

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.**

Entry Title: Enter your entry's title exactly as you wish it to be published on the NCSHA website and in th awards program.
Category:
Subcategory:
Entry Summary: A 15-word (max) summary of the program, project, or practice you are entering.
HFA:
HFA Staff Contact:
Phone:
Email:
Visual Aids: Payment:

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

My HFA is mailing a check to NCSHA.

My HFA is emailing the credit card authorization form to awards@ncsha.org.

Management Innovation, Human Resources

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 lowranking 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-theminute 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?

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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.
 - o 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:

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- 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.

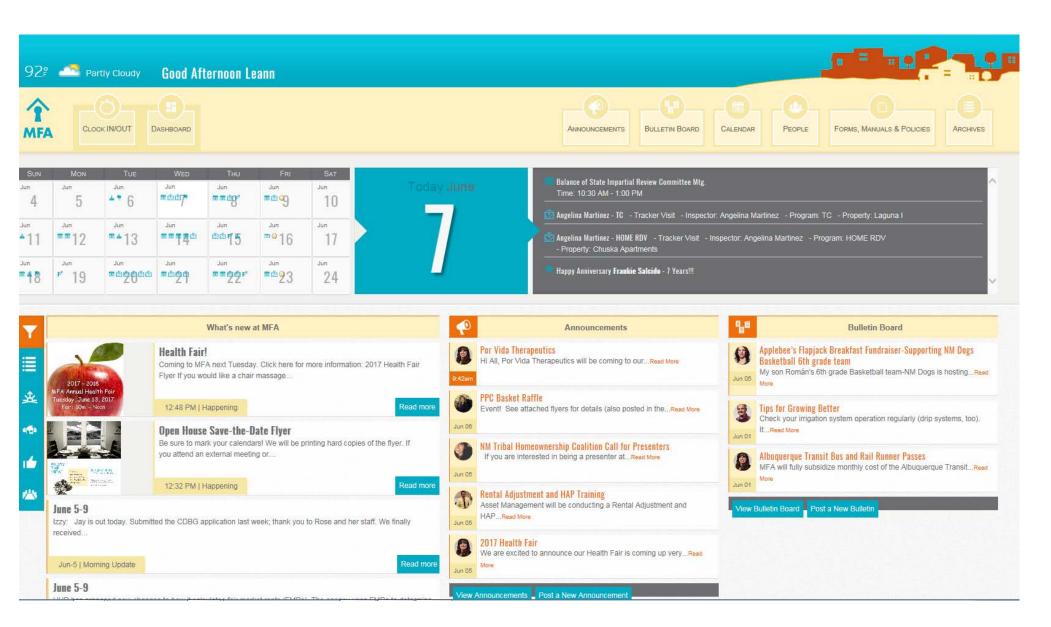
Staff enjoy the personal aspects of the intranet.

- 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)

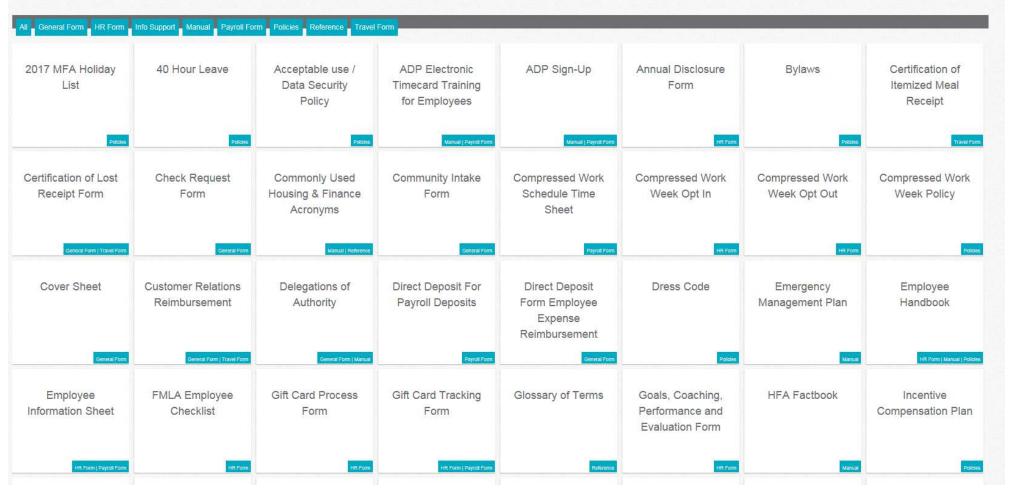
The most popular feature on the intranet is the Monday Morning Update. Survey results show that 85 percent of employees read the weekly updates; survey comments indicate that staff depend on the weekly posts to keep them informed, particularly if they have been out of the office. The update comes from 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!



Forms, Manuals and Policies





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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

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

November 16, 2016 at 11:14 AM

Reply



DUDDIO DAVIS

2221

Email:

ddavis@housingnm.org

Programs & Initiatives Manager

Rose Baca-Quesada

nt Activity About Me

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



Awards

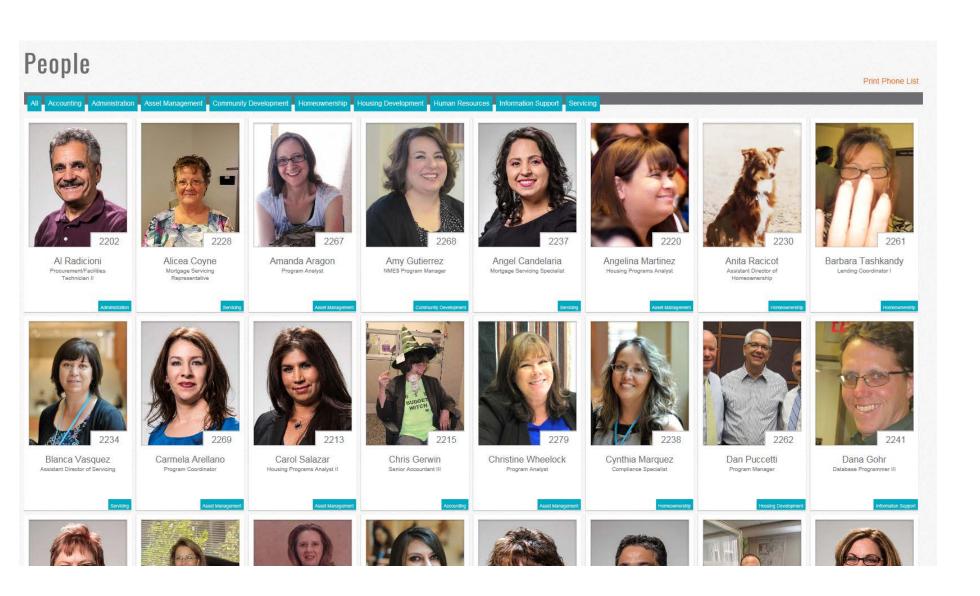
Outstanding Agency Person of the Year Overall, 2011

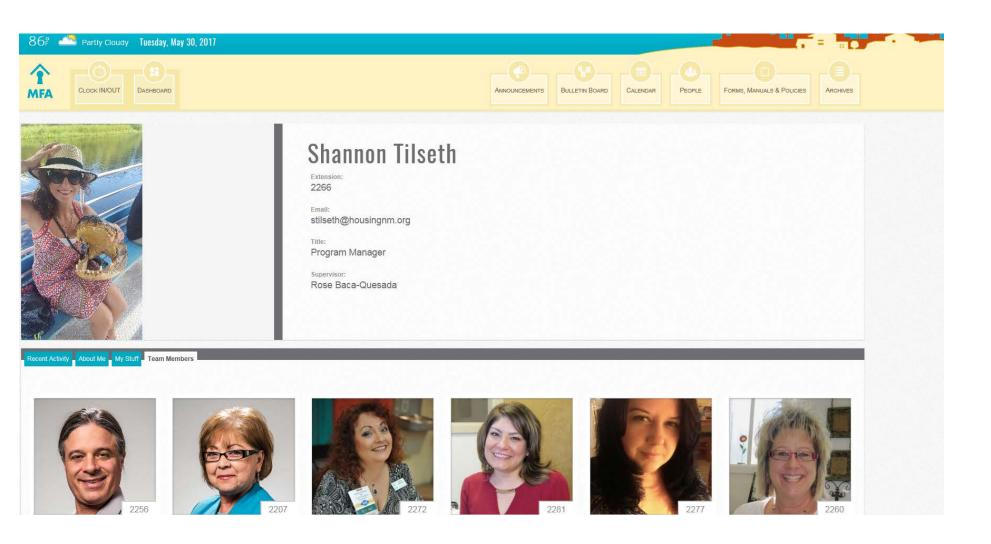
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Education

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

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







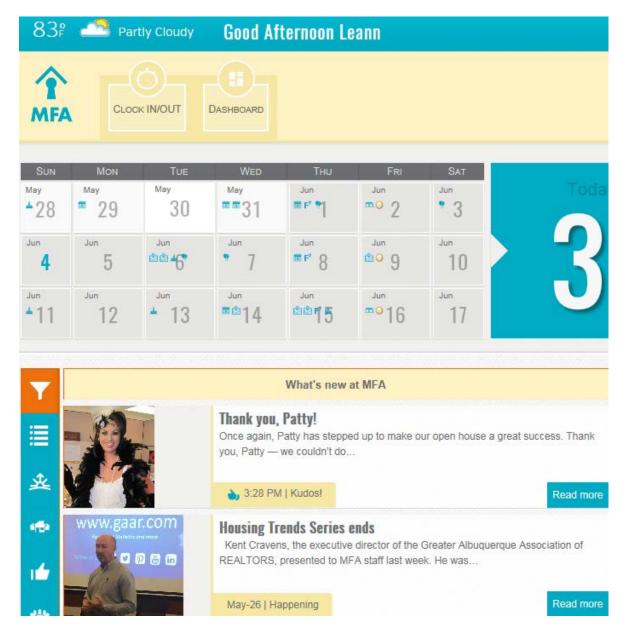
Surprise!

Thank you, Employee Engagement Committee!

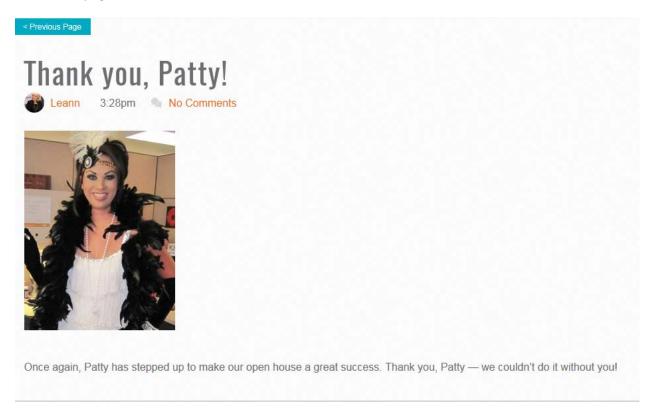
May-25 | Happening

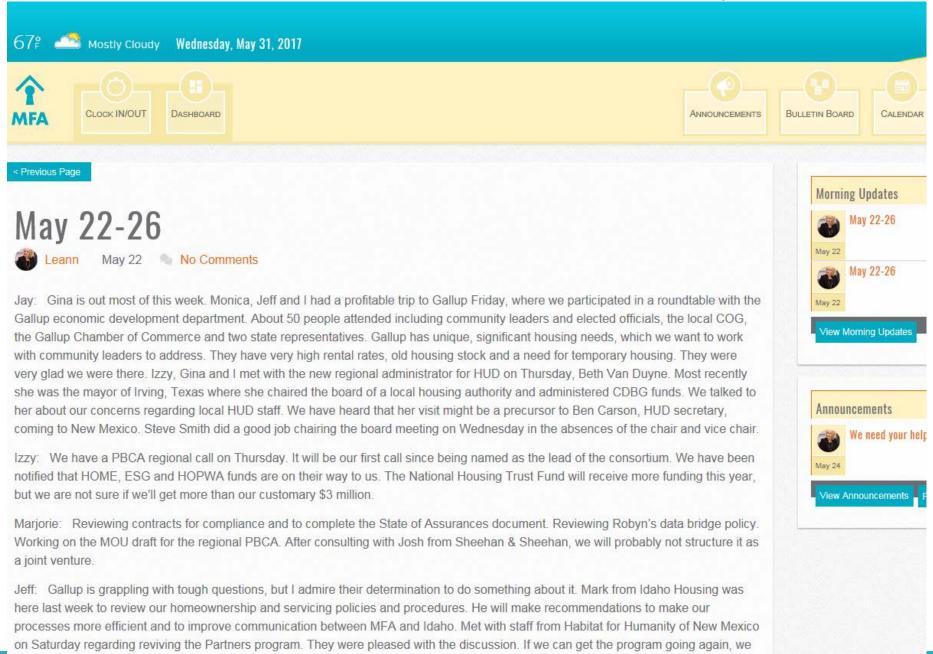
Read more

Front page:



Read more page:





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

will try to extend it to other organizations besides Habitat.

Navigation	Resources	Important Links	Benefits
Home	Strategic Plan	housingnm.org	Health
Announcements	Org Chart	ADP	2016 Annual Open Enrollment For Employee Benefits
Bulletin Board	Phone List	ADP Sign-Up	Dental
Calendar	MBS Pool Reports	ADP Electronic Timecard Training for Employees	Vision
Forms, Manuals and Policies	MFA Style Guide	Staff Stream	Wellness
People	Protection of PII and Sensitive Information		Flex
Archives	El Portal NM		Retirement Plan
Kudos			401(k) Investment Review
Housing News			401(k) Plan Highlights
Morning Updates			
Board Packets			
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Your Intranet



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