



Entry Form 2018 Annual Awards for Program Excellence

Entry Deadline: Friday, June 15, 2018, 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 the awards program.

MaineHousing Staff and Leadership Development Program

Category: Management Innovation

Subcategory: Human Resources

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

MaineHousing identified a need for leadership development and accessible training opportunities for all staff.

HFA: MaineHousing

HFA Staff Contact: Denise Lord

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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.

Overview

In MaineHousing's 2018-2023 Strategic Planning process, we identified a need for succession planning, leadership training for current and future leaders, and accessible, focused training opportunities for all staff. The agency responded by developing a strategic goal of becoming a *Learning Organization (Maine Housing University!)* to position MaineHousing to navigate the future nimbly and successfully. MaineHousing has initiated two tracks of training to prepare a broader base of leaders and, across the organization, increase job satisfaction and morale.

Development and Implementation

As indicated by its name, the Staff and Leadership Development Program is two-fold: competency-based training for current and future leaders and training available to all staff to help them develop their individual skills and competencies.

As we reviewed external leadership trainings available, we realized that MaineHousing's business requires a special set of knowledge and skills. The Leadership Team made a commitment to do three things:

- Establish competencies for MaineHousing staff, managers, and leaders
- Create a new Learning and Development Coordinator position to develop and oversee employee training
- Set aside funds to create a Leadership Training program to give in-house staff the opportunity to develop leadership skills in anticipation of several leadership vacancies in the next several years.

We employed a collaborative process to develop MaineHousing competencies. We began with research about best practice in the leadership field, worked with the Leadership Team, discussed with all staff, and consulted outside partners. We created a set of competencies for staff, managers, and leaders. (See list of competencies in Attachment 1.) Based on those competencies, we moved forward to create two training modalities.

1) Leadership Development Program (LDP)

We selected an organizational consultant team to help us refine our leadership competencies and create the Leadership Development Program. The consultants initiated a discovery period to determine the leadership training needs of MaineHousing. They sought internal and external views. Internal feedback came through an All Staff Day presentation, focus groups, one-on-one interviews, and surveys. They engaged external partners with a survey of leadership needs. Their findings were presented to MaineHousing leadership and informed the design of the program.

Leadership Development Program Description

The Leadership Development Program is a one-year professional development program that focuses on the competencies, knowledge, skills, and behaviors to increase the leadership capacity and ability of MaineHousing's current and future leaders. The LDP is made up of learning activities that include facilitated sessions, peer to peer coaching, and many other experiential learning projects. (See general overview of learning objectives in Appendix 2.)

The LDP employs a cohort model so that the class works together throughout the whole program. During their 10 day-long sessions over the course of a year, they are creating relationships, sharing experiences, and getting to know the group of leaders they may be working with in the future. The curriculum is robust, exploring a range of areas from emotional intelligence to systems thinking and futurist thinking. They have homework assignments between sessions that involve reading, writing, interviewing, analyzing how things work at MaineHousing, and utilizing their new skills to make changes in their daily work.

LDP Participants are also involved in a substantial internal project which gives them an opportunity to practice their leadership skills and do something that benefits MaineHousing.

Leadership Development Program Selection Process

We made the LDP available to all staff. Candidates were selected on the basis of the following criteria:

- Completion of the LDP application, including a Personal Statement about why they want to pursue this opportunity. (See in Appendix 3.)
- An interview with the leadership selection team.
- The Selection Committee considered both formal and informal leaders with diverse backgrounds, experiences, and leadership approaches.

Twenty-eight MaineHousing staff from all departments and all responsibility levels completed applications. Twenty-two were selected for interviews; twelve were chosen to participate in the program. The process generated enthusiasm and competition. We highlighted its importance by introducing the program participants to the Board of Commissioners and asking them to make presentations at All Staff Day.

Leadership Development Program Results

The twelve candidates have embraced the LDP. They complete their work assignments and eagerly anticipate their learning sessions. We have already seen several participants step up to lead internal projects. Three have been promoted to leadership positions in the agency. We have several staff asking when the next course of training will be offered. The LDP has become a go-to training. We anticipate offering the program again in 2020.

2) Staff Development Program (SDP)

MaineHousing is had committed to making training opportunities available to all staff to help them develop their individual skills and competencies. Along with the Leadership Development Program, MaineHousing created a Staff Development Program. A new staff position was created, and a Learning and Development Coordinator was hired.

An agency-wide needs assessment was conducted to identify staff development opportunities. This assessment included department director interviews and staff focus groups. A Staff Training Needs survey was undertaken to determine course interest and optimum scheduling. A 74% participation

rate produced the data necessary to begin the development of the Staff Development Program (SDP).

Nine initial courses were identified based on the staff survey and MaineHousing's core competencies. Course facilitation was designed as instructor-led, face to face classes. (See course descriptions in Appendix 4.)

Staff Development Program Description

Course offerings are designated into four competency development categories: Communications, Groups and Teams, Workflow, and Leadership.

Classes are developed and taught by our in-house Learning Development Coordinator. A competency-based curriculum is designed for each course. Courses are facilitated with a pre-course assessments, participant workbook, PowerPoint presentation, instructor-led discussions, and individual and group activities.

Staff interested in a class submit an online Course Registration form via our intranet. Staff may enroll in any course. Participation in staff development classes is approved by department directors. Course enrollment is limited to eighteen participants. When a course reaches enrollment capacity, it is automatically closed and a waitlist is begun. If there is enough demand for a second course, the Learning and Development Coordinator schedules a second session and notifies the waitlist.

Since launching in November, 2017, MaineHousing has conducted nine staff development courses, with five classes having waitlist registration requiring a second training session. At the completion of the initial course offerings, 78 (47%) of MaineHousing staff, representing all departments, have taken at least one course, and 25 (15%) staff have completed three or more courses.

Department and Team Development

The increased interest and enrollment in the Staff Development Program created an opportunity that was not part of the initial program design. Several department directors have requested training and team building programs designed for specific department needs and competency development. The Learning and Development Coordinator created department development plans consisting of target curricula, assessments, team building activities, and facilitated department training sessions.

Summary

MaineHousing is well on its way to becoming a Learning Organization. After years of offering limited training, the agency provides a full program of courses to staff. The training is focused on MaineHousing-specific competencies and is conducted in-house by a full-time MaineHousing trainer. The program is flexible and sustainable. It makes employees feel valued, creates a strong field of future managers and leaders, and thereby helps position us well for future challenges.

Appendix:

1. Suggested Competencies for Staff, Managers, and Leaders
2. Leadership Development Program Overview of Learning Objectives
3. Leadership Development Program Application
4. Staff Development Program Course Descriptions
5. Staff Development Program Learning Commitment
6. Staff Development Program Participant Binder Cover
7. MaineHousing Learning and Development Competencies Logo

Suggested Competencies for Staff, Managers, and Leaders

(in order by number of votes from 15 members of Leadership Team)

Core Competencies for all staff:

- Ethics and Integrity –13
- Customer service--10
- Emotional intelligence--9
- Effective communication—9
- Adaptability--8
- Interpersonal relationships (build and maintain)—7
- Drive and Purpose /Mission-driven--6
- Capacity to learn--5
- Self-awareness--5
- Collaboration—3
- Value diversity and difference--2

Core Competencies for managers:

All of the above plus:

- Ability to inspire/motivate/develop others—11
- Manage the work/drive results--10
- Teambuilding—9
- Quality decision making--8
- Conflict management--7
- Enable innovation through creativity--7
- Delegation--7
- Creative problem solving--7
- Project management—6
- Performance assessment (programs and staff)--3
- Program planning--2
- Negotiation--2

Core competencies for Leaders:

All of the above plus:

- Global (big picture) perspective--13
- Championing the Mission—11
- Managing external environment--10
- Setting compelling vision and strategy (Strategic agility)—9
- Forward thinking--7
- Change management--6
- Risk and innovation--6
- Understanding and navigating the organization (Organizational agility)--6
- Power and influence--5

Leadership Development Program Overview of Learning Objectives

Session	# of Days	Learning Objectives	Competencies
1	1	Open the program with the right framing so that participants settle in to: the curriculum, the group, and themselves as leaders. Our speaker will reinforce the concept of the self-aware leader inherent in Emotional Intelligence.	<ul style="list-style-type: none"> • New mindsets for leadership and an increased understanding of the blend of self-knowledge, skills and frameworks that, together, make an effective leader. • Emotional Intelligence • Storytelling • Systems Thinking
2	2	We continue to create the program culture through an experiential process of setting group guidelines. Through understanding oneself, the MaineHousing organization and the greater systems, participants dive into peer consultation and learning leadership skills. Our speakers will reinforce MaineHousing as a system nested in other systems.	<ul style="list-style-type: none"> • Investments and interventions • In-depth Systems Thinking: the ability to recognize a system in action and how the parts of the system interact • Listening and Bridging • Peer Consultation • Agreement setting and process agreements: the role of process in supporting successful outcomes
3	2	We will explore the concepts of Network Theory and Emotional Intelligence, two key competencies of Maine Housing's mission. Later, in a Diversity and Inclusion activity, the group has a chance to apply the components of Emotional Intelligence to the experience. In addition, we bring in some of the most important models and tools for Shared, Facilitative Leadership and ask the group to apply them to peer consultation and leadership in Complex, Adaptive Change.	<ul style="list-style-type: none"> • Network Theory • Emotional Intelligence • Inquiry vs. Advocacy • Empathy • Managing Differences • Adaptive Change Leadership • Peer Consultation • Facilitative Leadership • Difficult Conversations

Leadership Development Program Overview of Learning Objectives

Session	# of Days	Learning Objectives	Competencies
4	2	We continue the leadership work through experiential activities that require the leaders to look at their strengths, blind spots of their own leadership. They begin their individual personal visioning processes. On a different track, we deepen leaders' ability to assess a situation, create scenarios and strategically envision the future by working with Foresight, Futurist Thinking and Situational Awareness.	<ul style="list-style-type: none"> • Self-awareness • Managing Differences • Allyship • Personal Visioning • Foresight and Futurist Thinking • Situational Awareness • Scenario Planning
5	2	As we move toward the end of the program, we focus on tying up loose ends, concluding the major topics and giving the work to the participants by teaching group technologies that they might use in the community. They will have a chance to ask for what they need, individually or as a group, before the program closes, while we continue to teach leadership competencies.	<ul style="list-style-type: none"> • Storytelling • Influence • Contribution and Impact • Group facilitation technologies, including World Café and Open Space
6	1	A strong closing session that guides participants to reflect on their experience, acknowledge their colleagues, create a personal action plan, and speak their personal vision. As a group, this is a chance to celebrate this ending , possibly do a service project or lead a community partners' forum, and determine what they want from an ongoing community of practice.	<ul style="list-style-type: none"> • Engaging others in a personal vision and supporting one another in the achievement of respective individual visions. • Personal action planning • Reflecting on the cycle of experience • Acknowledging and celebrating success

Leadership Development Program Application

2017/18 PROGRAM APPLICATION

Program Mission

In the broader context of hiring, retaining and promoting leaders, MaineHousing is investing in an overall professional development strategy for the agency. Accelerated by the Best Places to Work survey results, leadership team members who may retire in the near future, and a strategic planning process calling for more accessible, structured and focused training, MaineHousing is ready to prepare a broader base of leaders and, across the organization, increase job satisfaction and morale.

Program Description

The Leadership Development Program (LDP) is a one-year professional development program that will focus on the competences, knowledge, skills, and behaviors to increase the leadership capacity and ability of MaineHousing's current and future leaders. The LDP is a 10-month commitment of learning activities that includes that includes facilitated sessions, peer to peer coaching, and other experiential learning projects.

Program Schedule

The 2017/2018 Leadership Development Program will begin November 2017. Session dates are:

- Session 1 - November 29
- Session 2 - January 30 and 31
- Session 3 - March 19 and 20
- Session 4 - May 22 and 23
- Session 5 - July 24 and 25
- Session 6 - September 25

Candidate Requirements

To apply to the 2017/2018 Leadership Development Program a candidate will:

- Be currently employed by MaineHousing
- Have the support of your immediate supervisor to participate in the program.
- Be willing to meet the full commitment of the program.

Application Submission

Applications are submitted through the MaineHousing intranet via the LDP application portal.

Application and Selection Schedule

- October 2, 2017 Application available online
- **October 20, 2017** **Application submission deadline**
- November 1, 2017 Candidates selected for interviews notified
- November 6-10, 2017 Candidate interviews
- November 10, 2017 Candidate selection announced

Selection Process

Candidates will be considered for the selection process based on, but not limited to, the following criteria:

- Candidates will be offered a place to participate in the 2017/2018 Leadership Development Program based on their application, and leadership interview.
- Only applications that meet the candidate requirements, are completed in full, and are submitted prior to the application deadline will be considered.
- All applications will be reviewed and evaluated by the LDP Selection Committee.
- The Committee will select candidates for Leadership interviews.
- The LDP Selection Committee will consider both formal and informal leaders with a diverse background, experience, and leadership approach.

Candidate Information

Name: _____

Job Title: _____

Department: _____ Supervisor: _____

Extension: _____ Email: _____

Summary of Leadership Experience

Provide a summary of your leadership experience highlighting positions, responsibilities, and achievements. This can include both formal and informal leadership positions in school, as a volunteer, or with other organizations

Education and Leadership Courses

Please list any education related to your leadership development: college courses, workshops, or certification. Please includes dates, area of study, and organization or institute.

Personal Statement

In the space below or as an attached document, please submit a personal statement* explaining why you are a strong candidate for the Leadership Development Program (LDP). You should discuss your learning and development goals for the LDP, and how will you apply what you learn to your current responsibilities, and to the goals and mission of Maine Housing. Your statement will to address the following question:

- Why at this point in your career growth to you want to be part of the Leadership Development Program?
- What does leadership mean to you?
- As a leader, what do you want to create for yourself and those around you?
- How do you create a vision for your team or organization? How do you communicate that vision so others will share it?
- How can leaders create a climate of trust and facilitate relationships among people in a work team?

** Statement should not exceed 600 words.*

Statement of Candidate Commitment

I recognize that the Leadership Development Program is a 10-month commitment of learning activities that includes that includes facilitated sessions, peer to peer coaching, and other experiential learning projects.

I understand that Maine Housing will provide work time and resources to my leadership development. I understand the Leadership Development Program also requires a work time commitment on my part. The time commitment includes attendance and participation in every module listed in the program schedule.

If accepted into the program, I understand that MaineHousing makes no promise or guarantee that completion of the program will result in a job advancement or promotion.

I understand and agree that should I miss several instructor-led modules or fail to complete any of the other requirements for any reason, I may be asked to leave the Leadership Development Program.

I understand the Statement of Candidate Commitment

Date: / /

Submission and Acknowledgment of Information

I acknowledge I am submitting this application for the 2017/2018 MaineHousing Leadership Development program. The information I have submitted in this application is truthful and accurate to my best knowledge. **Date:** / /

Questions?

If you have any question regarding this application or the Leadership Development Program, please contact Chris Massaro, Learning and

Staff Development Program Course Descriptions

2018 MaineHousing Staff and Professional Development Course Descriptions

Developing Your Leadership Potential – Leadership Development Series

Leadership is not an authority or position; it is about influencing, motivating, and empowering others. You do not need a title to be a leader. In fact, many people are very capable leaders in their informal leadership role. In this course, you will gain insight into your leadership style through a personal assessment, learn skills and techniques for achieving your real potential as a leader, and how to capitalize on your leadership style. This course focuses on the introduction of leadership theories, styles, and the key differences between leading and managing. (5 hours/ 2 sessions @ 2.5 hours)

Facilitating and Leading Meetings - Group Development Series

Meetings can be a valuable resource for collaboration, innovation, and to relay important information. However, when these meetings are not organized, may waste time, energy, and resources. It is vital that meetings have an objective, purpose, and clear agenda to be effective. In Facilitating and Leading Meetings, you will learn valuable skills in communication, time management, planning, and leading a discussion. These skills and techniques will help you increase the impact and effectiveness of your next meetings. (3 hours)

Active Listening - Communication Development Series

There is a definite difference between "hearing" and "listening." To understand what someone is saying and their point of view, you need to engage in active listening. To listen with intent creates a more dynamic and efficient exchange of information. By becoming a better listener, you will improve your communication, as well as your ability to understand, influence, and negotiate. In this course, you will discover techniques for improving your listening skills by recognizing non-verbal, providing feedback, gaining understanding by using clarification and summarization. (2.5 hours)

Conflict Resolution - Communication Development Series

Conflict is an expected part of the workplace. When managed properly it can encourage creativity, build relationships, and identify needed change. However, unchecked conflict can bring chaos, disrupt productivity, and erode morale. This course will help you manage relationships, improve communication, and negotiate resolutions and compromise. You will also gain an understanding the triggers that lead to conflict and ways to reduce or prevent unproductive disagreements. (4 hours)

Emotional Intelligence – Leadership Development Series

Emotional Intelligence (EQ) is the ability to recognize and manage your emotions. EQ also helps you recognize and adapt to other's emotions. Through self-awareness, self-regulation, motivation, empathy, and social skills you will learn to improve your EQ skills. This will help improve communication, interpersonal relationships, and decision making. This course will address techniques to help improve your insight into your emotions and how to manage behaviors and expectations. (5 hours/ 2 sessions @ 2.5 hours each)

Personal Goal Setting and Productivity – Workflow Development Series

Are you getting everything done on your to-do list? Do you have a to-do list? Research suggests that you can improve work performance by 20-25% with goal setting. Goal setting is the foundation of individual and organizational performance. Goals help create a roadmap for achieving desired outcomes and measurements to improve personal productivity. Personal Goal Setting and Productivity will help you develop a personal method for setting and achieving your goals. (3 hours)

Dealing with Negativity in the Workplace – Communication Development Series

Everyone has a bad day now and then. However, it is difficult to work in an environment of consistent negativity. Understanding the factors that can create negative attitudes is vital to prevent behaviors that create toxic workplaces. In this course, you will learn skills to recognize the causes of negativity, stay positive in crisis, and improve relationships. Through communication, empathy, and problem solving you can reduce and prevent negativity in the workplace. (4 hours)

Introduction to Continuous Improvement – Workflow Development Series

Do you ever feel there are too many steps in your work? Do you feel as if you are wasting time, energy, and resources? You can reduce waste and streamline your processes through Continuous Improvement (CI). The purpose of Continuous Improvement is the identification, reduction, and elimination of suboptimal methods. This course will introduce you to the principles and benefits of CI and tools to simplify your personal and workflow process. (3 hours)

Staff Development Program Learning Commitment

Your Commitment to a Creating a Dynamic Learning Environment

You are being provided an excellent opportunity for professional development. To ensure you are able to get the most out of this program, MaineHousing is committed to supporting your professional learning and growth. However, for you take full advantage of this learning opportunity, you are responsible for creating a dynamic and collaborative learning environment for yourself and other participants. To create this you will commit to:

- Being respectful of your fellow participants.
- Actively participating in discussions and learning activities.
- Eliminating learning distractions, phone calls, emails, etc.
- Giving your full attention to the facilitator and all participants.
- Taking responsibility for your learning.
- Offering insight from your experiences and knowledge.
- Giving feedback that is positive and constructive.
- Communicating in a professional manner.
- Building an environment of trust and respect.
- Encouraging your fellow learners.
- Being open to new ideas.
- Moving outside your comfort zone.
- Listening.
- Having fun.

By committing to creating a dynamic and collaborative learning environment, you will increase your learning potential and also help others reach their potential.

“Tell me and I forget. Teach me and I remember. Involve me and I learn.” - Benjamin Franklin

Staff Development Program Participant Binder Cover



Communication Development



Group Development



Workflow Development



Leadership Development

Participant Program Guides



Staff and Professional Development Program

MaineHousing Learning and Development Competencies Logo



SUCCESS BUILT ON OUR STRENGTHS

Competencies for Learning and Development