

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

HFAs AT THE
CENTER

Maine Housing's
Staff and Leadership
Development Program

The Impetus

- **Organizational Assessment** identified the need to focus on building change management and influencing skills
- **Best Places to Work** employee survey results identified a need for both initial and ongoing training
- **Strategic planning** identified a need for:
 - Succession planning
 - Leadership training for current and future leaders
 - Focused training opportunities for all staff
- What sets us apart?

The Model

- Competency Based
 - Competencies for current and future leaders established
- Organizational Capacity
 - Learning and Development Coordinator position created
 - Funding for professional development
- Accessible to All Staff
 - Leadership Development program which included outside consultation and facilitation
 - Staff Training Curriculum



SUCCESS BUILT ON OUR STRENGTHS

Competencies for Learning and Development

Defining Competencies

- Collaborative process that included
 - Research on best practice in the leadership field
 - Consultation with our Leadership Team, employees, and outside partners
- Created a three tiered, set of core competencies for staff, managers, and leaders



Competencies

All Staff

- Ethics and Integrity
- Customer Service
- Effective Communication
- Emotional Intelligence
- Adaptability
- Interpersonal relationships

Managers

- Ability to inspire, motivate, develop others
- Manage the work/drive results
- Quality decision making
- Conflict management
- Enable innovation/creativity
- Delegation



Leadership Competencies

- Global (big picture) perspective
- Championing the mission
- Managing the external environment
- Setting compelling vision and strategy (Strategic Agility)
- Forward thinking



The Leadership Development Program

- One year program focused on competencies, knowledge, skills, and behaviors;
- 10, day long sessions facilitated by a leadership consultant
- A cohort model
- Learning activities that include facilitated sessions, peer to peer coaching, and experiential learning projects
- A substantial internal project to practice leadership skills and benefits
MaineHousing



Selection Process

- An application including a Personal Statement
 - Interview with the leadership selection team
 - Both formal and informal leaders with diverse backgrounds, experiences and leadership approaches were selected
-
- 28 applicants
 - 22 interviews
 - 12 selected

Results, so far

- Formal classroom sessions have been completed and we are evaluating the program
- Three substantial learning projects have been completed:
 - Establishing a Volunteer Program
 - Learning the Weatherization application process
 - Meeting the housing needs of older adults
- Four program participants have been promoted

Staff Development Program

- Agency wide needs assessment, department director interviews, focus groups
- Four competency categories: Communications, Groups and Teams, Workflow, and Leadership
- Offered 14 sessions
- 84 or 51% of employees have taken at least one course, and 36 or 21% have taken three or more courses



What's Next

- Customized specific trainings, team building for departments
- Procuring a Learning Management System
- Developing other training approaches: shorter sessions, experiential learning with pre-reading
- Train the trainers
- Managers – developing a leadership philosophy for our managers
- Integrating professional development and training into our regular work