



## 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).

## **Using an Intranet to Improve Internal Communication**

### **NCSHA 2017 Annual Awards Entry**

#### **Background**

MFA is a great place to work. Staff appreciate the organization's generous benefits package and enthusiastically participate in a wide assortment of fun activities that occur on an almost-monthly basis. Most of all, MFA employees say their work is interesting and fulfilling and extremely important to the people of New Mexico. However, with all these positives, there is one area in which MFA has historically struggled: internal communication.

When MFA first conducted employee surveys through an external polling company in 2012, internal communication ranked the lowest of any category. By 2015, the ranking had dropped even lower. In that year's survey, only 47 percent of MFA staff members said there was "open communication between employees and managers." The communication vacuum spilled over into several other low-ranking areas including a lack of trust in senior leadership and not feeling valued by the organization.

#### **Failed Ideas**

In the years after the first survey, MFA management focused intensely on improving internal communication. In fact, a strategic objective was added to MFA's strategic plan titled "Improve collaboration throughout MFA." All-employee staff meetings were increased from quarterly to monthly. In those meetings, department staff and program staff made presentations so employees could get a sense of what went on outside their cubicle. The executive director also gave "state of the organization" presentations designed to give employees a company-wide perspective.

Site visits to MFA properties were organized so staff could see firsthand the work we do and the lives we touch. Managers and supervisors increased the number of department meetings and one-on-one time they spent with staff. While these efforts seemed to boost morale, the survey numbers continued to decline. Apparently once-a-month updates and more PowerPoint presentations in more meetings weren't what people were looking for. Although site visits were inspiring, they took too much time out of busy workdays. And the flow of information continued to be inconsistent across departments, which made people in less-communicative departments feel even more out of the loop.

#### **The Solution**

Desperate to find a way to provide employees the information they craved in a practical, up-to-the-minute way, we decided to dust off an old idea that had never gotten much traction: an intranet. After much trial and error, designs and redesigns, MFA's intranet produced dramatic results. In MFA's next employee survey, conducted in October 2016, 65 percent of staff said there was good communication between employees and managers – a 38 percent increase from 2015.

The survey revealed other significant improvements. There was a 21 percent increase in employees' trust of senior management and a 23 percent increase in employees' perceptions of feeling valued.

#### **The Process**

The process began in 2015 when three MFA groups came together to lay out the initial plans for the intranet, which were members of the Employee Engagement Committee and the IT and communications departments. The primary considerations were: what information is important to staff, how is the site configured so that information is quickly accessed and easy to use, what is the balance between work and personal information and posts, how much access will employees have to comment and contribute to the site and, ultimately, how do people come to use the site as their go-to source of information?

The planning group quickly realized that the answers to those questions had to come from the employees themselves or the intranet would become one more management “solution” that didn’t work. As a result, the planning group was expanded to include a representative from each department.

**Beta Version:** Working together, the expanded planning group decided that a beta version was necessary to test ideas and achieve full involvement of and buy-in from MFA staff. The beta version incorporated the best and brightest ideas from the planning group: a bulletin board for personal business such as fundraisers and items for sale; an MFA news section; a centralized place for all MFA policies, procedures and forms; an employee directory; and a place to post kudos to acknowledge other staff members. These features were tested and filtered through meetings with each MFA department, and several important changes were made based on feedback from the meetings. The beta site then went “live” for real-time testing by staff.

**Formal Launch:** After a few weeks of staff using the beta site, an internal survey asked employees for suggestions. Many of them were incorporated into the design prior to the formal intranet launch in the summer of 2016. Throughout 2016, tweaks were made to the site as employee suggestions came in; however, the number of suggestions indicated that some substantial changes were still needed to make the most popular intranet features more accessible and to make the site more user friendly.

### **The Results**

The third version of the MFA intranet was launched in January 2017. A department-by-department training series immediately followed. Then in May 2017, another intranet survey was sent out. Here are the results of that survey:

- 83 percent of staff visit the intranet multiple times each day, up from 26 percent in the 2016 survey.
- Respondents were asked, on a scale of one to 10, how much the intranet had improved communication at MFA. Their average response was 7.2.
- More than half of the respondents said they regularly visit at least eight sections of the intranet
- 69 percent said they make posts to the intranet, up from 55 percent in 2016. 82 percent said they can upload a photo to the intranet, which was up from 35 percent.
- General comments about the intranet:
  - A convenient way to get agency-wide information, forms and news
  - I like that we can post personal items like things for sale, raffles, etc.
  - It creates a sense of community
  - I know what’s happening at MFA

### **Lessons Learned**

Even though the decision to allow employees complete access to the intranet with no restrictions or approval requirements was a bit difficult, it turned out to be crucial to the success of the site. Employees see it as theirs, and they are invested in its success. Further, asking for input throughout the development and implementation process created a better, more usable intranet than the original design committee could have come up with alone.

It took time for employees to learn to look to the intranet as their primary source for information. Here are some things that helped in that process:

- The intranet is the first thing employees see when they turn on their computers every morning. It's also how hourly employees clock in. (*Attachment 1*)
- Every MFA form, manual and policy is now located on the intranet instead of scattered throughout shared drives. It is sortable by type and department as well as alphabetically. In addition, recently updated forms, manuals and policies are posted on the front page of the intranet. (*Attachment 2*)
- Everyone wants to know what's happening at the office when they show up in the morning. An MFA calendar is located at the top of the intranet that includes a list of everyone who is working out of the office, birthdays and anniversaries, onsite meetings and other events. (*Attachment 3*)

Weaning staff away from all-employee e-mails began with sending an e-mail and a duplicate intranet post. Next, we posted some less important but enticing items on the intranet only, such as computers for sale in the IT department, first-come, first-served event tickets and information about upcoming events. When staff complained that they didn't know about something, the response was, "it's on the intranet!" Within a few months all-employee e-mails had reduced dramatically. We have now disabled the option that allows staff to send all-employee e-mails.

Staff enjoy the personal aspects of the intranet.

- There is a "bulletin board" on the front page where people can post items of personal interest. Staff can also reply to posts. (*Attachment 4*)
- All staff have their own page, which includes a photo. They have the option to add personal information about themselves. (*Attachment 5*)
- A link at the top of the intranet titled "People" displays a photo of every staff member and their phone extension. (*Attachment 6*) Clicking on a person's image takes you to their page where you can select an option to see photos of their team members. The "People" page can also be sorted by department. (*Attachment 7*) New staff members tell us that these photo features are invaluable as they learn names and department structures.
- Photo galleries are posted of all of our team building events. (*Attachment 8*)
- Staff can post "kudos" to individuals or departments who have been particularly helpful. (*Attachments 9 and 10*)

The most popular feature on the intranet is the Monday Morning Update. Survey results show that 85 percent of employees read the weekly updates; survey comments indicate that staff depend on the weekly posts to keep them informed, particularly if they have been out of the office. The update comes from MFA's Monday morning leadership meetings where supervisors, managers and directors give an overview of what will be happening in their area that week. The executive director also shares a "bigger picture" perspective in the meeting. The communications director takes notes and creates the post. (*Attachment 11*)

Other intranet features include an announcement area for work-related posts, weekly national housing news bulletins and a navigation map. (*Attachment 12*) Posts can be accessed or created from a "my internet" page that appears as soon as an employee logs into the intranet. (*Attachment 13*) The site also includes an archive section for all posts and an extensive search and sort capability. Posts have an expiration date to keep content fresh.

Judges may view the MFA Intranet at <http://hei.zsq.mybluehost.me/housingnm/intranet/employee/>,  
**User name:** judge, **Password:** 123NCSHAjudge!

New Mexico Mortgage Finance Authority (MFA)  
Using an Intranet to Improve Internal Communication  
Management Innovation, Human Resources

92°F

Partly Cloudy

Good Afternoon Leann

MFA

CLOCK IN/OUT

DASHBOARD

ANNOUNCEMENTS

BULLETIN BOARD

CALENDAR

PEOPLE

FORMS, MANUALS & POLICIES

ARCHIVES

SUN	MON	TUE	WED	THU	FRI	SAT
Jun 4	Jun 5	Jun 6	Jun 7	Jun 8	Jun 9	Jun 10
Jun 11	Jun 12	Jun 13	Jun 14	Jun 15	Jun 16	Jun 17
Jun 18	Jun 19	Jun 20	Jun 21	Jun 22	Jun 23	Jun 24

Today June

7

Balance of State Impartial Review Committee Mtg.  
Time: 10:30 AM - 1:00 PM

Angelina Martinez - TC - Tracker Visit - Inspector: Angelina Martinez - Program: TC - Property: Laguna I

Angelina Martinez - HOME RDV - Tracker Visit - Inspector: Angelina Martinez - Program: HOME RDV - Property: Chuska Apartments

Happy Anniversary **Frankie Salcido** - 7 Years!!!

What's new at MFA

2017 - 2018  
MFA Annual Health Fair  
Tuesday, June 13, 2017  
Fair: 10am - Noon

**Health Fair!**

Coming to MFA next Tuesday. Click here for more information: 2017 Health Fair Flyer If you would like a chair massage...

12:48 PM | Happening

[Read more](#)

**Open House Save-the-Date Flyer**

Be sure to mark your calendars! We will be printing hard copies of the flyer. If you attend an external meeting or...

12:32 PM | Happening

[Read more](#)

**June 5-9**

Izzy: Jay is out today. Submitted the CDBG application last week; thank you to Rose and her staff. We finally received...

Jun-5 | Morning Update

[Read more](#)

**June 5-9**

UBP has announced a new business development strategy for its subsidiaries (BMP). The program BMPs to (align...

Announcements

**Por Vida Therapeutics**

Hi All, Por Vida Therapeutics will be coming to our...[Read More](#)

9:42am

**PPC Basket Raffle**

Event! See attached flyers for details (also posted in the...[Read More](#)

Jun 06

**NM Tribal Homeownership Coalition Call for Presenters**

If you are interested in being a presenter at...[Read More](#)

Jun 05

**Rental Adjustment and HAP Training**

Asset Management will be conducting a Rental Adjustment and HAP...[Read More](#)

Jun 05

**2017 Health Fair**

We are excited to announce our Health Fair is coming up very...[Read More](#)

Jun 05

[View Announcements](#)
[Post a New Announcement](#)

Bulletin Board

**Applebee's Flapjack Breakfast Fundraiser-Supporting NM Dogs Basketball 6th grade team**

My son Román's 6th grade Basketball team-NM Dogs is hosting...[Read More](#)

Jun 05

**Tips for Growing Better**

Check your irrigation system operation regularly (drip systems, too). It...[Read More](#)

Jun 01

**Albuquerque Transit Bus and Rail Runner Passes**

MFA will fully subsidize monthly cost of the Albuquerque Transit...[Read More](#)

Jun 01

[View Bulletin Board](#)
[Post a New Bulletin](#)

## Forms, Manuals and Policies

All	General Form	HR Form	Info Support	Manual	Payroll Form	Policies	Reference	Travel Form
2017 MFA Holiday List						Policies		
40 Hour Leave						Policies		
Acceptable use / Data Security Policy						Policies		
ADP Electronic Timecard Training for Employees					Manual   Payroll Form			
ADP Sign-Up					Manual   Payroll Form			
Annual Disclosure Form						HR Form		
Bylaws						Policies		
Certification of Itemized Meal Receipt								Travel Form
Certification of Lost Receipt Form	General Form   Travel Form							
Check Request Form	General Form							
Commonly Used Housing & Finance Acronyms				Manual   Reference				
Community Intake Form	General Form							
Compressed Work Schedule Time Sheet					Payroll Form			
Compressed Work Week Opt In						HR Form		
Compressed Work Week Opt Out						HR Form		
Compressed Work Week Policy								Policies
Cover Sheet	General Form							
Customer Relations Reimbursement	General Form   Travel Form							
Delegations of Authority	General Form   Manual							
Direct Deposit For Payroll Deposits					Payroll Form			
Direct Deposit Form Employee Expense Reimbursement	General Form							
Dress Code						Policies		
Emergency Management Plan						Manual		
Employee Handbook								HR Form   Manual   Policies
Employee Information Sheet	HR Form   Payroll Form							
FMLA Employee Checklist		HR Form						
Gift Card Process Form		HR Form						
Gift Card Tracking Form		HR Form   Payroll Form						
Glossary of Terms							Reference	
Goals, Coaching, Performance and Evaluation Form		HR Form						
HFA Factbook							Manual	
Incentive Compensation Plan								Policies

New Mexico Mortgage Finance Authority (MFA)  
**Using an Intranet to Improve Internal Communication**  
 Management Innovation, Human Resources

The screenshot displays the MFA Intranet dashboard. At the top, a blue header bar shows the weather as 83°F, Partly Cloudy, and the time as Good Afternoon Leann. Below this is a navigation bar with icons for MFA, Clock IN/OUT, and DASHBOARD. To the right are buttons for ANNOUNCEMENTS, BULLETIN BOARD, CALENDAR, PEOPLE, FORMS, MANUALS & POLICIES, and ARCHIVES. The main content area features a calendar grid on the left, a large date display for June 15 in the center, and a list of announcements on the right.

**Weather:** 83°F, Partly Cloudy, Good Afternoon Leann

**Navigation Menu:**

- MFA
- CLOCK IN/OUT
- DASHBOARD
- ANNOUNCEMENTS
- BULLETIN BOARD
- CALENDAR
- PEOPLE
- FORMS, MANUALS & POLICIES
- ARCHIVES

**Calendar:**

SUN	MON	TUE	WED	THU	FRI	SAT
May 28	May 29	May 30	May 31	Jun 1	Jun 2	Jun 3
Jun 4	Jun 5	Jun 6	Jun 7	Jun 8	Jun 9	Jun 10
Jun 11	Jun 12	Jun 13	Jun 14	Jun 15	Jun 16	Jun 17

**Announcements:**

- Christine Wheelock - TC - Tracker Visit - Inspector: Christine Wheelock - Program: TC - Property: Valley View Apartments
- Christine Wheelock - HOME RDV | TC - Tracker Visit - Inspector: Christine Wheelock - Program: HOME RDV | TC - Property: Silver Cliffs Apartments
- Funfund Breakfast Time: 8:30 AM - 9:00 AM Chef: Rob Jones
- Happy Birthday Sabrina Sal!!



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# Please support DNHS Wrestling!



Angelina Martinez

Nov 16



1 Comment

I am selling Pizza 9 coupon books for my son's wrestling team. They only cost \$10 for over \$100 in savings! Great stocking stuffers or just gifts for the pizza lovers in your life! I have only 2 books on me but can order as many as you need. Thank you and Go Knights!

## Comments

[Leave a Comment](#)



Rob Jones

November 16, 2016 at 11:14 AM

Save one for me, I'll bring you cash tomorrow.

[Edit](#)

[Reply](#)



New Mexico Mortgage Finance Authority (MFA)  
Using an Intranet to Improve Internal Communication  
Management Innovation, Human Resources



## DEBBIE DAVIS

Extension:  
2221

Email:  
ddavis@housingnm.org

Title:  
Programs & Initiatives Manager

Supervisor:  
Rose Baca-Quesada

Recent Activity About Me My Stuff Team Members

### About Me...

I am the oldest child of a career Navy pilot and his Kansas high school sweetheart. We traveled all over the States and to sunny Iceland, and ended up in Northern Minnesota. When that proved to be entirely too cold a chance visit to Roswell had parents and sister quickly moving. I followed them and ended up in Albuquerque. I came to MFA in 1986 as a temp, and haven't been able to leave since. My beautiful daughter Quinn has gifted me with the best little boy in the world for a grandson, the great hugger Marshall. They keep me feeling happy.

### Favorite Quote

Life is uncertain; always eat dessert first. Anonymous

### Favorite Movies

Walt Disney's Sleeping Beauty, the Wizard of Oz and all of the Star Trek movies (I'm in love with Captain Picard).

### Favorite Books

My favorite books are the Dragonriders of Pern series by Anne McCaffrey, and "Eight Cousins" by Louisa May Alcott.

## Professional Life



### Affiliations

Southwest Affordable Housing Group Apartment Association of New Mexico Beta Sigma Phi



### Awards

Outstanding Agency Person of the Year Overall, 2011



### Education

BS in Speech/Theater with secondary teaching certification from Bemidji State University, Bemidji, Minnesota English major with secondary teaching certification from University of Minnesota, Minneapolis Certified Financial Manager, NCHM Housing Credit Certified Professional, National Homebuilders Association Certified Occupancy Specialist, NCHM HQS Inspector

## People

[Print Phone List](#)

[All](#) [Accounting](#) [Administration](#) [Asset Management](#) [Community Development](#) [Homeownership](#) [Housing Development](#) [Human Resources](#) [Information Support](#) [Servicing](#)



2202

Al Radicioni  
Procurement/Facilities  
Technician II

Administration



2228

Alicea Coyne  
Mortgage Servicing  
Representative

Servicing



2267

Amanda Aragon  
Program Analyst

Asset Management



2268

Amy Gutierrez  
NMEIS Program Manager

Community Development



2237

Angel Candelaria  
Mortgage Servicing Specialist

Servicing



2220

Angelina Martinez  
Housing Programs Analyst

Asset Management



2230

Anita Racicot  
Assistant Director of  
Homeownership

Homeownership



2261

Barbara Tashkandy  
Lending Coordinator I

Homeownership



2234

Blanca Vasquez  
Assistant Director of Servicing

Servicing



2269

Carmela Arellano  
Program Coordinator

Asset Management



2213

Carol Salazar  
Housing Programs Analyst II

Asset Management



2215

Chris Gerwin  
Senior Accountant III

Accounting



2279

Christine Wheelock  
Program Analyst

Asset Management



2238

Cynthia Marquez  
Compliance Specialist

Homeownership



2262

Dan Puccetti  
Program Manager

Housing Development



2241


Dana Gohr  
Database Programmer III


Information Support





New Mexico Mortgage Finance Authority (MFA)  
Using an Intranet to Improve Internal Communication  
Management Innovation, Human Resources


86°  
Partly Cloudy  
Tuesday, May 30, 2017





CLOCK IN/OUT


DASHBOARD


ANNOUNCEMENTS


BULLETIN BOARD

CALENDAR

PEOPLE

FORMS, MANUALS & POLICIES

ARCHIVES



## Shannon Tilseth

Extension:  
2266

Email:  
stilseth@housingnm.org

Title:  
Program Manager


Supervisor:  
Rose Baca-Quesada

Recent Activity


About Me

My Stuff


Team Members




2256




2207




2272




2281



2277



2260




**Surprise!**  
Thank you, Employee Engagement Committee!

May-25 | Happening




[Read more](#)



Front page:

83°F  Partly Cloudy

Good Afternoon Leann

 CLOCK IN/OUT DASHBOARD

SUN	MON	TUE	WED	THU	FRI	SAT
May 28	May 29	May 30	May 31	Jun 1	Jun 2	Jun 3
Jun 4	Jun 5	Jun 6	Jun 7	Jun 8	Jun 9	Jun 10
Jun 11	Jun 12	Jun 13	Jun 14	Jun 15	Jun 16	Jun 17

Today  
3



What's new at MFA



**Thank you, Patty!**

Once again, Patty has stepped up to make our open house a great success. Thank you, Patty — we couldn't do...

3:28 PM | Kudos!

Read more



**Housing Trends Series ends**

Kent Cravens, the executive director of the Greater Albuquerque Association of REALTORS, presented to MFA staff last week. He was...



May-26 | Happening


Read more

Read more page:

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## Thank you, Patty!


 **Leann** 3:28pm  **No Comments**




Once again, Patty has stepped up to make our open house a great success. Thank you, Patty — we couldn't do it without you!





67°F


 Mostly Cloudy


Wednesday, May 31, 2017


 MFA

 CLOCK IN/OUT

 DASHBOARD



 ANNOUNCEMENTS

 BULLETIN BOARD

 CALENDAR

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# May 22-26

 **Leann** May 22  **No Comments**

Jay: Gina is out most of this week. Monica, Jeff and I had a profitable trip to Gallup Friday, where we participated in a roundtable with the Gallup economic development department. About 50 people attended including community leaders and elected officials, the local COG, the Gallup Chamber of Commerce and two state representatives. Gallup has unique, significant housing needs, which we want to work with community leaders to address. They have very high rental rates, old housing stock and a need for temporary housing. They were very glad we were there. Izzy, Gina and I met with the new regional administrator for HUD on Thursday, Beth Van Duyne. Most recently she was the mayor of Irving, Texas where she chaired the board of a local housing authority and administered CDBG funds. We talked to her about our concerns regarding local HUD staff. We have heard that her visit might be a precursor to Ben Carson, HUD secretary, coming to New Mexico. Steve Smith did a good job chairing the board meeting on Wednesday in the absences of the chair and vice chair.


Izzy: We have a PBCA regional call on Thursday. It will be our first call since being named as the lead of the consortium. We have been notified that HOME, ESG and HOPWA funds are on their way to us. The National Housing Trust Fund will receive more funding this year, but we are not sure if we'll get more than our customary \$3 million.


Marjorie: Reviewing contracts for compliance and to complete the State of Assurances document. Reviewing Robyn's data bridge policy. Working on the MOU draft for the regional PBCA. After consulting with Josh from Sheehan & Sheehan, we will probably not structure it as a joint venture.

Jeff: Gallup is grappling with tough questions, but I admire their determination to do something about it. Mark from Idaho Housing was here last week to review our homeownership and servicing policies and procedures. He will make recommendations to make our processes more efficient and to improve communication between MFA and Idaho. Met with staff from Habitat for Humanity of New Mexico on Saturday regarding reviving the Partners program. They were pleased with the discussion. If we can get the program going again, we will try to extend it to other organizations besides Habitat.

Shawn: Enjoyed Joseph's software presentation last week. Continuing intensive training for Sharlynn, who is fulltime this week, George and Rita. Working on the presentation at the June board meeting for approval of LIHTC awards. The presentation will include approval for


### Morning Updates

 **May 22-26**  
May 22

 **May 22-26**  
May 22

[View Morning Updates](#)

### Announcements

 **We need your help**  
May 24

[View Announcements](#)

New Mexico Mortgage Finance Authority (MFA)  
**Using an Intranet to Improve Internal Communication**  
Management Innovation, Human Resources

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## Important Links

[housingnm.org](#)

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[ADP Electronic Timecard Training for Employees](#)

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[Staff Stream](#)

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[401\(k\) Investment Review](#)

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[401\(k\) Plan Highlights](#)

LOG OUT DASHBOARD

## Your Intranet

 **Edit About Me**  
Personal Image, Bio, Interests, etc...

 **Edit Your Intranet Profile**  
Display Name, Password, and Email Address

 **Upload Media**  
View and/or upload images, documents, etc...

Enter Intranet Dashboard Suite

## Make or change a post


 **Happening**  
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 **Bulletin**  
[New](#) [Archive](#)

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[New](#) [Archive](#)

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