people are looking for more meaning in their work lives. The past few decades have seen a decline in job satisfaction levels and work attitudes. Throw in the recent recession, a few corporate scandals and terrorism and you find people questioning what they should be doing with their lives.

Some people will quit their jobs to pursue work that fulfills them, while others look for more fulfillment in the workplace. If they don't find meaning in their work, they will expend their energy elsewhere. You know these people: they just do the minimum expected of them and go home — to do those other things that they love.

But what defines meaningful work? Meaningful work includes anything that helps you fulfill a life purpose, makes you happy and that you would gladly do for no pay.

Rapids

- [Save the Date - Michigan Archaeology Day](#)
- [Quicken Loans Makes Donation to NSO to Help Detroit Homeless](#)

Engage With MSHDA

Feel free to re-tweet, re-post, join in conversations and share MSHDA social media postings with your friends and followers on your social media sites. See how by [clicking here](#).



You Know You Are a Michigander if...



- You have more miles on your snow blower than your car.
- You have experienced all four seasons in one day.
- You know that Pontiac and Cadillac are cities.

Upcoming Events



[Detroit Design Festival, September 18-22.](#)

The Detroit Design Festival (DDF) highlights independent design trends originating from Detroit and surrounding areas.

Meaningful work also gives variety, control, feedback and recognition, and makes you want to do good things for the world.

In this light, managers can do their part in bringing more meaning to the job for their staffs. Here are some tips:

- Conduct a survey to find out what really matters to your employees. Then find ways to make the work seem more like those things that matter to them.
- Make employees more aware of meaningful work that's already present in the agency. Make a connection between the individual jobs and the mission statement and flaunt it.
- Consider doing philanthropic work together outside of work.
- Provide better recognition at staff meetings. Recognition is important to employees.
- Get employee feedback on how they could do their jobs differently. This is called "job crafting."

(Submitted by Grace Ramirez, Administrative Office Services)

Team MSHDA Leads all State Agencies in Survey Responses



There is nothing like a little "friendly" competition to motivate us to take action – even among state agencies. We are proud to report that MSHDA is leading the pack among state agency response rates to the Governor's 2013 Employee

Engagement Survey.

MSHDA has been leading since the first day the survey was sent out and we are even ahead of the Governor's office. We have received calls from other departments asking us what we are doing over here at MSHDA to elicit such an incredible response.

If you haven't done so already, please take a few minutes to complete the survey. It's your right and a privilege to let your voice be heard and we encourage you to take advantage of this opportunity.

The Detroit Creative Corridor Center (DC3) established DDF three years ago to connect Detroit's independent creatives with one another, introduce them to new markets and consumers, and expose Detroit's creative talent and collective design aesthetic to national and global audiences.

[Click here](#) for full details.

[MSHDA Popcorn Day](#)

**Tomorrow, Tuesday,
September 17 (see
accompanying VME News
and Events story)**

[MSHDA "Jeans" Day](#)

**Wednesday, September 18
(only if you're wearing your
EEE button) See
accompanying story.**

[MSHDA Book Sale](#)

**October 2 - 3 (see
accompanying VME News
and Events story)**



[Michigan Archaeology Day](#)

**October 12
11 a.m. - 3 p.m.**

**Michigan Library and
Historical Center**

We also have an internal agency contest in progress where the division with the highest survey participation rate by percentage will be awarded a pizza party. We would like to see a MSHDA wide pizza party with a 100 percent response rate.

As a token of our appreciation for your participation in the survey you are being offered an Employee Engagement and Empowerment (EEE) button. The buttons are available for disbursement late Monday morning, September 16.

The EEE button avails you the opportunity to wear jeans one extra day each week through the end of October as long as you wear your EEE button and you don't have a meeting scheduled that includes outside partners or stakeholders. A MSHDA-wide email will be sent each week from Grace Ramirez announcing the extra EEE Jeans Day for the week. If you miss the e-mail it will also be announced in the Monday Morning News.

Way to go TEAM MSHDA!!!!

The designated EEE Jeans Day for the week of September 16 - 20 is Wednesday, September 18.

Please see the individuals listed below within your MSHDA assigned work building location to obtain your Employee Engagement and Empowerment button.

- MSHDA Receptionists – 735 E. Michigan Avenue
- MSHDA Receptionist – Cadillac Place, Detroit
- Bethany Berdes, SHPO
- Stacey Place, Romney Building

(Provided by Grace Ramirez, Administrative Office Services)

Another Reason MSHDA Leads the State in Survey Responses - Stay Tuned for More to Come!



Save the Date

**Avalon Housing Celebration
of Permanent Supportive
Housing**

November 1

6 - 9 p.m.

Ann Arbor Art Center

More details to follow



Remember James Butler and the sandwich board he paraded around the office? He passed the torch to Brian Conway who is now parading the important message around the SHPO offices.

We think the sandwich board and our staff's' good sportsmanship in wearing it has helped motivate our high response rate.

But I hear rumors that more motivational activities are planned and will be announced soon. Something to do with crazy dares on the part of our more "bold and daring" staff members. So watch your emails to hear more about it.

**Michigan Main Street Center Helping
Howell with Branding Campaign**



Community input and help from the Michigan Main Street Center at MSHDA will soon result in a comprehensive new branding campaign for downtown Howell.

A community visioning session is set for 7 p.m. Tuesday, September 17, at the Howell Area Chamber of Commerce, 123 E. Washington. The session is open to the public, and residents and stakeholders are encouraged to share their ideas for the downtown brand.

- [Sparrow and VOA Michigan Partner to Open Medical Clinic for Homeless in Lansing](#)
- [Mark your Family Calendar for Archaeology Day October 12](#)

Engage With MSHDA

Feel free to re-tweet, re-post, join in conversations and share MSHDA social media postings with your friends and followers on your social media sites. See how by [clicking here](#).



Asset Management Conference Photo Gallery



Chris LaGrand welcomes attendees



Kelly Brennan, events director for the governor, delivers keynote



MSHDA Book Sale

Each year the Valuing MSHDA Employees (VME) workgroup sponsors a book sale. The proceeds are used to sponsor events throughout the year. *This year's sale will be held **October 2 and 3** in the Garden Level in the Lansing office.*

Gather up your used books, magazines*, CDs and DVDs to sell at the book sale this year. You may drop them off in the mailroom in Lansing where the mail cart is located. **Please no text books, VHS tapes, instructional CDs or DVDs.**

There will also be cider and donuts on sale in the morning for \$.50 each and caramel corn and cider in the afternoon for \$.50 each.

**Magazines are going to be collected and sold for .25 cents each and books, CDs and DVDs will sell for \$1.*

Detroit Office Gets Justin Bieber to Wear EE Survey Sandwich Board



Detroit Office Enthusiasm A Big Reason for MSHDA Topping the 95 Percent Response Mark!

Thanks Detroit and you too Justin!

One of many sessions just
about to get under way

UPCOMING EVENTS



Mandatory All-Staff Meeting

Tuesday, November 19

Lansing Center

Exhibit Hall A

333 East Michigan Avenue



Scott Proclaims a Pizza Party for All - And Public Shaving to Satisfy Bet!

*Please respond to the Pizza Party invitation by Friday so we
can order enough pizza for everyone!*



Thanks to you, we not only reached our employee survey response rate goal but we exceeded it!

We couldn't have done it without you.

At the beginning of this journey, we set out to reach an agency goal of 68 percent. After a little coaxing by some of our senior managers,

we surpassed it by 28 percent and wound up with an incredible 96 percent response rate!

MSHDA wants to thank you for the part you played in keeping us in the forefront. Your efforts did not go unnoticed by other state agencies as we led the way through the last day of the survey.

We would like to thank you for your efforts by hosting an ALL MSHDA employee engagement and recognition ceremony and pizza luncheon next month. An email appointment invite has been sent to you so you'll have it on your calendar. **Please respond by this Friday so we can order enough pizza to feed us all!**

The celebration is for all MSHDA employees at all work

sites, including state employees, student assistants, temporary staff and co-ops. Staff from the SHPO and Romney offices will join us at 735 E. Michigan Avenue in the lower level conference rooms. The Detroit staff will be video conferenced in from the MSHDA board room at Cadillac Place.

It is also time for our colleagues that so graciously volunteered to take one for the team to "pay the piper." I want to thank Gary, Clarence and Joe for their willingness to shave their treasured facial hair to inspire employees to respond to the survey. Being the good sports that they are, they have even agreed to a public shaving for our entertainment during the recognition ceremony. You won't want to miss the fun!

Date: Tuesday October 15

Time: 11:30 a.m. - 1 p.m. and 11:30 - 12 noon for the recognition ceremony

- A salute and a thank you to all MSHDA staff
- Recognition of divisions(s) with the highest response rate
- The public shaving of three brave colleagues

12:00 noon – 1:00 p.m. Pizza Party!

Location:

Detroit MSHDA board room, Suite 4-606

Lansing lower level 135, 235, 335 and 435

We will take your responses from the 2013 survey and continue to improve the MSHDA workplace based on your input.

Thank you for your participation, and most of all, thank you for everything you do to make MSHDA the great place it is!

Scott

Asset Management Conference a Major Success



Receive Updates

Go



Investing in People.
Investing in Places.

MSHDA
MICHIGAN STATE HOUSING DEVELOPMENT AUTHORITY

Monday Morning News, October 14, 2013

Michigan State Housing Development Authority sent this bulletin at 10/14/2013 04:42 PM EDT



Monday Morning News

Investing in People.
Investing in Places.

MSHDA
MICHIGAN STATE HOUSING DEVELOPMENT AUTHORITY



Monday, October 14, 2013

- [Mandatory All-Staff Meeting](#)
- [MSHDA Joins Harvest Gathering Campaign](#)
- [MSHDA Leadership Academy Accepting Applications](#)
- [Your Ideas. One Weekend. Tons of Fun.](#)
- [MSHDA Detroit House Party Photo Gallery](#)
- [Donald Rencher, Legal Affairs, Publishes Fair Housing Article in Michigan Planner Magazine](#)
- [All MSHDA Pizza Party Tuesday](#)
- [October Senior Manager Meeting Report](#)
- [Donald Rencher Loses Another Bet!](#)
- [Work Tips](#)
- [MSHDA Hosts Great Lakes/Midwest Conference in Detroit](#)
- [Main Street Presentation Draws Big Crowd of Grayling Residents](#)

All MSHDA Pizza Party Tuesday



PIZZA PARTY



And don't miss the Clarence, Gary and Joe show as they sadly rid themselves of their beloved facial hair!

- [MSHDA Throws Sendoff Party for Valued Communications Team Member](#)
- [MSHDA Receives Coveted COSCDA Sterling Achievement Award for Housing](#)
- [Demolition Begins Today in Flint and Saginaw](#)
- [Daughter of Sharon Evans Says Wedding Vows](#)

Engage With MSHDA

Feel free to re-tweet, re-post, join in conversations and share MSHDA social media postings with your friends and followers on your social media sites. See how by [clicking here](#).



UPCOMING EVENTS

Mandatory All-Staff Meeting



Tuesday, November 19

Lansing Center

2 - 4 p.m.

Exhibit Hall A

333 East Michigan Avenue

Lansing, Romney, SHPO and Detroit staff are required to attend in person.

Jean Day is Tuesday, October 15 - Wear Your EEE Buttons!



October Senior Manager Meeting Report

by Scott Woosley, Executive Director

Federal Government Shutdown Effect on State and MSHDA



Governor Snyder has made his position clear on the government shutdown - he wants it to stop, and that is the feeling of a majority of

Americans. He also has said that state funds are not going to be used to fill the gaps left as a result of the shutdown.

I have asked senior managers to submit to me a list of all federal programs at MSHDA impacted by the shutdown. Governor Snyder has asked all state departments to do the same and also ideas for how programs could operate if the federal government defaults on debt October 17.

Chamber has done it via a short video. [Click here](#) to view the video and notice that MSHDA's Gary Heidel is seen milling about very near the beginning of the video.

Record-Breaking Attendance at SHPO Archaeology Day



The SHPO's archaeologists teamed with the Michigan Historical Center staff to host the most successful Archaeology Day ever.

A record-breaking 625 people attended the event, which brought together archaeologists from around the state to display artifacts, talk to the public, teach pinch-pot making and make presentations.

State archaeologist Dean Anderson said, "The number of people who attended Archaeology Day is testimony to the fact that people are fascinated by archaeology and want to know more about it."

and check my schedule to see if or where I can fit it in.

- I'm so sorry, but I just don't have enough time since I am working on project x and project y at the moment.
- I am currently working on these other two projects for you; how would you like me to prioritize this new project?

Keep in mind that when you are working with a superior, coworkers or customers, you should always be polite and appreciative. Give them an explanation of why you can't complete a request and offer other creative solutions to get their project or task completed. And always keep it simple; don't over-apologize for not having enough bandwidth to take on additional projects.

(Work Tips submitted by Grace Ramirez, Administrative Office Services)

All of MSHDA Turns Out for Pizza Party and Public Shaving!

Scott said it best - "if you look up team player in the dictionary, you'll find a picture of these three-Joe, Clarence and Gary"



Before



After

"What's more, in addition to the sheer number of visitors, we had a very diverse audience that represented quite a cross-section of the Lansing-area population."

The photos taken the day of the event are a testament to the intensity of interest generated amongst the younger crowd.



Legislators Building Communities Initiative Celebrated at Capitol



Is it tickling or is it hurting?



Clearly a crowd pleaser!

Blight Removal and Demolition in Full Swing - Literally!

MSHDA joined local leaders, Land Bank officials and state and federal legislators in Flint, Saginaw and Grand Rapids to continue its monumental efforts to eliminate blight in Michigan as a result of the \$100 million in funding the state received from U.S. Treasury.

Grand Rapids kicked off "Fresh Start," the largest residential demolition campaign in the city's history October 17. To view a video clip from FOX 17 News in Grand Rapids, [click here](#).

Employee Engagement and Empowerment Badges



Employee Engagement Action Plan – Summary June 15, 2014



Employee Engagement Action Plan - Summary Report

Housing Development Authority	
Initiative: Design process to empower MSHDA employees.	Green
<p>Status: *In the process of developing a state-of-the-art new employee orientation.</p> <p>*Training through Civil Service-reminders to staff to check out the site for training</p> <p>*Leadership Academy Class-in progress and an action learning project has been assigned</p> <p>*A talent bank through NEOGOV is up and running to provide an opportunity for MSHDA employees to apply for stretch assignments within the organization</p> <p>*In the process of planning quarterly "A Day of Autonomy"</p>	
Initiative: Improve management effectiveness	Green
<p>Status: Quarterly manager forums are already scheduled. Other activities such as new employee orientation is planned to include senior management in the process so new staff can meet one-on-one with new employees.</p>	
Initiative: MSHDA Employee Engagement Communications Plan	Green
<p>Status: In various stages of development, many projects are already established and ongoing. The employee newsletter is published weekly on Monday mornings, board meeting summaries and senior manager meetings are written and distributed immediately after meetings. We have several in house teams that are in place and employees are kept up-to-date with all events and activities. Teams include (others are in the planning process) Valuing MSHDA Employees (VME), the Green Team, Incident Response Team (cyber security), Continuation of Operations Plan (COOP) team.</p> <p>Components of this project:</p> <p>MSHDA Intranet and Monday Morning News</p> <p>Senior Manager Meeting Reports</p> <p>Improve communications relating to internal work groups and teams</p> <p>Keep staff up to date on all MSHDA internal teams and the events and activities of each.</p> <p>Conduct Surveys and communicate results</p> <p>Hold Employee Events to encourage employee engagement</p> <p>Develop creative and new forms of communicating with staff to promote transparency.</p> <p>Develop Divisional Action Plans based on the Employee Engagement survey.</p> <p>All-Staff meeting</p> <p>Implement a MSHDA wide communications calendar for use by staff</p> <p>Staff bus tours of MSHDA developments</p> <p>Develop an internal "social media" platform for employee interaction and communication.</p>	

LEGEND

Complete	Complete	Yellow	Hit roadblocks / May impact target date
Green	On track / On schedule	Red	Behind schedule or activity has stopped



Employee Engagement Action Plan - Detail Report

Housing Development Authority	
Initiative: Design process to empower MSHDA employees.	Green

Description

Last Modified Date: 6/2/14

Boost individual and MSHDA overall performance by engaging people, through inclusion and participation, providing a framework of direction and unlocking the true potential in people to do extraordinary things.

Status

- *In the process of developing a state-of-the-art new employee orientation.
- *Training through Civil Service-reminders to staff to check out the site for training
- *Leadership Academy Class-in progress and an action learning project has been assigned
- *A talent bank through NEOGOV is up and running to provide an opportunity for MSHDA employees to apply for stretch assignments within the organization
- *In the process of planning quarterly "A Day of Autonomy"

Task Name	Start	Target	Actual	Owner	Status	Comments
Create a quarterly "Day of Autonomy" for MSHDA Employees	1/1/14	7/1/14	6/2/14	Human Resources	Complete	A day of autonomy has been renamed "My Pet Project Day" and is set for July 1. On that day, employees will be able to create a project of their choice, either alone or with a team of colleagues to improve an agency work process, service, product or technology; choose a mentor for the day; shadow a person in a different division; or make arrangements to work alone on personal development.
Develop and implement a state-of-the-art new employee orientation	1/1/14	12/31/14		Marneta Griffin	Green	
Establish a 2014 Leadership Academy Class	1/1/14	12/31/14	6/2/14	Grace Ramirez	Complete	
Establish a talent bank	1/1/14	12/31/14	6/2/14	Angela Huntoon	Complete	
Use the state's contract through Civil Service with Development Dimensions International to provide MSHDA employees with educational opportunities	1/1/14	12/31/14	6/2/14	Grace Ramirez	Complete	

Report Date: 06/04/14

LEGEND

Complete	Complete	Yellow	Hit roadblocks / May impact target date
Green	On track / On schedule	Red	Behind schedule or activity has stopped

Page 1 of 4



Employee Engagement Action Plan - Detail Report

Housing Development Authority

Initiative: Improve management effectiveness

Green

Description

Last Modified Date: 5/6/14

Create priority training and other activities that will improve management and communication skills for managers to promote inclusion and employee engagement, resulting in more productive and enthusiastic employees.

Status

Quarterly manager forums are already scheduled. Other activities such as new employee orientation is planned to include senior management in the process so new staff can meet one-on-one with new employees.

Task Name	Start	Target	Actual	Owner	Status	Comments
Brain storm for ideas from management as to what they think will be helpful in advancing their management skills.	1/1/14	12/31/14		Mary Lou Keenon	Green	
Develop process for management to report progress in communications with staff.	1/1/14	12/31/14		Mary Lou Keenon	Green	
Schedule and design curriculum for quarterly manager forums and training sessions.	1/1/14	12/31/14		Grace Ramirez	Green	
Informational Videos or Printed Material on Management/ Staff Communications Skills	5/16/14			Mary Lou Keenon	Green	

Initiative: MSHDA Employee Engagement Communications Plan

Green

Description

Last Modified Date: 6/2/14

Department and division leadership shares information in a variety of ways about matters that affect job performance and communicates openly and transparently with employees to promote employee engagement and a robust workplace environment.

Status

Report Date: 06/04/14

LEGEND

Complete	Complete	Yellow	Hit roadblocks / May impact target date
Green	On track / On schedule	Red	Behind schedule or activity has stopped

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Employee Engagement Action Plan - Detail Report

Housing Development Authority	
Initiative: MSHDA Employee Engagement Communications Plan	Green

Status

In various stages of development, many projects are already established and ongoing. The employee newsletter is published weekly on Monday mornings, board meeting summaries and senior manager meetings are written and distributed immediately after meetings. We have several in house teams that are in place and employees are kept up-to-date with all events and activities. Teams include (others are in the planning process) Valuing MSHDA Employees (VME), the Green Team, Incident Response Team (cyber security), Continuation of Operations Plan (COOP) team.

Components of this project:

MSHDA Intranet and Monday Morning News
 Senior Manager Meeting Reports
 Improve communications relating to internal work groups and teams
 Keep staff up to date on all MSHDA internal teams and the events and activities of each.
 Conduct Surveys and communicate results
 Hold Employee Events to encourage employee engagement
 Develop creative and new forms of communicating with staff to promote transparency.
 Develop Divisional Action Plans based on the Employee Engagement survey.
 All-Staff meeting
 Implement a MSHDA wide communications calendar for use by staff
 Staff bus tours of MSHDA developments
 Develop an internal "social media" platform for employee interaction and communication.

Task Name	Start	Target	Actual	Owner	Status	Comments
Conduct Surveys	1/1/14	12/31/14		Bari Thomas	Green	Various resource people will be involved in these surveys depending on the event or activity. Some of these surveys have already been conducted and others will as the event occurs.
Develop an internal "social media" platform for employee interaction and communication	1/1/14	12/31/14		Mary Lou Keenon	Green	
Develop creative and new forms of communicating with staff to promote transparency.	1/1/14	12/31/14		Mary Lou Keenon	Green	
Develop Divisional Action Plans based on the Employee Engagement survey.	1/1/14	12/31/14		Bari Thoms, Human Resources, Senior Management	Green	
Hold Employee Events to encourage employee engagement, empowerment and management effectiveness.	1/1/14	12/31/14	6/2/14	Bari Thomas	Complete	

Report Date: 06/04/14

LEGEND

Complete	Complete	Yellow	Hit roadblocks / May impact target date
Green	On track / On schedule	Red	Behind schedule or activity has stopped

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Employee Engagement Action Plan - Detail Report

Housing Development Authority						
Initiative: MSHDA Employee Engagement Communications Plan						Green
Task Name	Start	Target	Actual	Owner	Status	Comments
Improve communications relating to internal work groups and teams	1/1/14	12/31/14		Mary Lou Keenon	Green	Keep staff up to date on all MSHDA internal teams and the events and activities of each.
Keep staff up to date on all MSHDA internal teams and the events and activities of each.	1/1/14	12/31/14	6/2/14	Mary Lou Keenon	Complete	Communicate through Monday Morning News, the MSHDA Intranet and special announcements through GovDelivery.
MSHDA Intranet and Monday Morning News	1/1/14	12/31/14	6/2/14	Mary Lou Keenon	Complete	The MMN has been in existence for a number of years, but it has been updated and the format is new (GovDelivery). The Intranet action step is in the planning stages.
Senior Manager Meeting Reports	1/1/14	12/31/14	6/2/14	Mary Lou Keenon	Complete	
All Staff Meeting	4/17/14	6/30/14		Scott Woosley	Green	Coordinating schedules
Implement a MSHDA wide communications calendar for use by staff	4/21/14	7/1/14		Mary Lou Keenon	Yellow	
Conduct employee engagement pulse survey.	4/21/14	7/31/14		Bari Thomas	Green	

Report Date: 06/04/14

LEGEND

Complete	Complete	Yellow	Hit roadblocks / May impact target date
Green	On track / On schedule	Red	Behind schedule or activity has stopped

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