

AUSTIN **ANNUAL**
2018 **CONFERENCE**
& SHOWPLACE

Employee

Engagement to
Drive Change



HFAs AT THE
CENTER

RIHousing: Employee Engagement Initiative

*Progress is impossible without change.
Change happens by listening.*

Goal:

change the culture of our agency and tap into our greatest asset –
our employees

Institutional Change

- Leadership changes brought new opportunities – both inside and outside the agency
- New leadership brought **new vision** and was **driving the institutional changes**
- Engage employees, tap into expertise and insight that staff could provide to help lead change
- *Staff however, needed to be engaged and onboard w/new changes*

New Ways to Engage

- “Breakfast with Barbara”
 - Monthly breakfasts w/ 5 different members of staff (*combo new and seasoned staff*)
 - In ED’s office: casual breakfast and conversation
 - Personal, intimate setting
 - Staff share experiences, ideas, suggestions and opinions about work



Can a Donut Really Drive Change?

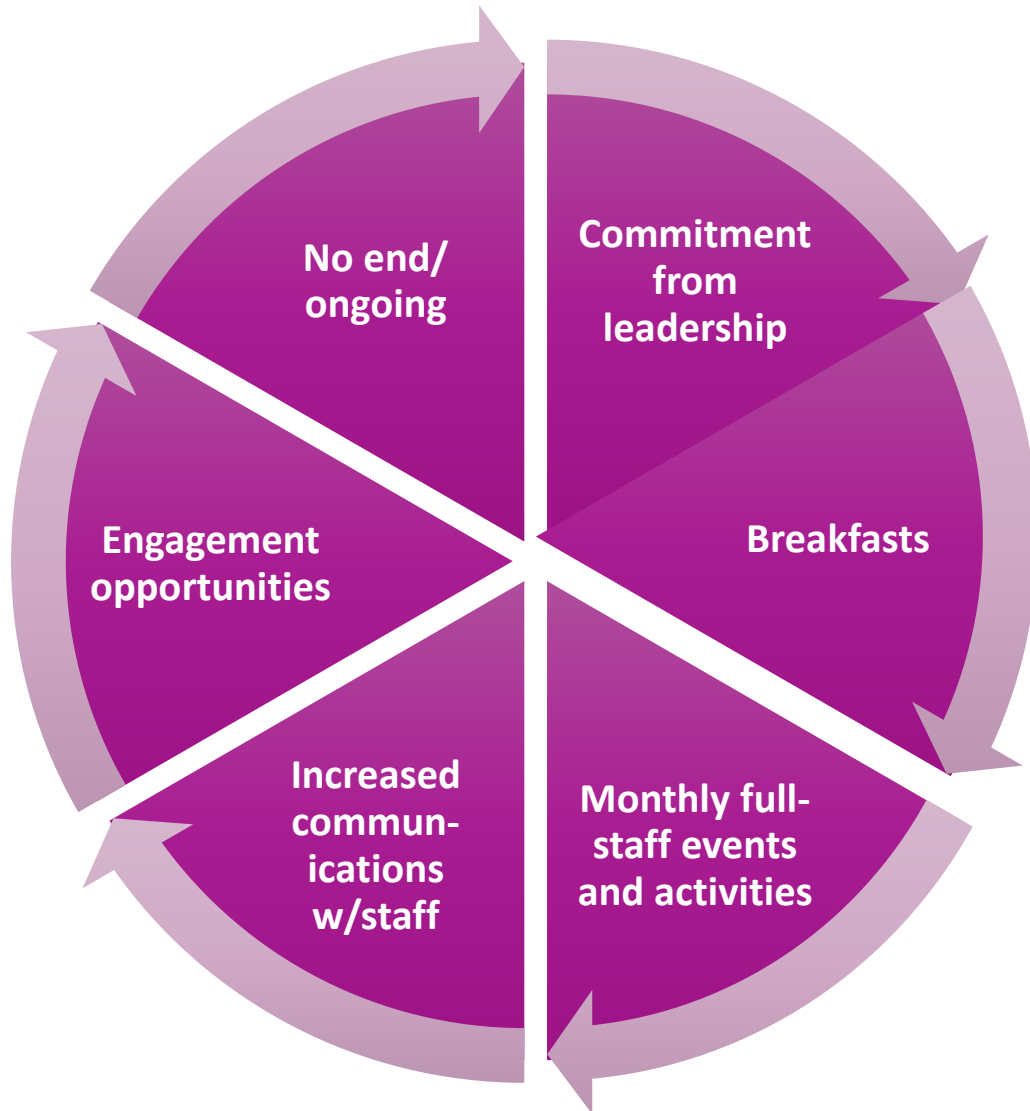
Open communication with employees, along with a receptive Executive Director, *have driven change*



Goals

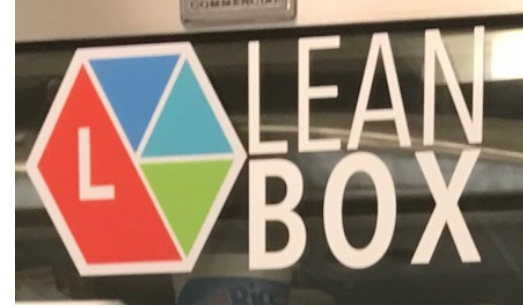
- Engage employees/solicit input/encourage open flow of communication
- Provide open access to leadership
- Develop employee trust in new leadership
- Increase productivity/employee interest in agency
- Spur innovation through new ideas/employee suggestions
- Bring new voices to the table
- Retain and attract top talent, grow employees
- Signal overall institutional change to employees
- *Tap into employee knowledge, interests and insight to affect real change w/ organization*

It Takes Time



Organizational Improvements

- **IT improvements:** *meet employee demand/feedback*
- **Employee lunchroom:** *healthier options/introduction of 'Lean Box,' soft seating area and lending library*
- **Quiet room:** *nursing mothers (also mindfulness, religious practices)*
- **On-site exercise classes:** *twice a week*



RIHousing Service Desk
Technology Services
Welcome! You can raise a Technology Services request from the options provided.

What do you need help with?

Common Requests
Applications & Sites

Desktop/Laptop support
If you are having computer problems, let us know here.

Organizational Improvements *(cont.)*

- **Specialized trainings:** *capacity building help staff reach goals*
- **Staff recognition:** *professional/personal development activities, milestones*
- **Career pathways for employees:** *gained insight into employee goals/interests*
- **Employee morale:** *employees feel valued*



Outcomes

- **Accessibility:** *leadership is approachable/accessible*
- **Open flow of communication:** *senior leadership gained important insights about company/employees*
- **Fast access to information:** *issues of importance rise to top more quickly*
- **Closer working relationships:** *promotes culture of friendliness/caring; fosters mutual respect/consideration*
- **Empowered staff:** *employees affect organizational change/take ownership of changes*



Outcomes

- *Changing culture was enormous challenge*
- Required receptive, approachable leaders fostering positive working relationships
- Paid off in terms of
 - workplace satisfaction
 - productivity,
 - profitability,
 - and business reputation
- *Staff have clear vision for the agency, where we are going, and what part they play*



Culture Shift



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