

A large pie with a golden-brown crust sits on a checkered tablecloth. A slice has been cut and is being served onto a white plate in the foreground. The scene is lit with a warm, orange-toned light.

Pie in the Sky

Management Innovation – Human Resources





Pie in the Sky

Nine months of remote work led to:

Social Isolation

Work and Life Stresses

Mental Health Challenges

A large pie with a lattice crust sits on a white plate on a brown and white checkered tablecloth. A slice of pie is being served onto a smaller white plate in the foreground. The background is a soft-focus image of the whole pie.

“We must have pie.

**Stress cannot exist in the
presence of a pie.”**

David Mamet



Community Servings is a non-profit food and nutrition program for residents living with critical + chronic illnesses.

The 28th Annual Pie in the Sky effort helped to provide meals for residents struggling with illnesses, including HIV/AIDS, cancer, heart disease, and diabetes, for an entire week.





“This past year has had many joys and sorrows and we wanted to do a little something to make your holiday season feel a little less challenging.

**Community Servings says food is medicine. Some psychologists say food is love.
I say food is good.**

**So please take this gift in the spirit in which it is given – as medicine for what might be ailing you in these challenging times. As love and friendship from your co-workers.
And as good, healthy food for your enjoyment.**

Take time for yourselves. Be with your loved ones if you can. And I give you permission, just this once, to have your pie before your dinner.

Be well. Be safe. And I’ll see you soon.”

Chrystal Kornegay’s Message of Support to MassHousing Employees

Pie in the Sky

11 Delivery Elves

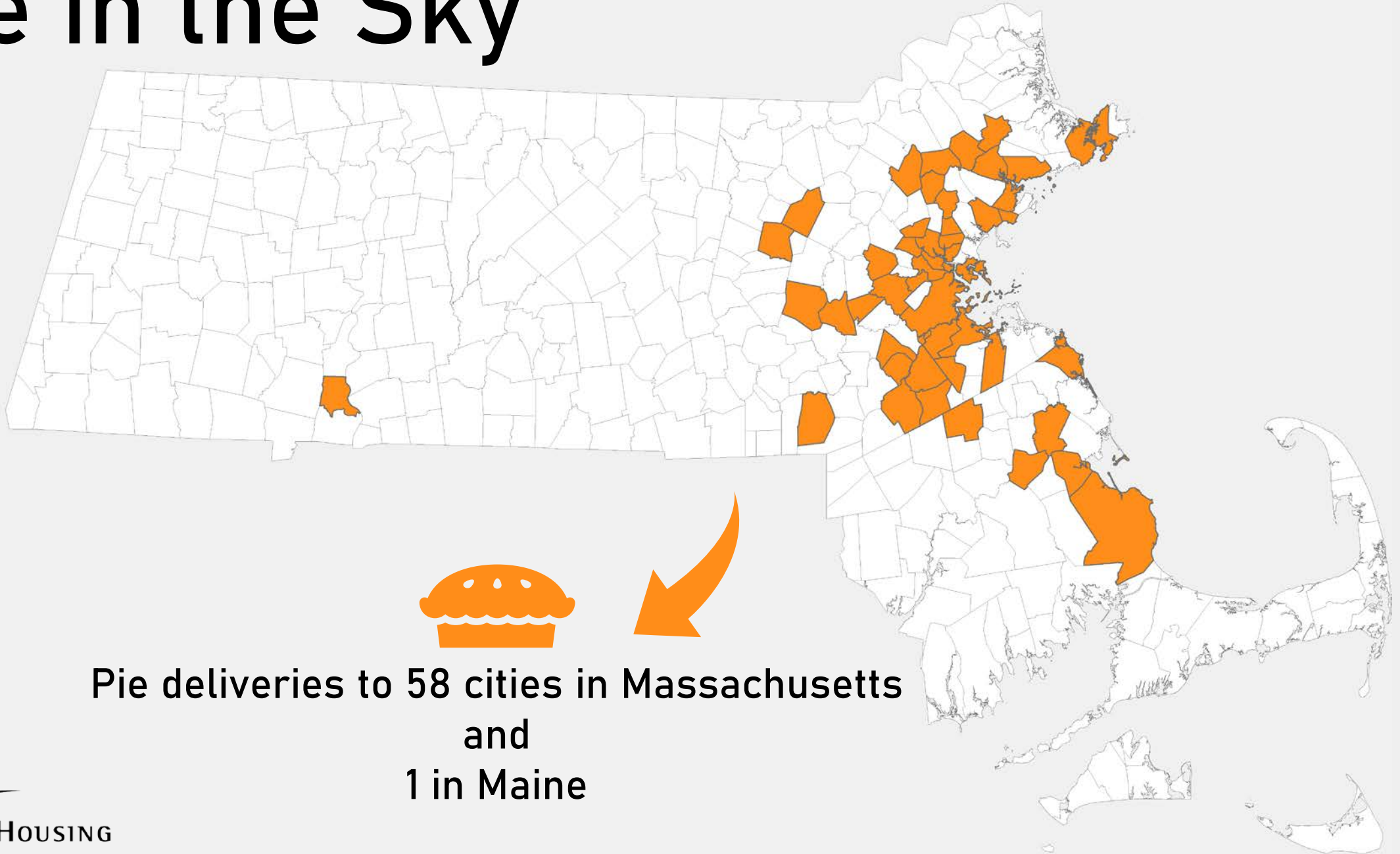
2 Operation Elves

104 Pies Eaten





Pie in the Sky



Pie deliveries to 58 cities in Massachusetts
and
1 in Maine

A large pie with a golden-brown, flaky crust sits on a white plate. A slice has been cut and is being served onto a smaller white plate in the foreground. The background is a brown and white checkered tablecloth. The text "Pie in the Sky" is overlaid in large, bold, black letters.

Pie in the Sky

Management Innovation – Human Resources





THE MISSING BENEFIT

CHOICE EDUCATION FINANCE PROGRAM

HEATHER A. HART, PHR, SHRM-CP
HUMAN RESOURCES DIRECTOR
DC HOUSING FINANCE AGENCY

BACKGROUND

Employee Benefit Plan Review

01

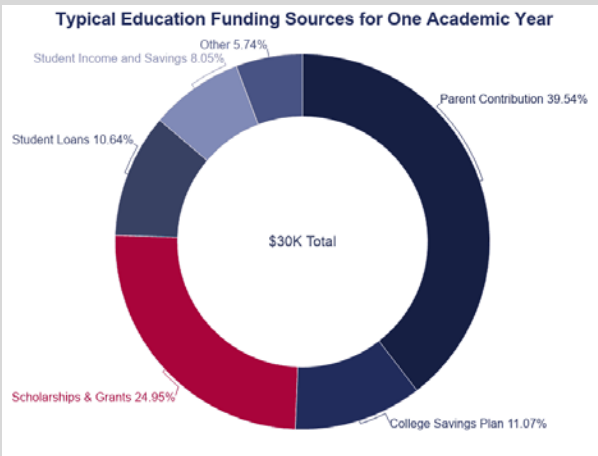
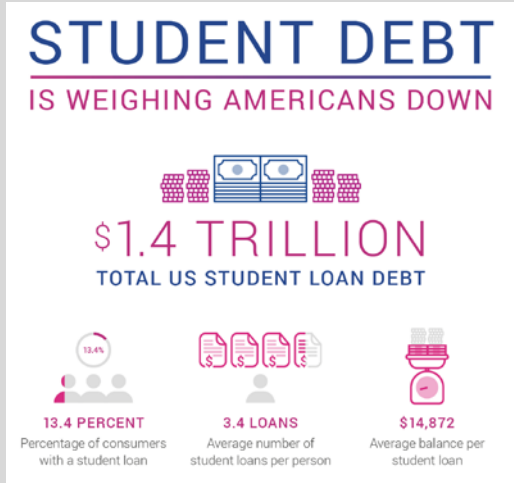
LOW
PARTICIPATION IN
AGENCY
RETIREMENT
PLAN

02

LOW
PARTICIPATION IN
TUITION
REIMBURSEMENT
PLAN

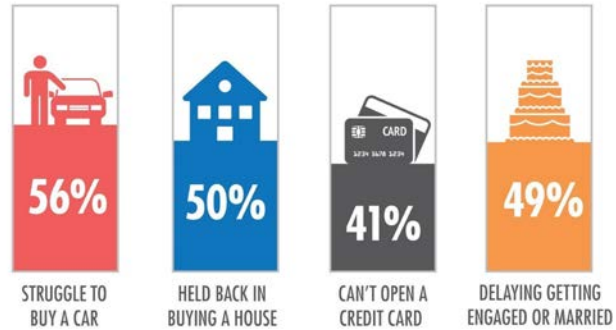


THE RESEARCH



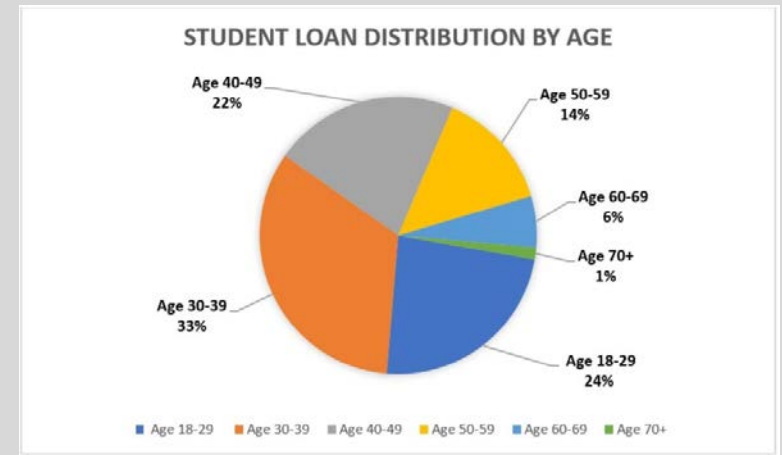
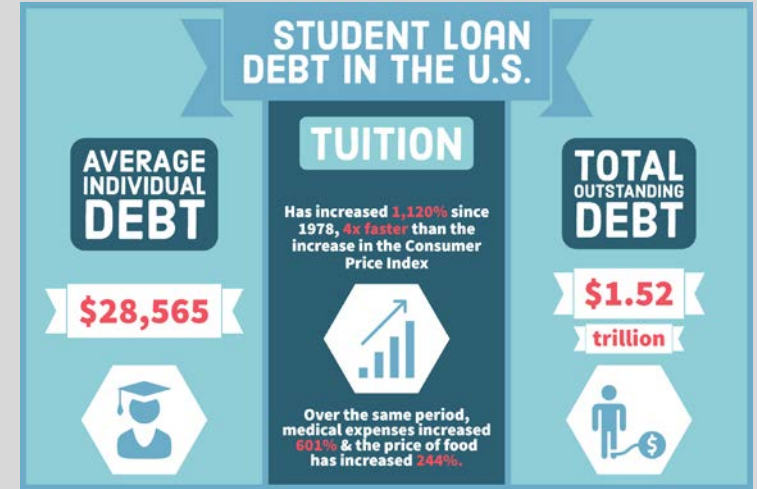
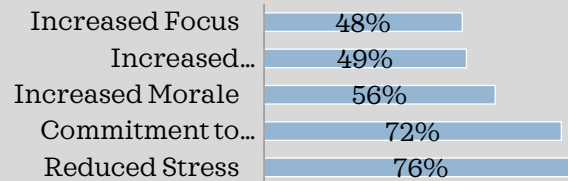
JEOPARDIZING THE AMERICAN DREAM

AMONG AMERICANS WITH STUDENT LOAN DEBT DIFFICULTIES...



61% PREVENTED FOR SAVING FOR RETIREMENT

How employees say performance would improve with student loan benefits

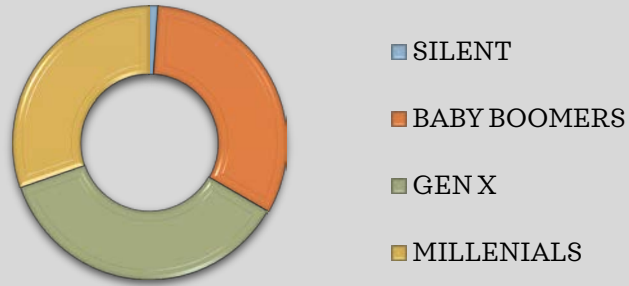




BENCHMARK DATA

DCHFA DATA

Total Employee Count: 50



Baby Boomers 32%

Gen X 36%

Millennials 30%

- This trend differs from the National workforce distribution, wherein Millennials are the highest at 37%
- 2018 new hire generation breakdown; Baby Boomers 14%, Gen X 14%, and Millennials 14%
- 76% of DCHFA employees hold a Bachelor's degree or higher
- A total of 56% of DCHFA employees have dependents (26 years and under)
- Agency's turnover rate in 2018 was 16% ; National Average in 2018 was 15.1%

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EDUCATION
FINANCE
PROGRAM



CHOICE



PROGRAM DETAILS

Student Loan Paydown



College SaveUp Plan



PLAN PARTICIPATION YEAR	MONTHLY CONTRIBUTION
1	\$100
2	\$125
3	\$150
4	\$175
5	\$200
BONUS (COMPLETION OF YEAR 5)	\$1,000

METRICS

EMPLOYEE ENROLLMENT:



CONTRIBUTIONS	
2019	\$15,000
2020	\$37,425
2021 (YTD)	\$56,850



DEVELOPING YOUR PLAN

- RESEARCH AND COLLECT DATA
- ASSESS YOUR AGENCY
- IDENTIFY NECESSARY RESOURCES
- CHOOSE THE RIGHT PARTNER
- DEVELOP YOUR PROGRAM
- LAUNCH PROGRAM
- EVALUATION

Mouse in the House

Pandemic-Era Employee
Engagement



Challenges Presented by Pandemic

- ▶ Employees felt disconnected from peers (regardless of work location)
- ▶ Lack of events
- ▶ Low engagement

Goals

- ▶ Improve Employee Morale
- ▶ Improve Employee Engagement

Parameters

▶ Time

- Required for HR to facilitate
- Required for employees to participate


▶ Monetary Cost

- Limited funds
- Though self-funded, must abide by State Procurement Code and Code of Ethics
- Desire to use what we already had

▶ Ability to reach all employees

- Regardless of work location

The Solution – Mouse in the House Game

Mouse in the  House
Not a creature was stirring, except for this mouse!




Do you know where the mouse was last spotted?
First person to email [_HR](#) the correct answer gets a prize!



Mouse in the  House
Not a creature was stirring, except for this mouse!



Do you know where the mouse was last spotted?
First person to email [_HR](#) the correct answer gets a prize!



Mouse in the  House
Not a creature was stirring, except for this mouse!



Do you know where the mouse was last spotted?
First person to email [_HR](#) the correct answer gets a prize!



Daily Emails

- ▶ Sent at random times
- ▶ Includes:
 - Instructions with link to HR's email address
 - Reminders about game rules/social distancing
 - Picture of mouse with a recognizable feature from one of the common areas

Merry Mouse was baking Christmas cookies last night! HR caught her on camera and posted the picture below. The first person to email Human Resources at HR@schousing.com with the correct location will win a 1st Place Holiday prize. There will also be 2nd and 3rd place winners.

Remember

In order to maintain proper social distancing and to allow our coworkers who are working remotely to participate:

- You must send your response to HR@schousing.com
- Do not "Reply" to an individual, "Reply All" or send your response to "_Everyone"
- Employees are only eligible to win the 1st Place Holiday prize once for the duration of the game (12/01/2020 to 12/18/2020)



Winner Emails

- ▶ Sent daily
- ▶ Includes:
 - Location of mouse
 - Names of winners
 - Where to pick up prize
 - Reminders about game rules

Merry Mouse is on the run in the building and you guys figured out where she was last seen. A lot of you guessed correctly that she was dancing in the snowflakes in [REDACTED]'s work area the last night.

Congratulations to:

1. [REDACTED]
2. [REDACTED]
3. [REDACTED]

Winners may come to HR to receive your prize.

We will keep the cameras on again to see what Merry Mouse is up to tonight!



Remember

In order to maintain proper social distancing and to allow our coworkers who are working remotely to participate:

1. A photo will be sent each working day via email (Merry Mouse will not be at the location pictured – we think she quarantines after each photo)
2. You must send your response to _HR@schousing.com
3. Do not “Reply” to an individual, “Reply All” or send your response to “_Everyone”
4. Employees are only eligible to win the 1st Place Holiday prize once for the duration of the game (12/01/2020 to 12/18/2020)

Culmination

- ▶ Each game ends with mouse being “caught”
- ▶ Information about “relocation”
- ▶ Reminder for those who did not pick up prizes to come get

Mouse in the House



Time Requirements

Human Resources Office

- ▶ All pictures taken on the same day, after employees are out of the office
- ▶ Approximately 10 minutes per day to facilitate, which includes:
 - Sending the email
 - Monitoring email for responses
 - Announcing winners

Employees

- ▶ Negligible
 - Most employees responded within 2-5 minutes

Monetary Cost

- ▶ Mouse - \$10
- ▶ Prizes - \$3
 - At 3 prizes distributed per day, \$9 cost per day
- ▶ Free/Already Available
 - A phone with camera
 - Email
 - Photo editing software (optional)

Ability to reach all employees

- ▶ Email – reaches both in-office and teleworking employees equally
- ▶ Can easily determine which areas are less engaged
- ▶ Nearly every person in agency has participated, from interns to upper-level management
 - Winners announced publicly
 - Shows buy-in from management
 - Empowers all employees to participate fully in future engagement activities without fear of reprisal or judgment

Replicable Process - Achievable Results

The image displays three social media posts for a Valentine's Day event titled "Mouse in the House Valentine's Day Edition". Each post features a central photograph of mice in various settings, surrounded by a pink border with heart patterns and affectionate phrases like "CUTE", "LOVE YOU", "HUG ME", "KISS ME", "XOXO", and "BE MINE".

Post 1 (Left): Shows two mice in a shopping cart filled with candy, next to coffee cups and more candy. The text below the photo reads: "Do you know where the mice were last spotted? First person to email _HR the correct answer gets a prize!"

Post 2 (Middle): Shows two mice sitting on the backs of a pink and a purple llama. The text below the photo reads: "Do you know where the mice were last spotted? First person to email _HR the correct answer gets a prize!"

Post 3 (Right): Shows two mice standing on a blue wooden house-shaped structure. The text below the photo reads: "Do you know where the mice were last spotted? First person to email _HR the correct answer gets a prize!"

Replicable Process - Achievable Results

Gnome in the Home
Spring Edition



Do you know where the gnomes and their posse of chicks were last spotted?
The first three people to email _HR the correct answer get a prize!

This panel features a photograph of two gnomes, one pink and one light blue, sitting inside a large red plastic basket. Several small yellow chick figurines are scattered on the surface in front of the basket. The entire scene is framed by a purple border decorated with small yellow chick icons and colorful Easter eggs.

Gnome in the Home
Spring Edition



Do you know where the gnomes and their posse of chicks were last spotted?
The first three people to email _HR the correct answer get a prize!

This panel features a photograph of two gnomes, one pink and one light blue, standing on a dark surface. Between them is a small wooden house with a red roof. Several small yellow chick figurines are scattered around the gnomes and the house. The entire scene is framed by a purple border decorated with small yellow chick icons and colorful Easter eggs.

Gnome in the Home
Spring Edition



Do you know where the gnomes and their posse of chicks were last spotted?
The first three people to email _HR the correct answer get a prize!

This panel features a photograph of two gnomes, one pink and one light blue, standing on a dark surface. Between them is a larger, more detailed gnome wearing a blue hat and holding a brown object. Several small yellow chick figurines are scattered around the gnomes. The entire scene is framed by a purple border decorated with small yellow chick icons and colorful Easter eggs.

Merry Mouse – Unofficial Mascot

Good morning,

HR would like to wish everyone a happy holidays! Thank you for your hard work and dedication! We know this year has been rough, so please take these few days off to relax, recharge, and reconnect with your loved ones! Also, thank you for helping us catch Merry Mouse! Click on her picture below to see a message she sent us this morning. It seems she wants to let us know that she is thinking of us (and maybe is seeking revenge for being caught).



Sincerely,

SC Housing Human Resources

Good afternoon,

HR would like to wish everyone a happy and safe Easter weekend! With more and more people getting vaccinated, it's tempting to throw caution to the wind and forgo pandemic best practices. However, the fight is not over! Please keep yourself and your loved ones safe by continuing to social distance and wear your mask!

Merry and Marty Mouse sent us an update from their home at Riverbanks Zoo! They are living happily and have just introduced a new member to the "Mouse in the House" family! As you can imagine, the new parents are very busy, so they won't be visiting us for Easter. However, Merry Mouse let us know to watch out! She is sending some new friends to wreak havoc in our office tomorrow!

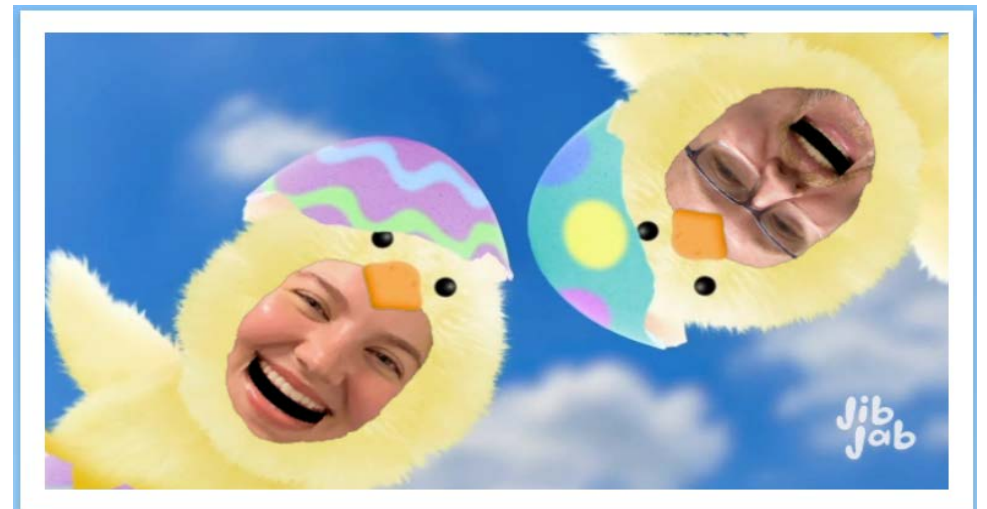
Even remotely, she is up to her old tricks. Click on the picture below to see a message she sent us this morning.



Sincerely,

SC Housing Human Resources

- ▶ Even when a game is not running, employees receive messages from the mice.
- ▶ Pranksters!



Just some of the testimonials...

I just love this. You and Ron are the best. 😊

AWWWWWW!!! How cute!!!

HAPPY EASTER

They are so cute! I so enjoy this game! Oh the chocolates were wonderful I got the other day!! 😊

Oh my word this is hilarious!

This is soo cute. Y'all are a fun bunch!

You guys ROCK!! The funniest part is when I went to congratulate [REDACTED] on his excellent drumming skills and he was totally surprised. Thanks for all you do for all of us.

May your Christmas be the merriest one yet!

The Story Continues...

As more people get vaccinated, Merry Mouse is traveling throughout the state of South Carolina.



Thank You!

Mouse in the House

Pandemic-Era Employee
Engagement





Innovation Through Equity, Diversity and Inclusion

WHEDA's culture initiative began in January of 2020.

A healthy culture is vitally important to the success of an organization.

We must stay competitive as a workplace.

Successful organizations need **dreamers** and **innovators** in their ranks.

Without the freedom to be your authentic self, you won't have either.

The power of WHEDA is more than the mission we serve and the products we have. It's our employees! We want to challenge our employees to be engaged to be a part of the culture.



The Pillars of WHEDA Culture

WHEDA's Culture Steering Committee is a **staff-led effort**.

Four Pillars of WHEDA Culture:

- Employee and Community Engagement
- Learning and Development
- Innovation
- Equity, Diversity and Inclusion (EDI)



Why EDI is Important

The EDI Subcommittee – how we defined the outcomes we wanted to see.

- Equity, diversity and inclusion cannot be a standalone effort. It must be in our DNA to truly drive systemic change.
- We must evaluate how we have been part of systemic barriers that contribute to disparities rather than healthy outcomes.
- We want to ensure that equity, diversity and inclusion is threaded throughout all four pillars of WHEDA's culture work.
- We believe that shifting mindsets and behaviors internally will create a ripple effect to our external ecosystem of partners, communities and stakeholders.



WHEDA's Culture Framework

Simple framework to meet our employees where they are at:



**Raise
awareness**



Educate



**Tool up
(resources)**



Action

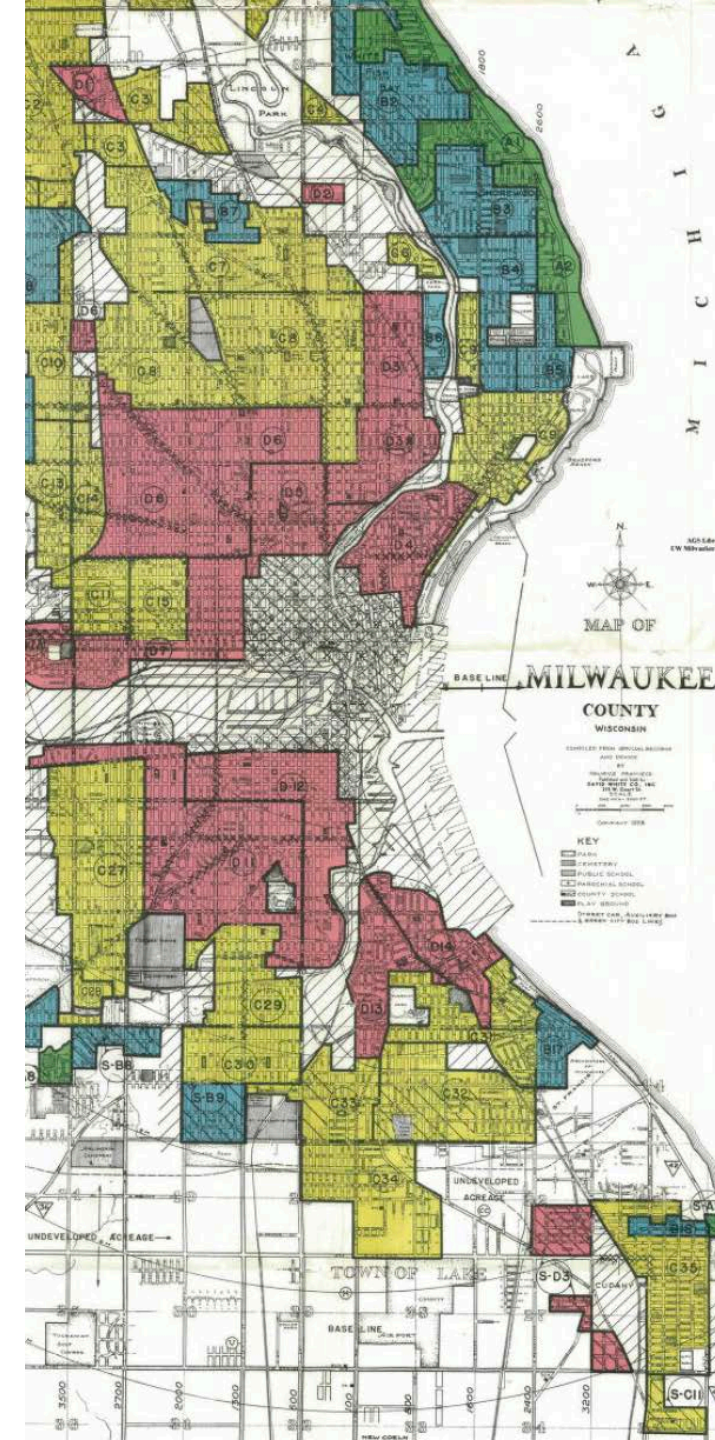


WHEDA's Culture Framework

How has WHEDA begun this work?

Raising Awareness

- Tim Kenny – Nebraska Investment Finance Authority – aligning personal and organizational missions.
- Adam Carr and Dr. Robert Smith – redlining and exclusionary lending practices.
- Dr. Andre Perry – The devaluation of Black neighborhoods and its economic impact. History of public housing and early home ownership efforts targeted to buyers of color.



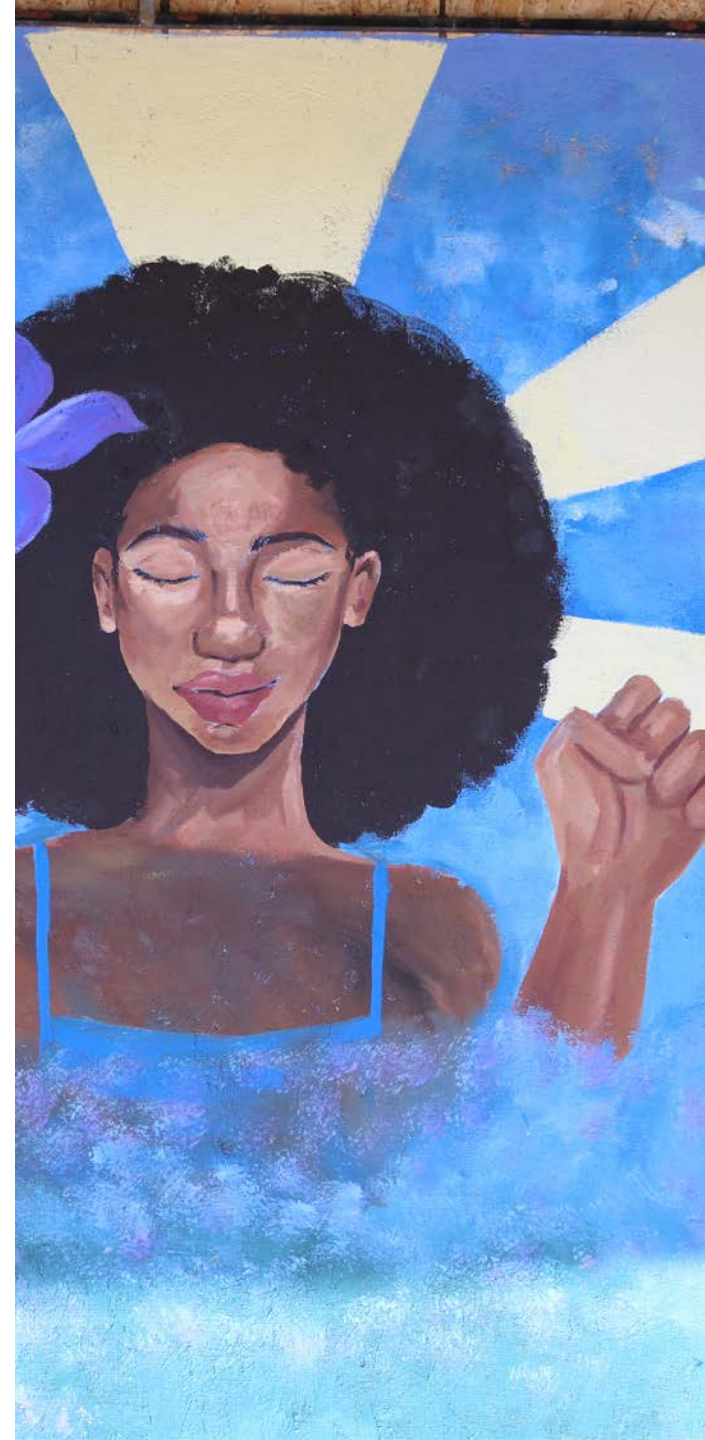
WHEDA's Culture Framework

How has WHEDA begun this work?

Raising Awareness

Series of events hosted by the EDI Subcommittee to recognize and celebrate the diversity of Wisconsin.

- Wisconsin Poet Laureate, Dasha Kelly Hamilton
- WoW: Women of WHEDA
- AAPI Coalition of Wisconsin
- Wisconsin LGBT Chamber of Commerce
- Pathfinders
- Latino Chamber of Commerce of Dane County



WHEDA's Culture Framework

Education

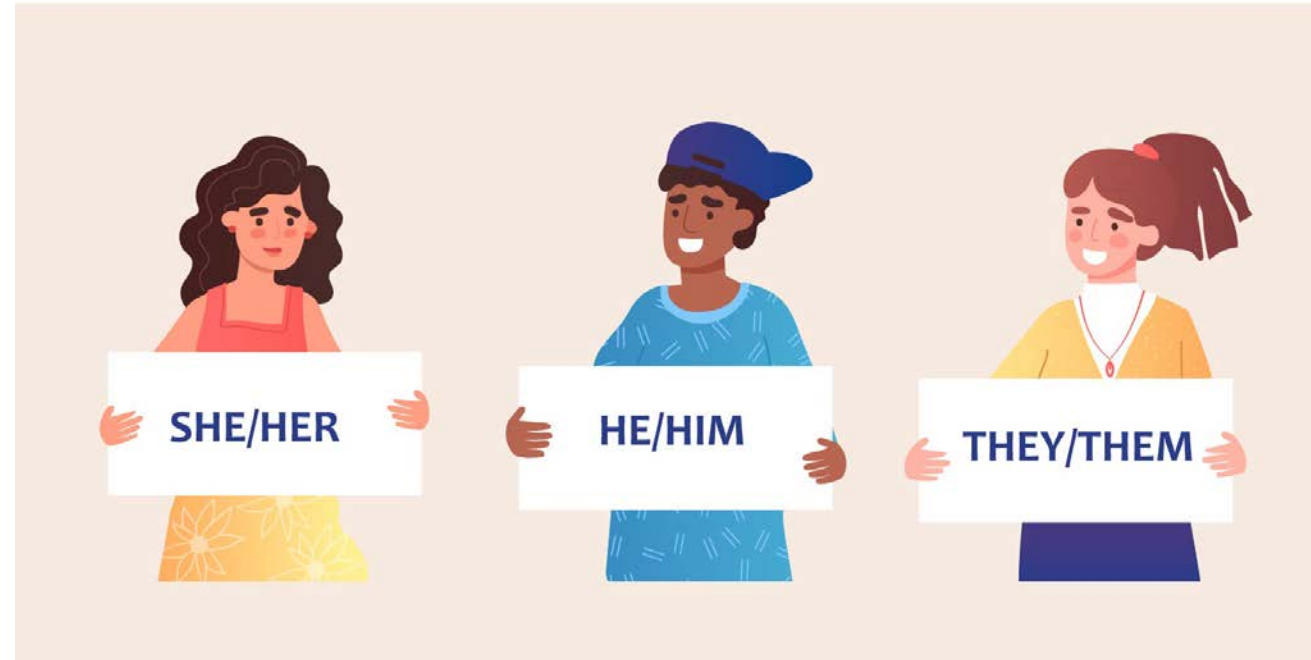
Leadership development

Continuing education

Driving participation in special initiatives

Equity, Diversity and Inclusion training

- Formal trainings
- EDI Subcommittee



WHEDA's Culture Framework

Tool up (resources)

- Navigating the new work environment
- Health and wellness
- Employee engagement.
- Small group discussions.
- Shared resources on events, books, articles, etc.



WHEDA's Culture Framework

In Action

Shift in mindsets and behaviors

Systemic changes

- Supplier diversity
- Changes to QAP
- Emerging developers
- African American and Latino Home Ownership Initiative
- Rural Affordable Workforce Housing Initiative



The Work Ahead

Digging deeper into Culture and EDI

1. Meaningful EDI trainings for small cohorts of all employees to build a foundation.
 1. Shared language
 2. Mutual understanding
2. Leadership development series for senior leaders and managers
 1. How to have hard conversations and resolve conflict
3. Partnering with Human Resources to develop policies and processes around Culture with an EDI lens.



Thank you!

John Vogt

Marketing Project Coordinator

Co-chair, Equity, Diversity and Inclusion Subcommittee

Wisconsin Housing and Economic Development Authority

john.vogt@wheda.com

