

Entry Name MSHDA Leadership Academy

HFA Michigan State Housing Development Authority (MSHDA)

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Entry form with description, check(s), and visual aids (optional) must be received by NCSHA by **Monday, July 1, 2013.**

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

HFA Michigan State Housing Development Authority (MSHDA)

Communications	Homeownership	Legislative Advocacy	Management Innovation
<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"/> Federal Advocacy <input type="checkbox"/> State Advocacy	<input type="checkbox"/> Financial <input checked="" type="checkbox"/> Human Resources <input type="checkbox"/> Operations <input type="checkbox"/> Technology
Rental Housing	Special Needs Housing	Special Achievement	Are you providing visual aids?
<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	<input type="checkbox"/> Special Achievement	<input checked="" type="checkbox"/> YES Attached to entry below <input type="checkbox"/> NO

**2013 NCSHA Awards**  
**Michigan State Housing Development Authority**  
**Category: Management Innovation**  
**Subcategory: Human Resources**  
**Entry Name: MSHDA Leadership Academy**

### **Leadership Academy at MSHDA – Overview**

MSHDA realized its urgent need for a strategy to address succession planning as current data revealed that one third of its top leaders (15-level and above) were immediately eligible for retirement. Additionally, MSHDA recognized the importance of identifying and developing exceptional leadership talent and building bench strength from inside the organization.

MSHDA introduced a Leadership Academy to identify high potential employees and prepare them for top leadership positions using a multifaceted development program. The expected outcomes of this program included:

- Preparing individuals for future challenges
- Accelerating the development of key individuals
- Preparing internal staff to lead by providing them with the critical skills necessary for leadership
- Providing a source of internal candidates for key leadership positions to address succession planning
- Enhancing the diversity of MSHDA leadership
- Preserving institutional knowledge

### **Effective Use of Resources**

The year-long Leadership Academy contains a combination of best practices from recognized leadership development programs in the public and private sector as well as agency specific components. As most of the training was provided by HR and other agency staff, the benefits outweighed the costs demonstrating an effective use of resources.

The Leadership Academy includes:

- A self-nomination application process
- Realistic Job Previews provided by top leaders within the organization
- An established candidate selection and rating process
- Targeted skills development plan with a specified curriculum
- Structured Mentoring component
- An orientation on the first day of enrollment
- Various learning forums that provide real-time learning such as attendance at senior manager meetings; outside meetings with the mentor, conferences, etc.
- Monthly network lunch meetings bringing the selected candidates together to share insights, ideas, learning, etc.

### **Application and Selection Process**

MSHDA has approximately 300 career employees and 23 applied and seven were accepted. The applicants were required to submit a *Self-Nomination Application*; a *Leadership Skills Self-Assessment*; 2 *Leadership Skills Assessments* completed by their immediate supervisor, a former supervisor, or a peer; a detailed *Experience Profile*, and a *Mentee Application*. (See Attachments)

A Selection Committee comprised of the Executive Director, Administrative Office Services Director (over Human Resources), the Education and Training Coordinator and two other division directors, selected the candidates. Their selection was based on the review of the *Leadership Skills Assessments* and the *Experience Profile* submitted by each applicant.

### **Mentoring Process**

MSHDA understood the value of combining training with mentoring from experienced employees to create a powerful synergy to reinforce, direct and develop emerging leaders. The Selection Committee matched each candidate (mentee) with a mentor based on the preferences outlined in the *Mentee Application* with the professional knowledge and experience included in the *Mentor Application*, along with consideration of the strengths and development needs of the mentee. A *Mentor and Mentee Matching Worksheet* were completed for each Mentee and each available mentor to find the best fit.

MSHDA requested volunteers for mentors who were willing and able to help another person grow. A Mentoring informational session was offered to managers to provide them with information about the responsibilities of a mentor and the time commitment in order for them to make an informed decision before they committed.

After the mentors were selected and matched up with a candidate, the mentees and their mentors participated in a Leadership Academy Orientation. It also provided the partnerships with a tool kit containing guidance and concrete ideas to apply in their mentoring relationship and in the workplace.

### **Networking Process**

Several months after the candidates entered the Leadership Academy, regular networking lunch meetings were scheduled that also included the Executive Director, the Administrative Office Services Director, and the Education and Training Coordinator. The purpose of these sessions was to pull the candidates together to keep them connected; for information sharing; to discuss any issues or obstacles the candidates were facing, and to offer the opportunity for questions and answers.

### **Graduation**

The seven candidates accepted into the Leadership Academy at the beginning of April of 2012 completed all of the necessary requirements for graduation and received their diplomas at a senior managers meeting on March 21, 2013. The next Leadership Academy cohort will begin in January 2, 2014.

### **Results**

At the end of the year-long academy, the mentees were asked to complete a survey describing their reactions to the mentoring relationship, and instructive comments to the mentors. The mentees and the mentors were asked to provide feedback about the Leadership Academy to make any necessary enhancements to increase its effectiveness.

### **Reactions to the Mentoring Relationship**

The candidates' scores about their mentor/mentee relationship ranged from 4 – 5 (on a scale of 1 – 5 with 1 being least favorable and 5 being most favorable).

Some of the comments supporting their rating included:

- Engaged in problem solving in areas where I was facing challenges in co-worker interactions; Using my mentor as a sounding board as difficult situations arose was very helpful
- Discussed career path options and strategies for upward mobility; encouraging when discussing future aspirations
- The times we met were extremely beneficial; taught me valuable leadership lessons
- I felt I could be completely honest and I didn't have to guard my responses
- Mentor provided a lot of great feedback and advice

The candidates ranked the following in order of importance considering their experience with their mentor (with 1 being the most important).

1. Flexibility in meeting focus with mentor

2. Being given tasks/objectives to meet
3. Shadowing with mentor
4. Common interests/experiences/background
5. Prior relationship with mentor

The candidates' scores about how effective their mentor was in the coaching role ranged from 3 – 5+ (on a scale of 1 – 5 with 1 being least favorable and 5 being most favorable).

The candidates' scores on a scale of 1 – 5 (with 5 being very likely and 1 being least likely) as to how likely they would recommend their mentor for the next LA class ranged from 4 – 5+.

### **Suggestions for the Leadership Academy**

The candidates and the mentors provided additional comments instructive for the mentors and for enhancements to the Leadership Academy. Some of the comments included:

- Selected candidates be provided with the Mentoring Tool Kit and all checklists prior to the orientation so they can hit the ground running
- Continue monthly networking meetings of the candidates
- Offer a few forums about the reading assignments for both mentors/mentees for discussion/application on the job
- Assign a group project
- Mentors receive a copy of Mentee's application packet
- Start the academy at the beginning of the calendar year
- Provide feedback to mentors from mentees from assessments they submit
- The mentors should meet regularly during the calendar year

### **Summary**

The primary goal of the Leadership Academy was to accelerate the development and promotability of the candidates. Outcomes of the program showed this to be true. MSHDA's strategic objectives were met and the program provided a decided advantage for the Leadership Academy participants as three of the seven candidates received promotions within three months of graduation. One of them was actually appointed as a 17-level division director.

The Leadership Academy is innovative and visionary as it reflects a response to a real management challenge that MSHDA turned into an opportunity. The process is replicable and achieved measurable improvements in agency operations. The cost was minimal and primarily implemented entirely in-house, meaning the benefits far outweighed the financial investment.

(See attachments below)

Introductory Email to MSHDA Staff from Executive Director

To: MSHDA All Staff

I am pleased to announce the roll out of a Leadership Academy at MSHDA to address the development of future leaders. Leadership development is necessary to fill the gaps by developing a pool of highly potential candidates who are prepared and ready to step into leadership positions as they become available. This is a great opportunity for eligible MSHDA employees who are already demonstrating leadership skills and would like to develop their leadership competencies.

While participation in the Leadership Academy does not guarantee promotion, those that take measures to develop their leadership skills are more likely to be promoted than those that have not. Leadership Academy graduates receive additional recognition on the screening criteria when they apply for vacant positions at MSHDA. This is intended to increase the likelihood that they will be selected for an interview.

MSHDA employees that have completed a minimum of two years of full-time satisfactory employment with the Authority; are currently in good standing; are currently managers at any level or are classified at the P-11 level and above, and also possess a four-year college degree from an accredited institution are eligible to apply for the Leadership Academy. A limited number of candidates will be selected and applying does not guarantee you will be accepted into the academy.

The program requires up to a one year time commitment that can be demanding and time-consuming while working full-time. Candidates are expected to attend all workshops, program events and complete self-study assignments on time in addition to meeting performance expectations in their current job.

Making an investment in our own staff and developing them for high level leadership positions is an important priority for MSHDA. Please review the information on Human Resources website regarding the Leadership Academy. For additional questions, please contact Grace Ramirez, Training/Mentoring Coordinator at 517-373-9913.

You can access the website as follows:

1. From MSHDA's Intranet home page click on Employee Services on the left side of the page 3<sup>rd</sup> link down.
2. Click on the link MSHDA Human Resources located in the ES Welcome section next to the picture.
3. Click on Training and Employee Development then enlarge the screen.
4. Click on the Leadership Academy link on the left side of the page.

Gary Heidel  
Executive Director  
Michigan State Housing Development Authority (MSHDA)  
[heidelg@michigan.gov](mailto:heidelg@michigan.gov)  
517.373.6022 - FAX 517.373.7657

For information about MSHDA and social networking, visit  
<http://www.michigan.gov/mshdasocialnetwork>

[Overview](#)  
[Questions and Answers](#)  
[Application and Selection Process](#)  
[Realistic Job Preview](#)  
[Competencies](#)  
[Curriculum](#)  
[Action Learning](#)  
[Articles](#)  
[Self-Nomination Form HR-60](#)  
[Leadership Skills Self-Assessment Form HR-61](#)  
[Leadership Skills Self-Assessment Form HR-62](#)  
[Action Learning Project Form HR-64](#)  
[Experience Profile Form HR-66](#)  
[Mentee Application Form HR-67](#)

## Curriculum

Below are the course curriculum requirements to be completed in addition to participating in a mentoring relationship and available action projects in order to graduate from the academy. Each candidate selects the date and time they want to attend the Civil Service (CS) and Administrative Office Services (AOS) workshops that best accommodates their work schedule and is approved by their manager. An HR-9 Training Request form must be completed and signed as indicated on the form and submitted to Cheryl Lancto in Human Resources to register participants for requested CS workshops or to Grace Ramirez, Training Coordinator for AOS offered workshops. Refer to the CS Training Calendar on the CS website for CS offered workshops and the on-line calendar on the MSHDA Intranet for AOS offered workshops.

The on-line courses can be completed at any time by accessing QuicKnowledge.com. The participant obtains the Key Code from their manager or the agency training coordinator. The completion certificate must be printed off at the end of each on-line workshop and turned over to the training coordinator to verify completion of the workshop.

### Leadership Academy Curriculum

	Civil Service Classroom/Topic	Course#	Length
1	DDI: Essentials of Leadership	MGMTCS025	3.5 HRS
2	Emotional Intelligence for Today's Leaders	MGMTCS088	6.5 HRS
3	Seven Habits of Highly Effective People	CHANGCS003	3 DAYS
4	*Great Leaders, Great Teams, Great Results	LEADCS006	3 DAYS
5	DDI: Delegating for Results	MGMTCS086	3.5 HRS
6	DDI: Motivating Others	MGMTCS089	4 HRS
7	DDI: Resolving Conflict	MGMTCS087	3.5 HRS
8	Leading Effective Meetings	COMMCS042	3.5 HRS

	QuicKnowledge On-Line/Topic	Learning Method	Type
1	Benchmarking Basics	On-line	Self-Study
2	Basics of Budgeting	On-line	Self-Study
3	Business Etiquette & Professionalism	On-line	Self-Study
4	Business Writing Basics	On-line	Self-Study
5	Creating a Strong Leadership Team	On-line	Self-Study
6	Critical Thinking	On-line	Self-Study
7	Developing a Strategic Plan	On-line	Self-Study
8	Leading Effective Teams	On-line	Self-Study
9	Managing Change	On-line	Self-Study

	Administrative Office Services Classroom/Topic	Learning Method	Length
1	Workplace Diversity and Cultural Competence	Classroom	4 HRS
2	Coaching Skills Workshop	Classroom	1 DAY

## LEADERSHIP SKILLS ASSESSMENT

Instructions: The following skills have been identified as important to leadership. Use the guide to rate the skill level of the following individual by entering a number after each statement:

Name of individual to be evaluated: \_\_\_\_\_

### RATING GUIDE

Have not observed or experienced this skill demonstrated	Looks awkward when does this; has to learn this skill; still needs work	Usually practices skill frequently	Comfortable & competent; uses this often and a great deal
<b>0</b>	<b>1      2</b>	<b>3</b>	<b>4      5</b>

### A. Personal Relationship Skills (working with others)

Rating

1	Listens actively to colleagues and those with whom s/he works. Hears their words and their opinions and respects differences of opinion and doesn't make it personal.	
2	Maintains an open, warm relationship with others (approachable), encouraging them with praise and genuine respect of their views and feelings.	
3	Provides others with clear feed-back, reinforcing positive contributions, clarifying and confronting as is helpful.	
4	Seeks and is able to accept feedback and constructive criticism without holding grudges. Is able to move forward and does not allow differences to impact working relationships.	
5	Supports others, helping them find and reinforce the common ground on which solutions can be built.	
6	Encourages positive interpersonal relationships between team members and management and promotes and demonstrates productive behavior.	
7	Helps others maintain direction toward achievement, while suggesting ways in which others can participate.	
8	Is responsible/accountable for his/her actions and does not place blame on others.	
9	Is confidential with private information and does not engage in gossip and rumors. Shares information only on a need-to-know basis.	

### B. Task Accomplishment Skills (getting the work done)

Rating

1	Initiates action, ideas, solutions, feedback, and procedures.	
2	Elaborates on ideas, using examples and definitions.	
3	Communicates ideas effectively.	
4	Coordinates ideas, activities, and relationships.	
5	Seeks information and clarification to shed light on ideas and suggestions.	
6	Provides information, bringing a base of understanding to the subject at hand.	
7	Analyzes an idea, task or process, developing an understanding of each piece and its relationship to the whole.	
8	Summarizes for others, restating progress and offering a decision or conclusion for consideration.	
9	Evaluates process improvements and customer service, holding them up to organization standards or expectations.	
10	Manages, using a combination of planning, task assignment, and guidance to accomplish goals and meet deadlines.	

\_\_\_\_\_  
Name of Evaluator (Print Name)

\_\_\_\_\_  
Signature of Evaluator

\_\_\_\_\_  
Date

**LEADERSHIP SKILLS SELF-ASSESSMENT**

Instructions: The following skills have been identified as important to leadership. Use the guide to rate your skill level by entering a number after each statement:

Employee Name: \_\_\_\_\_

**RATING GUIDE**

Have not had opportunity to experience or demonstrate	Feel/look awkward when I do this; have to learn this skill; still need work.	Usually practice skill frequently	Comfortable & competent; I use this skill often and a great deal
<b>0</b>	<b>1</b> <b>2</b>	<b>3</b>	<b>4</b> <b>5</b>

**A. Personal Relationship Skills (working with others)**

Rating

1	I listen actively to colleagues and those with whom I work; I hear their words and their opinions and I respect differences of opinion and don't make it personal.	
2	I maintain an open, warm relationship with others (approachable), encouraging them with praise and genuine respect of their views and feelings.	
3	I provide others with clear feed-back, reinforcing positive contributions, clarifying and confronting as is helpful.	
4	I seek and I am able to accept feedback and constructive criticism without holding grudges. I am able to move forward and not allow differences to impact working relationships.	
5	I support others, helping them find and reinforce the common ground on which solutions can be built.	
6	I encourage positive interpersonal relationships between team members and management promoting and demonstrating productive behavior.	
7	I help my team maintain direction toward achievement, while suggesting ways in which all members of the team can participate.	
8	I am responsible/accountable for my actions and do not place blame on others.	
9	I am confidential with private information and do not engage in gossip and rumors. I share information only on a need-to-know basis.	

**B. Task Accomplishment Skills (getting the work done)**

Rating

1	I initiate action, ideas, solutions, feedback, and procedures.	
2	I elaborate on ideas, using examples and definitions.	
3	I communicate ideas effectively.	
4	I coordinate ideas, activities, and relationships.	
5	I seek information and clarification to shed light on ideas and suggestions.	
6	I provide information, bringing a base of understanding to the subject at hand.	
7	I analyze an idea, task or process, developing an understanding of each piece and its relationship to the whole.	
8	I summarize for the team, restating progress and offering a decision or conclusion for consideration.	
9	I evaluate process improvements and customer service, holding them up to department standards or expectations.	
10	I manage, using a combination of planning, task assignment, and guidance to accomplish goals and meet deadlines.	

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date



**MICHIGAN STATE HOUSING DEVELOPMENT AUTHORITY  
2012 LEADERSHIP ACADEMY  
SELF-NOMINATION FORM**

**Please complete the form on-line or print legibly.**

Employee Name	Employee ID #
Division	Section/Unit
Work Location <input type="checkbox"/> 735 E. MI – LANS <input type="checkbox"/> SHPO – LANS <input type="checkbox"/> Cad Place – DET	Office Phone
Office Fax	Office E-mail
Civil Service Classification and Level	Job Title
Supervisor's Name	Supervisor's Phone

**To be considered for Leadership Academy, you must answer the following questions:**

Do you plan to stay with MSHDA for at least the next five years?                      YES     NO

You have completed a minimum of two years of full-time satisfactory employment with MSHDA and are currently in good standing?                      YES     NO

Are you a current supervisor or manager or classified at the P-11 level or above                      YES     NO

Do you possess a four-year degree from an accredited institution and are able to provide an official transcript if requested?                      YES     NO

What MSHDA leadership position or level do you aspire to?

**I have reviewed the nomination/selection process and determined that I meet the eligibility requirements. I am nominating myself for the 2012 Leadership Academy.**

***Note:** Overtime-eligible employees must agree to accept compensatory time for participating in LA activities as no cash payment for overtime can be made. They must also receive supervisor prior approval to cover participation in the academy.*

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor Signature (Overtime eligible staff only)

\_\_\_\_\_  
Date

**Mail to: Grace Ramirez, Administrative Office Services  
Michigan State Housing Development Authority  
735 E. Michigan Avenue, P.O. Box 30044  
Lansing, MI 48909**

or email: [ramirezg3@michigan.gov](mailto:ramirezg3@michigan.gov)

**This form must be postmarked by 5:00 PM on Wednesday, February 29, 2012 OR  
emailed by 5:00 PM, Friday, March 2, 2012, along with other required do**