



## Entry Form 2017 Annual Awards for Program Excellence

**Entry Deadline: Thursday, June 15, 2017, Midnight ET**

Each entry must include a completed entry form. Please complete a form for each entry your HFA is submitting. The completed entry form will become the first page of your entry.

This form is a fillable PDF. Type your information into the entry form and save it as a PDF. Please do not write on or scan the entry form. **Questions: Call 202-624-7710 or email [awards@ncsha.org](mailto:awards@ncsha.org).**

**Entry Title:** Enter your entry's title exactly as you wish it to be published on the NCSHA website and in the awards program.

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**Category:**

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**Subcategory:**

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**Entry Summary:** A 15-word (max) summary of the program, project, or practice you are entering.

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**HFA:**

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**HFA Staff Contact:**

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**Phone:**

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**Email:**

### Visual Aids:

Are you mailing to NCSHA 10 copies of any visual aids that cannot be included in your entry PDF?      Yes      No

### Payment:

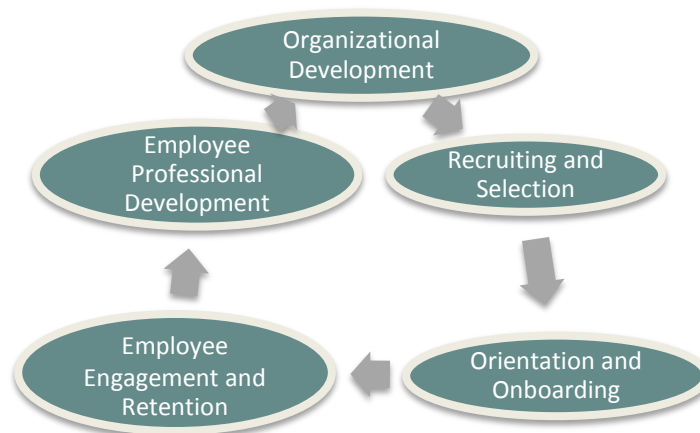
My HFA is mailing a check to NCSHA.

My HFA is emailing the credit card authorization form to [awards@ncsha.org](mailto:awards@ncsha.org).

**Minnesota Housing**

**Creating a Talent Development Cycle to Build and Retain a Strong Workforce**  
**Management Innovation: Human Resources**

Over the past few years, Minnesota Housing has encountered a tight and increasingly diverse labor market with higher turnover and multiple generations in the workplace, coupled with a rapidly-changing industry and uncertain political and economic climate. This landscape made us realize that we need to attract, develop and retain diverse, well-qualified employees. We want employees to be prepared and motivated to do their best work and deliver great results for Minnesotans. While we had some solid components of a talent development system in place, we needed a more comprehensive strategy to manage today's unique labor market. We worked across departments, collaborated with colleagues from other State agencies, and explored best practices to develop a **Talent Development Cycle**.



### **Strategies**

We have invested significant resources over the past six years to develop more comprehensive and effective strategies under each component of the Talent Development Cycle, many informed directly by results from our annual Employee Engagement Survey. Below is an inventory of these primary strategies and tactics. While the Human Resources department led this process, many of these strategies cross multiple departments and divisions for an agency-wide approach.

#### ***Organizational Development: Identify and plan the right work***

- Develop and implement an effective Strategy Management Framework:
  - ✓ Strategic Plan (vision, mission, values, core work, strategic priorities;
  - ✓ Annual Business Plan;
  - ✓ Division Work Plans;
  - ✓ Individual work plans;
  - ✓ Project plans; and
  - ✓ Corresponding performance measures, tracking and reporting
- Conduct staffing discussions during milestones, turnover, business process improvement efforts, year-end reflection, work planning
- Conduct regular management team meetings to work on elements of the Talent Development Cycle
- Conduct succession planning
- Engage in cross training and work flow documentation to assist with transitions
- Conduct exit interviews – follow up as needed

*In 2016, 77% of employees said they agree or strongly agree with this statement in the employee survey: “Agency Leadership gives employees a clear picture of the direction the Agency is headed.” This is up by 14 percentage points from 2011.*

***Recruiting and Selection: Find the right people***

- Actively network, increase industry and labor force knowledge and engagement
- Hone our recruitment message (mission, culture, benefits) verbally and in writing
- Employ interns at all levels (high school, college, graduate school)
- Develop and pursue diversity and inclusion goals, including a dynamic Affirmative Action Plan
- Implement an Employee Referral Program
- Participate in career fairs for varied audiences
- Review critical work and needed skills and review and update position descriptions with every transition
- Implement tailored recruiting plan by position
- Develop effective selection process – assemble interview panel, use effective interview questions, conduct personality and skills assessments, check references, make the right offer

*In 2016, 66% of employees said they agree or strongly agree with this statement in the employee survey: “There is a strong sense of teamwork among employees with different jobs.” This is up 12 percentage points from 2011.*

*In 2016, 93% of employees stated they agree or strongly agree with this statement in the employee survey: “Our mission makes me feel our work is important.”*

***On-Boarding and Orientation: Welcome new employees and set them up for success***

- Implement a comprehensive on-boarding process with work flows, clearly defined roles, updated resources, varied formats (electronic, 1:1, groups, videos) and established timelines
- Assign trainers and “buddies”
- Have all new employees meet with the senior leadership team
- Visibly welcome all new employees – have their work area prepped and clean with a welcome sign and name plate in place, post intranet story with their picture, take them to lunch the first day
- Have all new hires complete on-boarding evaluation and follow up as needed on results
- Review their work in context of broader Agency work plans and goals

*In 2016, 78% of employees said they agree or strongly agree with this statement in the employee survey: “I have access to necessary resources (training, technology and materials) to do my job effectively,” up 16 percentage points from 2011.*

*In 2016, 78% of employees said they agree or strongly agree with this statement in the employee survey: “I am well informed about relevant Agency issues.” This is up 20 percentage points from 2011.*

***Employee Engagement and Retention: Actively engage and recognize employees***

- Provide performance feedback in multiple ways, including formal annual appraisals
- Provide for alternate work schedules where feasible (start times, flex schedules, telecommuting)
- Promote and support employee-led activities (affinity groups) – Health and Wellness Committee, Habitat for Humanity Bike Team, off-site volunteer opportunities, Combined Charities Fundraiser, Annual Veterans Wall, walking and running groups
- Conduct Employee Engagement Survey – annual, anonymous, 47 questions, track trends over time, report results, take follow up actions, average annual response rate is 90%
- Support the employee-led Cultural Competency Committee – promote activities and accomplishments
- Recognize and appreciate employees in multiple formal and informal formats, tailor it to the individual
- Get to know your staff - be attentive and accessible, know what each are working on, learn their personal and professional interests, demonstrate interest and care, conduct 1:1 check-ins

**Minnesota Housing**

**Creating a Talent Development Cycle to Build and Retain a Strong Workforce**  
**Management Innovation: Human Resources**

*In 2016, 66% of employees said they agree or strongly agree with this statement in the employee survey: "I receive recognition that is meaningful to me." This is up 10 percentage points from 2011.*

*In 2016, 81% of employees reported being satisfied working at Minnesota Housing, 88% were proud to work at Minnesota Housing and 75% would recommend Minnesota Housing as a great place to work, all up from 2011.*

**Professional Development: Build the capacity of employees and teams**

- Address during annual performance reviews, include learning and development objectives in next work plan
- Promote the Agency's Individual Development Plan
- Promote the Agency's Mentor Program
- Promote the Agency's Job Shadowing Program
- Promote the Agency's Tuition Assistance Program
- Conduct Management team training and development – mandatory, topics vary each year
- Offer and recruit for leadership development programs
- Provide Agency-sponsored training, conduct annual employee training needs to inform selected topics
- Offer individual and team assessments and profiles
- Provide division-level training and development
- Provide individual-level training and development
- Encourage non-supervisors to supervise interns
- Have staff serve as trainers – use your internal experts

*In 2016, 73% of employees said they agree or strongly agree with this statement in the employee survey: "At Minnesota Housing, Management cares about my professional development." This is up 23 percentage points from 2011.*

**Keys to Success**

We have learned many lessons as we researched, implemented, and reinforced this cycle over the past few years. These takeaways can help other housing finance agencies better assess their talent development situation and make the most of valuable resources.

- **Leadership matters.** The Chief Executive and senior leadership team must set the vision, provide resources and support, and set the tone through their own words and actions.
- **This is an ongoing, iterative process.** Be patient and persistent. Look at data and listen to staff. Prioritize and plan with purpose. Try things, evaluate, refine.
- **Get your foundational elements in place first.** Implement a strategy management system, strategic plan, business plans, division and individual work plans, each with corresponding performance measures and reporting, including employee appraisals. Conduct an annual employee engagement survey, share results and develop and implement action plans. Track trends over time.
- **You need resources for training and development but each one doesn't have to break the bank.** Be creative and provide a variety of development opportunities. Utilize your staff expertise.
- **Invest in all parts of cycle.** To ignore any part is at the organization's peril.
- **Find the balance of strong performance and drive for results with employee engagement.** Too much drive for results without employee engagement leads to burn out and turnover. Too much engagement without strong performance and accountability for results means being ineffective and eventually out of business. Find the sweet spot.

**Minnesota Housing**  
**Creating a Talent Development Cycle to Build and Retain a Strong Workforce**  
**Management Innovation: Human Resources**

**Attachment A: Talent Development Cycle Outputs (data collection differs by program)**

	# of Employees	% Minority	% Female	% Disabled	% Veterans	Notes
Current Agency workforce	249	17	71	10	3	
Total hires in 2016	32	22	69	19	0	
Internal workshop participants FY2017	291	15	75			
Emerging Leaders Institute since 2011	20	20	85	15		50% promoted
Senior Leadership Institute since 2012	8	0	63	25		13% promoted
NCSHA Executive Development Program	7	14	71			
Interns since 2012	16	63		6		
Tuition Assistance Program participants since 2014	56	13	68			
Tuition Assistance Program graduates since 2013	13	33	75	17		33% promoted
Mentor Program mentees since 2014	49	20	82	14		
Mentor Program mentors since 2014	36	28	58	17		
Job Shadowing participants since 2016	16	13	69	6		

**Minnesota Housing**  
**Creating a Talent Development Cycle to Build and Retain a Strong Workforce**  
**Management Innovation: Human Resources**

**Attachment B: 2011-2016 Minnesota Housing Employee Engagement Survey Results by Division**

2016 Minnesota Housing Employee Engagement Survey Results by Division

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Leadership														
	Agree							Disagree						
	2011	2012	2013	2014	2015	2016	Difference	2011	2012	2013	2014	2015	2016	Difference
<b>1. I have confidence in the leadership of this organization.</b>														
SF	83.33	76.00	90.00	87.30	83.30	89.10	5.80	2.08	4.00	2.00	0.00	3.40	0.00	-3.40
MF	61.11	68.96	69.60	74.00	79.50	80.80	1.30	18.88	9.20	12.20	9.40	6.00	7.10	1.10
Admin/Fin/Op	72.73	63.94	72.80	83.90	82.80	80.60	-2.20	9.09	14.75	6.80	3.20	7.80	11.10	3.30
All Agency	69.95	69.19	75.90	80.30	81.60	82.70	1.10	11.92	9.60	7.90	5.20	5.80	6.60	0.80
<b>2. Agency Leadership gives employees a clear picture of the direction the Agency is headed.</b>														
SF	77.08	70.00	84.00	76.30	86.40	92.80	6.40	2.08	4.00	0.00	5.50	3.40	0.00	-3.40
MF	56.67	63.21	58.50	67.70	68.80	69.40	0.60	21.11	10.35	18.30	15.70	7.20	9.10	1.90
Admin/Fin/Op	63.64	65.58	59.30	80.70	76.10	76.40	0.30	10.91	6.56	11.90	3.20	7.90	15.30	7.40
All Agency	63.73	65.66	65.50	73.70	76.10	77.30	1.20	13.47	7.58	11.50	9.40	6.40	8.90	2.50
<b>3. Agency Leadership shows concern for the well-being and morale of employees.</b>														
SF	62.50	48.00	82.00	83.30	72.80	85.80	13.00	8.33	26.00	4.00	9.30	8.50	1.80	-6.70
MF	45.56	51.72	42.70	48.90	48.10	58.50	10.40	24.44	19.54	26.80	25.00	18.10	17.20	-0.90
Admin/Fin/Op	56.37	60.00	59.30	74.20	71.40	73.60	2.20	16.37	13.33	15.30	9.60	11.10	13.90	2.80
All Agency	54.85	53.30	58.10	65.10	62.40	70.00	7.60	18.14	19.29	17.80	16.50	13.20	12.40	-0.80
<b>4. The Agency is headed in the right direction.</b>														
SF	75.55	75.51	86.00	80.00	79.90	89.10	9.20	0.00	0.00	0.00	3.60	3.40	0.00	-3.40
MF	61.36	73.26	63.50	66.60	69.90	67.70	-2.20	6.82	3.49	7.30	8.30	4.80	5.00	0.20
Admin/Fin/Op	75.92	76.27	72.90	83.80	81.30	77.80	-3.50	1.85	0.00	6.80	1.60	3.10	4.20	1.10
All Agency	68.98	74.74	72.30	75.10	76.20	76.10	-0.10	3.74	1.55	5.20	5.20	3.90	3.50	-0.40

\*\*Note, highlighted numbers mean that the value has met a concern threshold. In the agree column, less than 60% agree with the statement, or in the disagree column, more than 20% disagree with the statement.

2016 Minnesota Housing Employee Engagement Survey Results by Division

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Agency Management														
	Agree							Disagree						
	2011	2012	2013	2014	2015	2016	Difference	2011	2012	2013	2014	2015	2016	Difference
<b>5. I feel that management values staff.</b>														
SF	82.98	<b>56.52</b>	88.00	83.30	80.70	87.30	6.60	6.39	15.22	0.00	5.60	3.50	3.60	0.10
MF	68.10	65.52	64.20	66.40	78.50	79.40	0.90	<b>20.22</b>	16.12	17.30	17.90	10.10	14.50	4.40
Admin/Fin/Op	67.28	65.52	71.20	80.70	82.80	80.00	-2.80	7.28	13.79	10.20	4.80	6.30	2.90	-3.40
All Agency	68.59	63.35	72.60	74.90	80.50	81.50	1.00	13.09	15.18	10.60	10.90	7.00	8.10	1.10
<b>6. Management is responsive to staff suggestions.</b>														
SF	<b>55.32</b>	<b>48.98</b>	80.00	65.40	66.60	80.00	13.40	10.64	<b>22.45</b>	4.00	11.50	3.50	1.80	-1.70
MF	<b>52.27</b>	<b>52.88</b>	<b>45.70</b>	<b>53.70</b>	64.50	63.90	-0.60	19.32	13.79	<b>20.70</b>	19.00	8.90	11.30	2.40
Admin/Fin/Op	<b>51.85</b>	60.34	<b>59.40</b>	71.00	76.50	72.90	-3.60	12.97	10.35	6.80	11.30	7.80	4.30	-3.50
All Agency	<b>52.91</b>	<b>54.12</b>	<b>59.00</b>	61.70	69.00	70.80	1.80	15.35	14.95	13.70	14.80	7.00	6.80	-0.20
<b>7. My immediate supervisor does a good job at "managing the work"...</b>														
SF	65.21	75.00	91.90	79.60	85.80	90.90	5.10	8.69	4.17	2.00	3.80	1.80	1.80	0.00
MF	67.05	65.52	70.30	71.30	77.20	73.20	-4.00	17.05	14.94	14.80	13.90	5.00	11.30	6.30
Admin/Fin/Op	67.93	67.24	73.70	82.20	80.90	74.30	-6.60	16.98	13.79	17.60	6.40	7.90	7.10	-0.80
All Agency	66.85	68.40	77.00	76.70	80.80	77.90	-2.90	14.98	11.91	12.30	9.10	5.00	7.70	2.70
<b>8. My immediate supervisor does a good job at "people management"...</b>														
SF	73.92	79.59	88.00	77.70	82.20	89.00	6.80	6.52	8.16	2.00	1.90	3.60	5.50	1.90
MF	75.28	70.93	71.60	75.30	74.70	75.20	0.50	12.36	8.14	12.30	8.50	7.60	11.30	3.70
Admin/Fin/Op	66.04	65.52	72.40	78.70	61.50	68.60	7.10	15.09	8.62	17.60	6.50	7.90	14.30	6.40
All Agency	72.34	71.50	76.10	77.00	75.70	76.50	0.80	11.70	8.29	11.10	6.20	6.60	10.80	4.20
<b>9. My immediate supervisor treats employees fairly.</b>														
SF	74.47	75.51	88.00	87.00	89.30	92.70	3.40	4.26	6.12	2.00	3.80	3.60	3.60	0.00
MF	78.65	81.39	77.80	74.50	81.00	81.50	0.50	8.99	8.14	9.80	9.60	6.30	10.30	4.00
Admin/Fin/Op	73.59	70.69	81.00	90.40	80.90	78.60	-2.30	5.66	10.34	10.30	8.10	6.30	7.20	0.90
All Agency	76.19	76.69	81.50	82.40	83.30	83.30	0.00	6.88	8.29	8.00	7.60	5.50	7.70	2.20

**\*\*Note, highlighted numbers mean that the value has met a concern threshold. In the agree column, less than 60% agree with the statement, or in the disagree column, more than 20% disagree with the statement.**



2016 Minnesota Housing Employee Engagement Survey Results by Division

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	Agree							Disagree						
	2011	2012	2013	2014	2015	2016	Difference	2011	2012	2013	2014	2015	2016	Difference
<b>10. My immediate supervisor clearly communicates what I am expected to do.</b>														
SF	78.73	85.71	88.00	79.20	85.70	85.40	-0.30	6.38	2.04	2.00	1.90	3.60	3.60	0.00
MF	73.03	78.16	66.60	76.60	84.80	75.00	-9.80	12.36	12.65	9.90	7.50	3.80	11.50	7.70
Admin/Fin/Op	79.63	68.96	75.80	75.80	80.90	78.30	-2.60	9.26	6.90	13.80	6.40	7.90	10.10	2.20
All Agency	76.32	77.32	75.20	77.00	83.80	78.60	-5.20	10.00	8.25	9.00	5.80	5.00	9.10	4.10
<b>11. My immediate supervisor gives me useful feedback on how well I'm doing my job.</b>														
SF	70.21	75.51	82.00	72.20	75.00	80.00	5.00	8.51	4.08	4.00	3.70	5.40	5.50	0.10
MF	71.91	77.01	70.40	71.30	83.50	81.50	-2.00	14.61	9.20	8.60	7.40	6.40	7.20	0.80
Admin/Fin/Op	72.22	67.24	70.70	75.50	74.60	75.30	0.70	16.67	6.89	12.00	8.20	7.90	11.60	3.70
All Agency	72.58	73.71	73.50	72.70	78.30	79.20	0.90	13.69	7.21	8.50	6.70	6.60	8.10	1.50
<b>12. During the past 7 days, I've received positive feedback about my work.</b>														
SF	66.22	59.57	68.00	61.10	60.80	69.10	8.30	21.74	17.03	10.00	9.30	16.10	10.90	-5.20
MF	59.09	68.29	57.60	64.90	71.80	60.80	-11.00	28.41	18.29	23.80	19.20	14.10	18.60	4.50
Admin/Fin/Op	64.15	58.93	59.00	65.50	68.20	66.60	-1.60	22.64	19.65	25.00	14.70	12.70	13.00	0.30
All Agency	62.04	63.24	60.70	64.10	67.50	64.70	-2.80	25.14	18.37	20.40	15.30	14.20	14.90	0.70
<b>13. During the past month, I've received positive feedback about my work.</b>														
SF	84.78	81.25	82.00	81.50	85.70	90.90	5.20	4.35	8.34	8.00	5.60	3.60	3.60	0.00
MF	84.09	84.52	84.00	77.40	84.80	84.60	-0.20	9.09	8.33	9.80	12.90	6.30	6.20	-0.10
Admin/Fin/Op	84.62	83.92	75.50	75.00	73.00	79.70	6.70	9.62	8.93	14.10	8.30	9.50	8.60	-0.90
All Agency	84.41	83.51	80.90	77.80	81.30	84.60	3.30	8.06	8.51	10.60	9.60	6.60	6.30	-0.30
<b>14. I know what is expected of me at Minnesota Housing.</b>														
SF	86.95	93.75	88.00	83.40	83.90	89.10	5.20	4.35	0.00	2.00	3.70	5.40	0.00	-5.40
MF	76.13	92.78	68.80	79.50	87.70	83.30	-4.40	6.68	1.20	6.30	5.40	5.10	7.30	2.20
Admin/Fin/Op	87.04	87.50	88.20	86.80	88.90	86.90	-2.00	5.56	1.79	3.40	1.60	4.80	4.30	-0.50
All Agency	81.91	91.45	79.90	82.80	86.90	85.90	-1.00	5.32	1.07	4.20	3.90	5.00	4.60	-0.40

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2016 Minnesota Housing Employee Engagement Survey Results by Division

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Customer Service														
	Agree							Disagree						
	2011	2012	2013	2014	2015	2016	Difference	2011	2012	2013	2014	2015	2016	Difference
<b>15. In my division, customer feedback is used to improve our work processes.</b>														
SF	52.17	57.14	64.00	76.90	77.20	72.20	-5.00	19.57	10.20	6.00	5.80	5.30	3.70	-1.60
MF	41.37	55.42	48.80	59.60	66.20	60.70	-5.50	25.29	14.45	23.80	17.00	18.20	13.80	-4.40
Admin/Fin/Op	50.94	43.10	54.30	63.90	63.50	69.50	6.00	20.75	13.79	15.80	13.10	9.50	4.30	-5.20
All Agency	46.78	52.10	54.50	65.20	68.50	66.40	-2.10	22.58	13.16	16.60	13.00	11.60	8.30	-3.30
<b>16. There is a strong emphasis on customer service in my division.</b>														
SF	76.09	67.35	78.00	90.20	85.80	81.40	-4.40	10.87	6.12	10.00	2.00	0.00	0.00	0.00
MF	66.67	70.59	64.10	78.70	72.70	70.20	-2.50	9.20	8.24	11.50	8.50	13.00	12.80	-0.20
Admin/Fin/Op	76.92	63.79	60.40	70.50	57.20	76.80	19.60	7.69	6.89	10.30	3.30	6.30	7.20	0.90
All Agency	71.89	67.71	66.70	79.10	74.10	75.10	1.00	9.19	7.29	10.80	5.40	7.10	7.90	0.80
<b>17. My fellow employees are committed to doing quality work.</b>														
SF	93.47	87.75	91.90	88.40	83.90	90.70	6.80	0.00	0.00	2.00	0.00	3.60	0.00	-3.60
MF	79.54	85.89	80.00	84.10	85.70	80.90	-4.80	2.27	5.88	3.80	5.40	7.80	7.40	-0.40
Admin/Fin/Op	83.33	86.20	79.30	90.10	93.60	86.90	-6.70	5.56	5.17	5.20	4.90	3.20	2.80	-0.40
All Agency	81.04	86.46	82.90	87.00	87.70	85.30	-2.40	2.66	4.17	3.70	3.90	5.10	4.20	-0.90
<b>18. People are held accountable for the quality of work they produce.</b>														
SF	47.82	53.06	56.20	51.90	50.00	50.00	0.00	19.56	20.41	16.70	13.50	19.70	18.50	-1.20
MF	53.41	49.41	43.80	55.30	63.70	62.70	-1.00	21.59	21.18	32.50	20.20	20.80	21.30	0.50
Admin/Fin/Op	68.52	67.24	56.90	67.30	79.10	70.60	-8.50	12.96	12.06	22.40	16.40	12.90	13.20	0.30
All Agency	56.39	55.73	51.10	57.90	64.60	62.10	-2.50	18.62	18.23	25.30	17.30	17.90	18.00	0.10
<b>19. Employees are encouraged to be innovative and develop new and better ways of doing things.</b>														
SF	66.67	65.31	69.40	67.30	57.20	76.00	18.80	11.11	14.28	6.10	5.80	8.90	5.60	-3.30
MF	57.95	67.06	51.30	66.00	71.00	72.40	1.40	18.18	16.47	17.60	19.10	13.10	11.70	-1.40
Admin/Fin/Op	66.04	68.97	62.10	70.50	79.40	73.90	-5.50	13.21	15.51	19.00	9.80	7.90	11.60	3.70
All Agency	62.36	67.19	59.40	67.60	69.80	73.70	3.90	15.06	15.63	15.00	13.00	10.20	10.20	0.00

\*\*Note, highlighted numbers mean that the value has met a concern threshold. In the agree column, less than 60% agree with the statement, or in the disagree column, more than 20% disagree with the statement.

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	Agree							Disagree						
	2011	2012	2013	2014	2015	2016	Difference	2011	2012	2013	2014	2015	2016	Difference
<b>20. I believe it is part of my job responsibility to take the initiative to improve Agency processes.</b>														
SF	75.56	81.63	84.00	86.60	87.50	87.00	-0.50	6.67	6.12	6.00	3.80	1.80	3.70	1.90
MF	72.73	80.00	80.10	84.10	89.60	86.20	-3.40	12.50	4.71	1.30	5.30	2.60	3.20	0.60
Admin/Fin/Op	79.63	84.21	91.30	90.20	88.90	91.30	2.40	3.70	5.26	5.10	0.00	1.60	4.30	2.70
All Agency	75.40	81.67	84.50	86.40	88.70	88.00	-0.70	8.56	5.23	3.80	3.40	2.00	3.70	1.70

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Mission, Morale & Recognition														
	Agree							Disagree						
	2011	2012	2013	2014	2015	2016	Difference	2011	2012	2013	2014	2015	2016	Difference
<b>21. Our mission makes me feel my work is important.</b>														
SF	83.34	84.00	86.00	94.20	94.70	88.90	-5.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MF	90.00	94.25	87.50	91.30	90.90	91.40	0.50	2.22	1.15	1.30	1.10	1.30	1.10	-0.20
Admin/Fin/Op	87.28	90.17	80.80	91.80	91.90	98.60	6.70	1.82	1.15	5.30	3.20	1.60	0.00	-1.60
All Agency	87.57	90.41	85.00	92.20	92.30	93.00	0.70	1.56	0.51	2.10	1.50	1.00	0.50	-0.50
<b>22. The morale on my work team is good.</b>														
SF	73.92	63.83	82.00	80.40	87.00	85.20	-1.80	6.52	10.64	6.00	0.00	3.70	1.90	-1.80
MF	<b>43.18</b>	<b>54.76</b>	<b>50.10</b>	<b>55.40</b>	60.60	<b>58.50</b>	-2.10	<b>32.95</b>	<b>21.43</b>	<b>20.00</b>	<b>27.20</b>	14.50	<b>21.30</b>	6.80
Admin/Fin/Op	62.27	60.71	73.70	78.70	77.00	67.70	-9.30	18.87	16.08	19.30	4.90	9.80	11.70	1.90
All Agency	<b>56.15</b>	<b>58.82</b>	65.70	68.60	73.30	68.00	-5.30	<b>22.46</b>	17.11	16.10	13.70	9.90	13.40	3.50
<b>23. There is a strong sense of teamwork among employees with different jobs ...</b>														
SF	60.87	<b>59.58</b>	64.00	<b>55.80</b>	<b>67.90</b>	73.60	5.70	8.70	10.64	16.00	17.30	10.70	15.10	4.40
MF	<b>46.59</b>	<b>58.33</b>	<b>45.10</b>	<b>59.80</b>	<b>54.60</b>	61.30	6.70	<b>22.73</b>	19.04	<b>33.80</b>	<b>20.70</b>	14.30	17.20	2.90
Admin/Fin/Op	60.37	<b>58.93</b>	<b>59.70</b>	73.80	71.00	66.20	-4.80	11.32	17.86	12.30	3.30	8.10	5.90	-2.20
All Agency	<b>54.01</b>	<b>58.82</b>	<b>54.50</b>	62.90	63.60	65.90	2.30	16.04	16.57	<b>22.50</b>	14.70	11.30	13.00	1.70
<b>24. There are people to whom I can go for help when I have work-related problems.</b>														
SF	93.48	89.37	90.00	90.40	87.50	88.90	1.40	2.17	4.26	0.00	1.90	3.60	0.00	-3.60
MF	82.95	84.52	81.30	84.80	84.40	86.00	1.60	7.96	3.57	10.10	9.70	2.60	5.40	2.80
Admin/Fin/Op	82.69	91.07	81.00	88.50	85.20	86.50	1.30	5.77	3.58	10.30	3.30	4.90	4.50	-0.40
All Agency	86.49	87.70	83.50	87.30	85.60	86.90	1.30	5.92	3.74	7.50	5.90	3.60	3.70	0.10
<b>25. My co-workers maintain a positive attitude.</b>														
SF	78.26	79.16	78.00	75.00	83.90	81.50	-2.40	4.35	10.42	4.00	1.90	5.40	3.70	-1.70
MF	<b>47.13</b>	<b>57.14</b>	<b>55.00</b>	61.10	<b>53.30</b>	62.80	9.50	<b>21.84</b>	15.48	15.10	15.60	11.70	11.70	0.00
Admin/Fin/Op	64.82	76.36	67.30	80.00	75.90	69.10	-6.80	5.55	7.27	15.50	5.00	3.20	4.50	1.30
All Agency	<b>59.90</b>	68.45	64.90	70.30	69.20	69.40	0.20	12.83	11.77	12.80	8.90	7.20	8.80	1.60
<b>26. I receive recognition that is meaningful to me.</b>														
SF	63.04	<b>52.08</b>	66.00	69.20	64.30	77.80	13.50	8.70	18.75	6.00	3.80	8.90	0.00	-8.90
MF	<b>51.14</b>	<b>53.58</b>	<b>47.50</b>	<b>54.40</b>	65.80	61.70	-4.10	<b>30.68</b>	<b>26.19</b>	18.80	16.30	11.80	14.90	3.10
Admin/Fin/Op	61.11	62.50	60.60	62.30	60.70	61.80	1.10	<b>22.22</b>	16.07	15.50	11.50	14.70	8.80	-5.90
All Agency	<b>56.91</b>	<b>55.85</b>	<b>56.40</b>	60.20	63.70	65.80	2.10	<b>22.87</b>	<b>21.28</b>	15.40	11.70	12.00	12.10	0.10

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	Agree							Disagree						
	2011	2012	2013	2014	2015	2016	Difference	2011	2012	2013	2014	2015	2016	Difference
<b>27. I am satisfied working at Minnesota Housing.</b>														
SF	80.00	77.08	88.00	86.60	87.30	87.00	-0.30	2.22	4.17	0.00	0.00	0.00	0.00	0.00
MF	65.91	70.24	66.30	71.70	79.20	78.70	-0.50	13.64	10.71	10.00	11.90	2.60	8.50	5.90
Admin/Fin/Op	72.22	75.00	84.30	86.90	75.80	79.40	3.60	11.11	7.15	10.60	6.60	8.10	14.70	6.60
All Agency	71.12	73.40	77.50	80.00	80.40	81.10	0.70	10.16	7.97	7.40	7.30	3.60	6.50	2.90
<b>28. I am proud to work for Minnesota Housing.</b>														
SF	82.23	80.00	92.00	92.30	89.30	90.70	1.40	2.22	2.22	2.00	1.90	1.80	1.90	0.10
MF	82.96	86.90	75.10	77.10	85.70	85.10	-0.60	1.14	2.38	6.30	9.70	3.90	3.20	-0.70
Admin/Fin/Op	81.48	87.28	82.20	90.00	80.60	91.10	10.50	3.70	1.82	3.60	0.00	0.00	1.50	1.50
All Agency	82.35	85.33	81.70	84.80	85.10	88.40	3.30	2.13	2.17	4.40	4.90	2.10	2.40	0.30
<b>29. I would recommend Minnesota Housing as a great place to work.</b>														
SF	80.00	72.34	82.00	78.80	74.00	85.10	11.10	4.44	8.51	0.00	0.00	0.00	1.90	1.90
MF	57.95	66.24	58.20	66.30	62.40	67.00	4.60	7.95	10.84	15.20	18.50	6.50	9.60	3.10
Admin/Fin/Op	66.66	62.50	70.10	80.30	73.80	79.40	5.60	9.26	12.50	7.00	3.30	8.20	5.90	-2.30
All Agency	65.48	66.66	68.30	73.70	69.30	75.50	6.20	7.49	10.76	7.60	9.30	5.20	6.50	1.30
<b>30. If I observed unethical behavior at the Agency, I would be likely to report it.</b>														
SF	73.34	81.25	86.00	80.40	83.90	90.70	6.80	6.66	8.33	2.00	4.00	7.10	7.40	0.30
MF	72.41	81.92	82.60	89.20	88.40	89.40	1.00	11.50	6.02	7.50	4.40	3.90	2.10	-1.80
Admin/Fin/Op	79.63	92.73	93.00	90.10	96.70	94.10	-2.60	5.55	3.64	1.80	0.00	3.30	1.50	-1.80
All Agency	74.73	84.95	86.60	87.30	89.70	91.20	1.50	8.61	5.92	3.20	3.00	4.60	3.20	-1.40

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Career Path & Professional Development														
	Agree							Disagree						
	2011	2012	2013	2014	2015	2016	Difference	2011	2012	2013	2014	2015	2016	Difference
<b>31. I have opportunities to advance my career at Minnesota Housing</b>														
SF	33.34	47.91	50.00	48.10	51.80	45.30	-6.50	24.45	20.83	22.00	21.20	25.00	28.30	3.30
MF	40.90	33.73	33.80	51.10	53.30	52.70	-0.60	32.95	36.14	36.30	28.30	16.90	29.10	12.20
Admin/Fin/Op	18.51	29.09	36.20	47.50	41.90	47.10	5.20	33.33	23.64	22.40	21.40	22.60	22.10	-0.50
All Agency	32.62	36.03	38.90	49.20	49.20	49.00	-0.20	31.01	28.50	28.20	24.40	21.10	26.70	5.60
<b>32. At Minnesota Housing, I am able to do what I do best.</b>														
SF	66.66	66.67	78.00	73.10	72.80	75.40	2.60	8.89	12.50	4.00	5.80	1.80	3.80	2.00
MF	59.09	64.29	58.80	66.30	67.60	72.10	4.50	15.91	16.66	16.30	14.10	5.20	9.70	4.50
Admin/Fin/Op	70.37	71.43	79.30	78.70	80.60	73.60	-7.00	11.11	10.72	8.60	8.20	4.80	11.80	7.00
All Agency	64.17	67.02	70.20	71.70	73.20	73.40	0.20	12.83	13.83	10.70	10.20	4.10	8.90	4.80
<b>33. At Minnesota Housing, Management cares about my professional development.</b>														
SF	46.81	54.17	74.00	71.10	71.40	83.00	11.60	21.28	10.42	4.00	9.60	5.40	1.90	-3.50
MF	48.32	50.60	48.80	64.10	66.20	64.50	-1.70	26.97	25.30	21.30	14.10	11.70	14.00	2.30
Admin/Fin/Op	54.71	59.26	66.70	70.50	64.50	76.40	11.90	16.98	18.52	10.60	11.40	9.70	13.20	3.50
All Agency	49.74	54.05	60.90	67.80	67.20	72.90	5.70	22.75	19.46	13.40	12.20	9.30	10.70	1.40

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Workload & Autonomy														
	Agree							Disagree						
	2011	2012	2013	2014	2015	2016	Difference	2011	2012	2013	2014	2015	2016	Difference
<b>34. Overall, my workload is reasonable.</b>														
SF	63.64	<b>57.45</b>	78.00	80.40	80.30	84.90	4.60	<b>20.46</b>	<b>23.41</b>	8.00	5.90	5.40	7.50	2.10
MF	<b>48.87</b>	<b>53.57</b>	<b>52.60</b>	<b>52.20</b>	<b>54.60</b>	<b>54.80</b>	0.20	<b>30.68</b>	<b>26.19</b>	<b>25.00</b>	<b>27.20</b>	<b>24.70</b>	<b>26.90</b>	2.20
Admin/Fin/Op	76.92	80.36	82.70	81.70	81.90	79.10	-2.80	13.46	10.71	8.60	6.70	6.50	9.00	2.50
All Agency	60.02	62.57	68.60	68.00	70.60	70.00	-0.60	<b>23.37</b>	<b>20.85</b>	15.50	15.80	13.40	16.40	3.00
<b>35. The environment in this organization supports a balance between work and personal life.</b>														
SF	70.46	64.58	84.00	84.60	87.50	92.40	4.90	6.82	12.50	2.00	1.90	5.40	1.90	-3.50
MF	63.64	66.27	61.30	64.20	62.40	63.40	1.00	14.77	10.84	16.60	<b>20.60</b>	15.60	9.70	-5.90
Admin/Fin/Op	79.62	73.22	80.70	83.60	85.30	82.30	-3.00	5.55	5.36	7.10	6.60	6.50	4.40	-2.10
All Agency	69.89	67.91	73.20	75.20	76.80	76.60	-0.20	10.21	9.63	9.60	11.70	9.70	6.00	-3.70
<b>36. I have the freedom to make necessary decisions to get my job done.</b>														
SF	81.82	77.08	80.00	78.90	82.20	85.00	2.80	6.82	4.17	4.00	5.80	7.10	9.40	2.30
MF	76.14	77.11	67.50	68.50	72.70	81.70	9.00	14.77	12.04	10.40	13.00	9.10	8.60	-0.50
Admin/Fin/Op	70.37	78.57	77.60	83.60	90.20	86.80	-3.40	14.81	10.72	6.80	1.60	8.20	8.80	0.60
All Agency	75.81	77.54	74.00	75.60	81.00	84.10	3.10	12.91	9.63	7.50	7.80	8.20	8.90	0.70

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Information, Communication & Technology														
	Agree							Disagree						
	2011	2012	2013	2014	2015	2016	Difference	2011	2012	2013	2014	2015	2016	Difference
<b>37. I have a good understanding of the Agency's business--how it works and what we do.</b>														
SF	95.45	91.66	90.00	94.20	92.80	92.50	-0.30	2.27	2.08	2.00	1.90	1.80	1.90	0.10
MF	80.69	87.95	78.80	85.90	81.80	83.90	2.10	9.09	1.20	3.80	5.40	1.30	4.30	3.00
Admin/Fin/Op	80.39	85.46	88.00	93.40	88.50	94.20	5.70	3.92	0.00	1.70	3.30	3.30	0.00	-3.30
All Agency	84.16	88.17	84.60	90.20	87.10	89.30	2.20	6.01	1.08	2.70	3.90	2.10	2.40	0.30
<b>38. I have a good understanding of the Agency's strategic priorities.</b>														
SF	86.36	87.24	84.00	86.50	87.50	86.80	-0.70	4.55	2.13	2.00	3.80	1.80	3.80	2.00
MF	71.59	75.91	65.10	81.10	79.20	79.60	0.40	10.23	3.61	6.30	3.30	5.20	4.30	-0.90
Admin/Fin/Op	71.15	80.36	69.00	78.30	82.00	85.30	3.30	11.54	3.57	6.90	6.70	1.60	1.50	-0.10
All Agency	75.00	80.11	71.30	81.70	82.50	83.20	0.70	9.24	3.23	5.30	4.50	3.10	3.30	0.20
<b>39. I have access to necessary resources (training, technology and materials) to do my job effectively.</b>														
SF	<b>56.82</b>	66.66	75.50	84.60	73.20	79.30	6.10	13.63	14.59	6.10	7.70	12.50	9.40	-3.10
MF	<b>57.48</b>	64.20	<b>55.10</b>	<b>57.60</b>	66.20	71.00	4.80	<b>24.14</b>	17.28	15.40	<b>20.70</b>	11.70	14.00	2.30
Admin/Fin/Op	74.55	72.73	75.90	78.70	83.70	85.30	1.60	7.27	16.36	12.10	8.20	4.90	4.40	-0.50
All Agency	62.37	67.39	67.10	70.70	73.70	77.50	3.80	16.66	16.30	11.90	13.70	9.70	9.80	0.10
<b>40. I am well informed about relevant Agency issues.</b>														
SF	64.45	72.92	64.00	71.20	74.50	86.80	12.30	2.22	10.41	2.00	0.00	3.60	1.90	-1.70
MF	<b>56.81</b>	70.23	<b>50.00</b>	<b>59.80</b>	63.60	67.80	4.20	17.04	5.95	13.80	10.90	6.50	7.60	1.10
Admin/Fin/Op	<b>55.56</b>	78.57	68.40	75.50	85.00	85.30	0.30	14.81	8.93	5.30	4.90	0.00	1.50	1.50
All Agency	<b>58.29</b>	73.41	<b>59.30</b>	67.30	73.50	78.10	4.60	12.83	7.98	8.10	6.40	3.60	4.20	0.60
<b>41. I understand how my work fits into the goals of the Agency.</b>														
SF	93.33	89.59	91.90	94.00	96.40	96.20	-0.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MF	87.21	88.09	86.90	89.20	89.60	88.20	-1.40	2.33	3.57	3.90	3.30	1.30	2.20	0.90
Admin/Fin/Op	83.33	94.54	87.80	88.10	93.20	98.50	5.30	0.00	0.00	1.80	1.70	3.40	1.50	-1.90
All Agency	87.57	90.37	88.40	90.10	92.70	93.50	0.80	1.08	1.60	2.20	2.00	1.60	1.40	-0.20

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	Agree							Disagree						
	2011	2012	2013	2014	2015	2016	Difference	2011	2012	2013	2014	2015	2016	Difference
<b>42. I can easily find information (documents, policies, forms, news, etc.) that I need to do my job.</b>														
SF	73.33	75.00	67.40	69.20	73.20	83.10	9.90	15.55	12.50	4.10	1.90	5.40	1.90	-3.50
MF	<b>56.82</b>	<b>56.79</b>	<b>53.10</b>	<b>48.90</b>	<b>59.70</b>	<b>57.00</b>	-2.70	<b>23.86</b>	<b>24.69</b>	10.10	16.30	11.70	19.70	8.00
Admin/Fin/Op	<b>50.00</b>	<b>57.14</b>	66.60	68.60	73.40	75.80	2.40	14.81	16.07	10.50	15.00	8.30	6.00	-2.30
All Agency	<b>58.82</b>	61.62	61.10	<b>59.30</b>	67.80	69.30	1.50	19.25	18.92	8.70	12.20	8.80	10.80	2.00
<b>43. I can easily find the right person to go to with a work question.</b>														
SF	88.89	83.33	83.70	84.00	92.90	90.60	-2.30	2.22	2.08	4.10	4.00	1.80	1.90	0.10
MF	64.78	80.73	67.50	72.50	75.30	70.60	-4.70	15.91	8.43	8.80	11.00	5.20	8.40	3.20
Admin/Fin/Op	81.48	83.93	75.80	75.00	83.30	94.10	10.80	1.85	5.36	6.90	5.00	5.00	1.50	-3.50
All Agency	75.40	82.35	74.30	76.10	82.90	83.10	0.20	8.55	5.88	6.90	7.50	4.10	4.70	0.60

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Response to 2015 Survey														
	Agree							Disagree						
	2011	2012	2013	2014	2015	2016	Difference	2011	2012	2013	2014	2015	2016	Difference
<b>44. I was given an opportunity to see/hear about the 2015 employee survey results.</b>														
SF	74.42	97.73	92.30	95.80	88.70	97.90	9.20		2.38	0.00	0.00	0.00	0.00	0.00
MF	86.30	97.32	93.10	88.10	85.70	92.70	7.00	2.74	1.37	1.40	1.30	4.30	2.40	-1.90
Admin/Fin/Op	80.85	97.82	94.20	94.10	89.80	91.80	2.00	2.13	0.00	0.00	3.90	2.00	4.90	2.90
All Agency	81.60	97.55	92.60	92.00	89.30	93.70	4.40	2.45	0.61	0.06	2.00	2.40	2.60	0.20
<b>45. I was given an opportunity to discuss my ideas about the results of the 2015 employee survey.</b>														
SF	<b>58.14</b>	86.36	86.73	83.30	91.80	97.90	6.10	<b>13.95</b>	2.27	0.00	2.10	0.00	0.00	0.00
MF	72.60	84.93	75.70	70.70	61.40	73.20	11.80	10.96	4.11	7.00	10.70	8.60	8.50	-0.10
Admin/Fin/Op	<b>57.78</b>	84.44	82.70	74.00	76.10	76.70	0.60	6.67	4.44	7.60	10.00	10.90	10.00	-0.90
All Agency	64.60	85.19	82.40	75.00	74.50	80.40	5.90	10.56	3.71	5.70	8.00	6.70	6.90	0.20
<b>46. Agency leadership has taken action based on the feedback received from the 2015 employee survey.</b>														
SF	<b>38.10</b>	69.76	79.50	68.80	71.40	74.50	3.10	14.29	4.65	2.60	2.10	0.00	4.30	4.30
MF	<b>39.73</b>	63.02	<b>55.00</b>	<b>57.90</b>	<b>42.00</b>	63.30	21.30	<b>26.03</b>	4.11	13.00	17.10	11.60	12.70	1.10
Admin/Fin/Op	<b>31.11</b>	68.89	65.40	68.00	72.90	65.00	-7.90	<b>22.22</b>	13.33	11.50	10.00	8.30	8.30	0.00
All Agency	<b>36.88</b>	66.46	64.78	64.00	<b>59.60</b>	66.70	7.10	<b>21.88</b>	6.83	10.10	11.00	7.20	9.10	1.90

**\*\*Note, highlighted numbers mean that the value has met a concern threshold. In the agree column, less than 60% agree with the statement, or in the disagree column, more than 20% disagree with the statement.**