

MaineHousing's Internal Communications Plan – Facts & Snacks

MaineHousing

Management Innovation: Human Resources

HFA Staff Contact

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MaineHousing's Internal Communications Plan – Facts & Snacks

Enhancing employee engagement, fostering connections, and improving the overall quality of the MaineHousing work experience.

Brief description:

What started as an effort to streamline, enhance, and clarify the appropriate channels for the varying internal message types and priorities to and between staff has evolved into an effective internal communications strategy.

This initiative focused not only on improving the flow of information, cross-department understanding, relations, and collaboration, but more importantly, on improving the quality of the work experience for MaineHousing's 181 team members.

A key component of this ongoing work is MaineHousing Facts & Snacks (Facts & Snacks).

The idea of Facts & Snacks as part of the enhancement of internal communications arose to bring employees together, during their workday, in person, for a 1-hour, fun and interactive learning session. Topics would be flexible and adapted over time based on the interests expressed by attendees. The "snacks" part of the program was a way to entice team members to come check it out, if for no other reason than to get a healthy treat.

To better encourage attendance, MaineHousing's leadership agreed that Facts & Snacks would be included as part of the regular working day and not during an employee's lunch break. This initiative would be an investment in our culture, and therefore, although it is voluntary, it would be part of an employee's workday.

MaineHousing's Internal Communications Working Group's primary goal was to transform our staff's voices, ideas, and suggestions into actionable changes that would create an internal communication strategy by linking communications to the strategic objectives, including the organization's mission and vision. The group held its first meetings in 2023. The group became MaineHousing's new and permanent Internal Communications Committee.

The team conducted a staff survey to determine the Voice of the Customer, which clarified that improvement to internal communications would not be a "one-and-done" effort, but a progressive and continuing endeavor. In addition to streamlining the process for which information was shared, MaineHousing staff wanted to be more connected with each other and the great work we are doing.

The Internal Communications Committee, consisting of a broad cross-section of MaineHousing team members - including senior leadership, management, and staff - now meets each month to hone the work of connecting our MaineHousing employees to the agency's core mission.

This initiative was carefully aligned with ongoing initiatives and included members from our activities, employee experience, Human Resources, Information Technology, Planning and Research, and Program Training teams.

The Facts & Snacks gatherings allow employees from different parts of the agency to get to know one another and learn more about what each of the 13 departments at MaineHousing does. This helps all staff see how their work contributes to the agency's mission.

"I feel that Facts & Snacks are a great thing to keep morale up. I am happy I made the decision to come work here at MSHA," one employee wrote in an internal survey that was sent to gauge interest and solicit feedback and ideas for future topics. "It is things like this that make me smile, and I am glad to be part of this team."

Another employee noted the importance of not giving up a lunch break to participate.

"Facts & Snacks has been informative and enjoyable," they wrote. "Being able to attend without having to use our lunch hour is helpful to fit it in."

Topics range from work-related to extracurricular activities, allowing staff to share their knowledge of their personal and professional lives, boosting employee engagement and participation while also helping celebrate employee contributions and experience both inside and outside of their work here at MaineHousing. (See Appendix B for session topics and schedule)

This model is adaptable to organizations of different sizes and capacities. For example, MaineHousing breaks from the Facts & Snacks schedule during the busiest part of the employee summer vacation season. In addition, the topics of focus can shift to implement different initiatives or priorities within an organization.

The challenge:

Develop an internal communication strategy by linking communications to the strategic goals, including the organization's mission and vision.

This effort accomplishes MaineHousing's communication strategies and enhances them through Facts & Snacks events, which:

- Encourage upstream communication by giving employees a voice.
 - Reinforce standard operating procedures.
 - Create efficiencies and reduce waste.
 - Maintain institutional knowledge.
- **It is Innovative:** MaineHousing is a Lean organization that instills a continuous process improvement philosophy. This way of working empowers staff to assess, evaluate, and streamline daily work processes and aligns with an employee-centered approach to finding solutions. The Internal Communications Committee is supported by members of leadership and management, but thrives on the creativity of several staff members from across the agency.
- **Achieved Measurable Results:** The Committee surveyed staff at the start of the process to establish the Voice of the Process compared to the Voice of the Customer. This informed the team on how staff received information compared to how they would prefer to. After a year, the team surveyed staff again to measure improvement. The positive feedback from this survey and the increased attendance at the Facts & Snacks sessions showed measurable results. Overall, this initiative has improved internal communications with fewer barriers between departments, provided a priority message delivery plan for leadership that has reduced communications redundancy, enhanced clarity, and lessened missed messages.

- **Provided Benefits That Outweigh Costs:** The cost for implementation was minimal, and the benefits proved invaluable. The topics are primarily presented by MaineHousing employees, which provides them with leadership opportunities. Staff gain experience speaking in public and presenting to groups. Culture exists in an organization, whether you are working on it or not. The culture of providing staff with growth opportunities is worth the investment. The culture of transparency is worth the investment.
- **Is an Effective Use of Resources:** See narrative above.
- **Achieved strategic objectives:** See narrative above.

The MaineHousing Internal Communications Plan has streamlined the way we share information. The addition of Facts & Snacks has enhanced that initiative and the culture of MaineHousing by combining socializing with learning. Empowering and enabling employee contributions to the MaineHousing Intranet during an upgrade conversion gives employees another avenue for communication, sharing information, connecting, celebrating, and overall, enhancing the employee experience, whether in the office or remotely.

Enhancing employee connectivity to each other and the MaineHousing mission, nurturing a culture of ongoing learning, growth in the workplace, and improving the employee experience have all emerged as significant strategic benefits.

MaineHousing staff testimonials:

“MaineHousing is comprised of adult learners at various stages of their careers and in their personal experiences. Adult learners enjoy and reap benefits from exploring topics that align with their professional goals, personal interests, and practical needs. Facts and Sacks provides these learners an opportunity to self-direct their learning experiences and seek out those topics that are relevant to their lives and work.” — Daniel (Human Resources and Program Training Coordinator)

“I joined the Internal Communication Committee because I worked for one of the largest departments at MaineHousing. Before this committee was formed, information was disseminated through several platforms, i.e., sending an email, posting on the Intranet, and/or posting on the electronic boards, resulting in duplicate posts. As a committee, we set protocols prioritizing how employees should receive and/or post information. Each department had a representative on the Committee who could inform their department of agency news, thereby ensuring team members had the most current information and, better yet, knew where to find it. I found this to be an exceptional way to keep my team informed on news of the agency.” — Sharon (Housing Choice Voucher Intake Assistant)

Appendix A – Internal Comms PowerPoint presentation from Jan 18, 2024



MaineHousing
MAINE STATE HOUSING AUTHORITY

Internal Communications Plan



**Communicate
Consistent
Messages**

**Build
Employee
Morale
Satisfaction
Engagement**

**Encourage
Sense of
Community
&
Belonging**

**Encourage
“Upward”
Communications
Giving Employees
a Voice & Valuing
Input**

**Reinforce
Standard
Operating
Procedures**

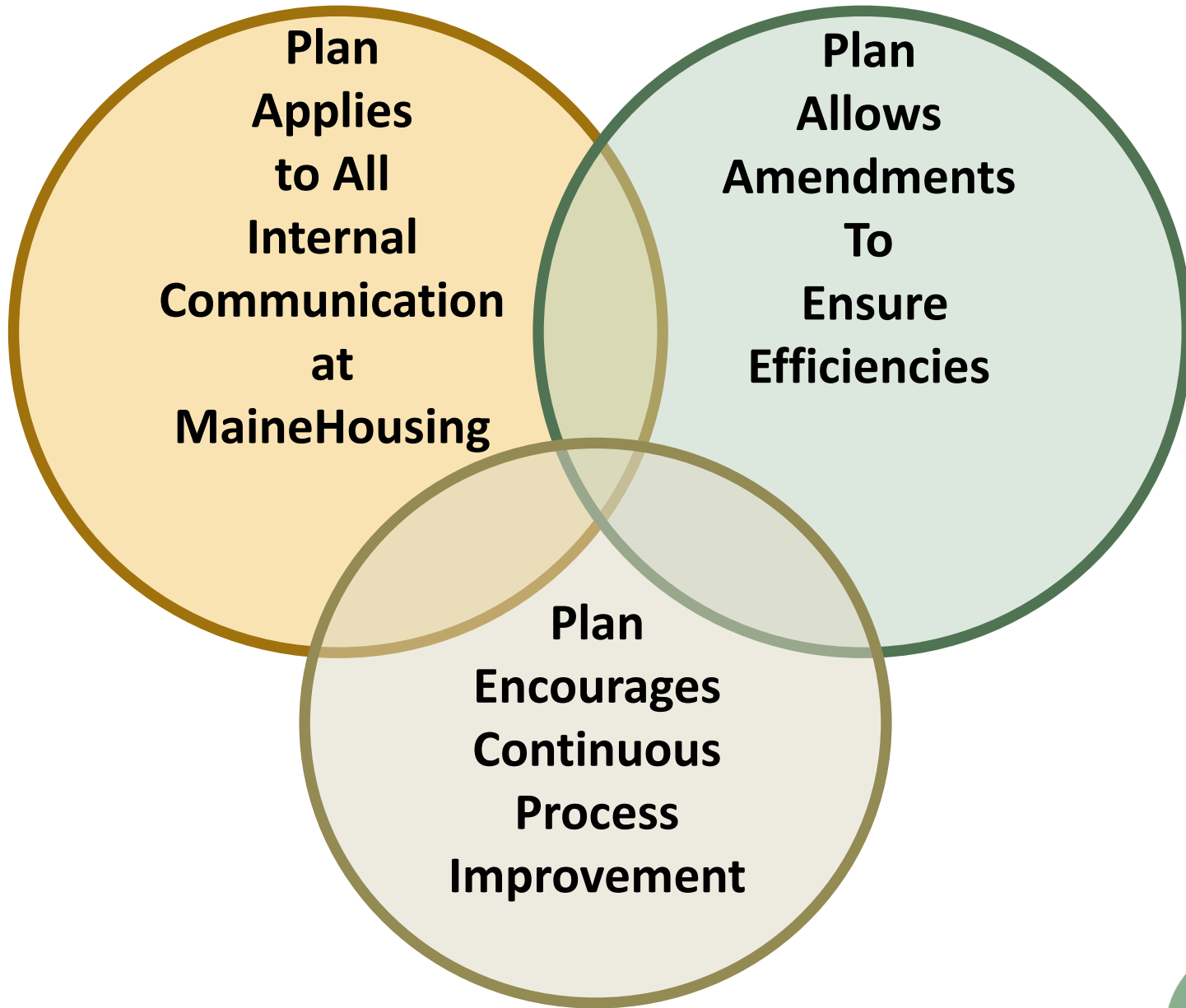
**Create
Efficiencies
&
Reduce
Waste**

**Maintain &
Expand Access
to Institutional
Knowledge**

**Ensure
Inclusion for
In-Office &
Telework
Models**

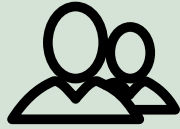
**Share
Information
Across
Departments**



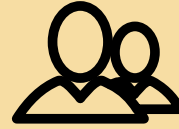


The Scope

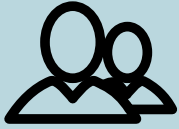




**Director's Team
(Communications
&
Operations)**



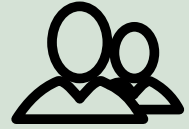
ActWell



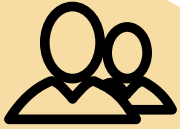
**DEIB
Working
Group**



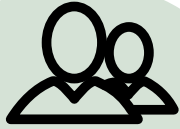
**HR
&
Facilities**



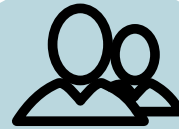
**Information
Technology**



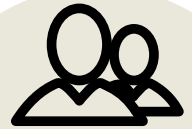
**Manager
Reps**



**Planning
&
Research**



**Program
Training**



**Staff
Reps**

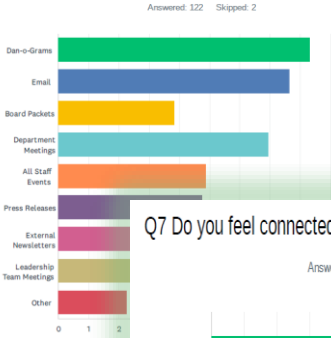




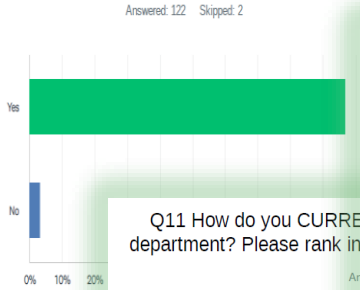
**What
are
the
“Customers”
needs
and
requirements?**



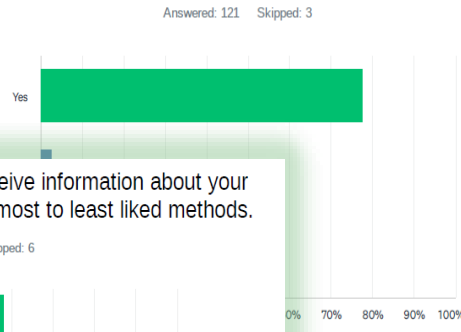
Q1 How do you currently receive information about MaineHousing, outside of your department? Please rank in order of most to least used methods



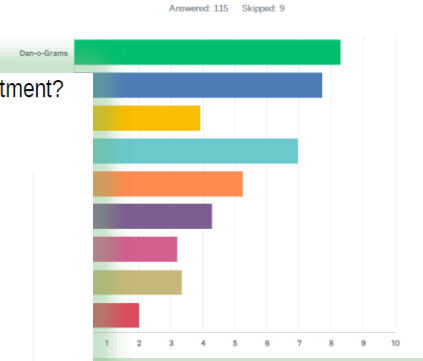
Q7 Do you feel connected to the Mission of MaineHousing?



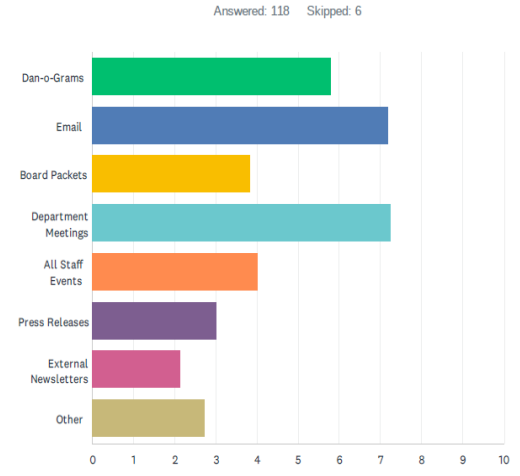
Q10 Do you feel well informed about your department?



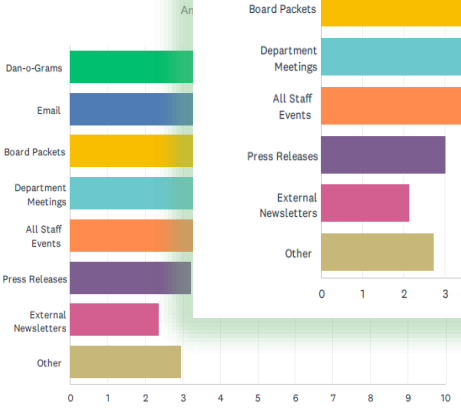
Q2 How would you like to receive information about MaineHousing? Please rank in order of most to least liked methods.



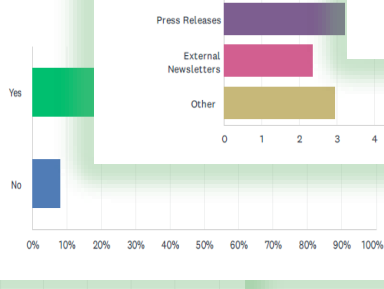
Q12 How would you PREFER to receive information about your department? Please rank in order of most to least liked methods.



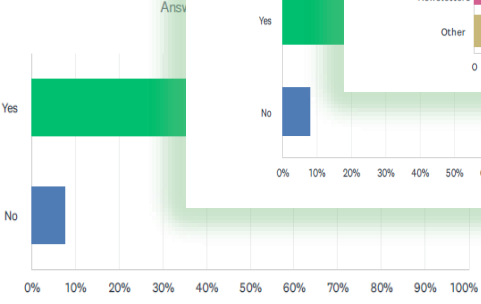
Q11 How do you CURRENTLY receive information about your department? Please rank in order of most to least used methods.



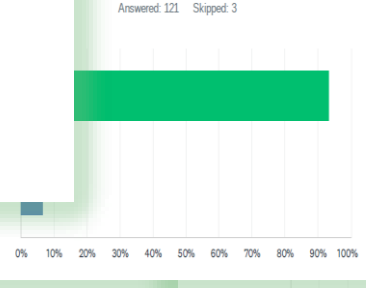
Q9 Do you understand the current priorities of MaineHousing, and its mission and goals?



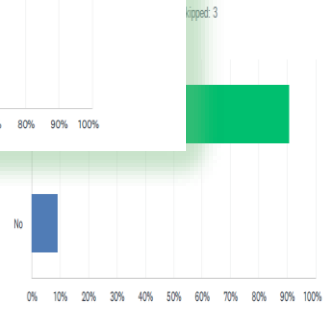
Q5 Do you feel connected to the current priorities of MaineHousing, and its mission and goals?



Q8 How do you feel about the current priorities of MaineHousing, and its mission and goals?



Q6 How do you feel about MaineHousing events, info, news, etc?



VOC – The Survey

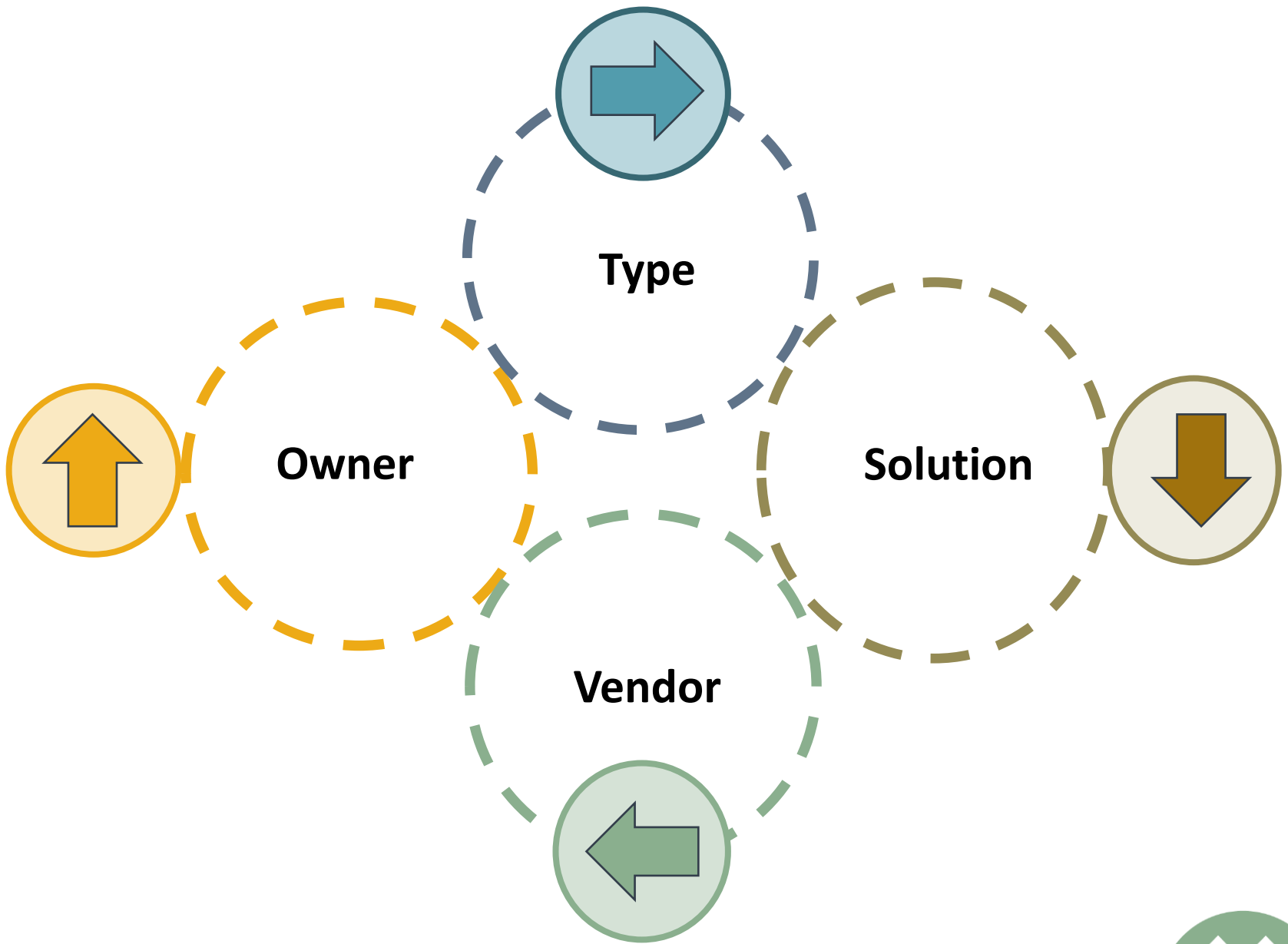




**What
is the
process
currently
producing?**

**How
is it
currently
working?**





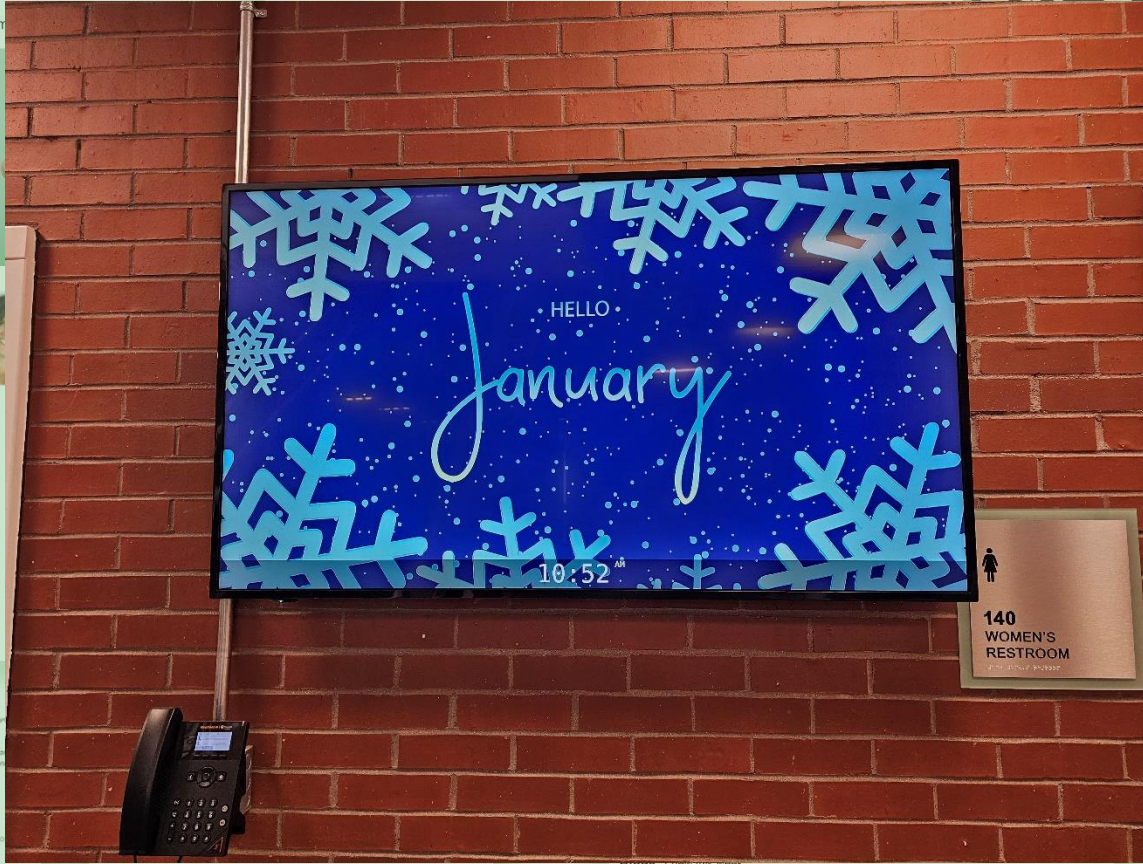
Type	Solution	Vendor	Owner
Intranet	Communifire	HomeFront	PnR
eMail	Microsoft 365	Microsoft	IT
Messaging	Ring Messaging	RingCentral	IT
Broadcast	GroupCast	School Messenger	HR
Digital Signage	BrightSign	BrightSign	PnR



Launchpad

Microsoft Teams chat interface showing a message from Dan Brennan to Dan-o-Gram regarding the 2024 operating budget.

MaineHousing Intranet homepage with navigation links for Telecommuting Resources, Acceptable Use Policy, and Org chart. Features a 'HAVE A DREAM' banner and news articles.



Team MaineHousing social media post by Hannah Trickett announcing a year-end campaign with a list of donors and their amounts.

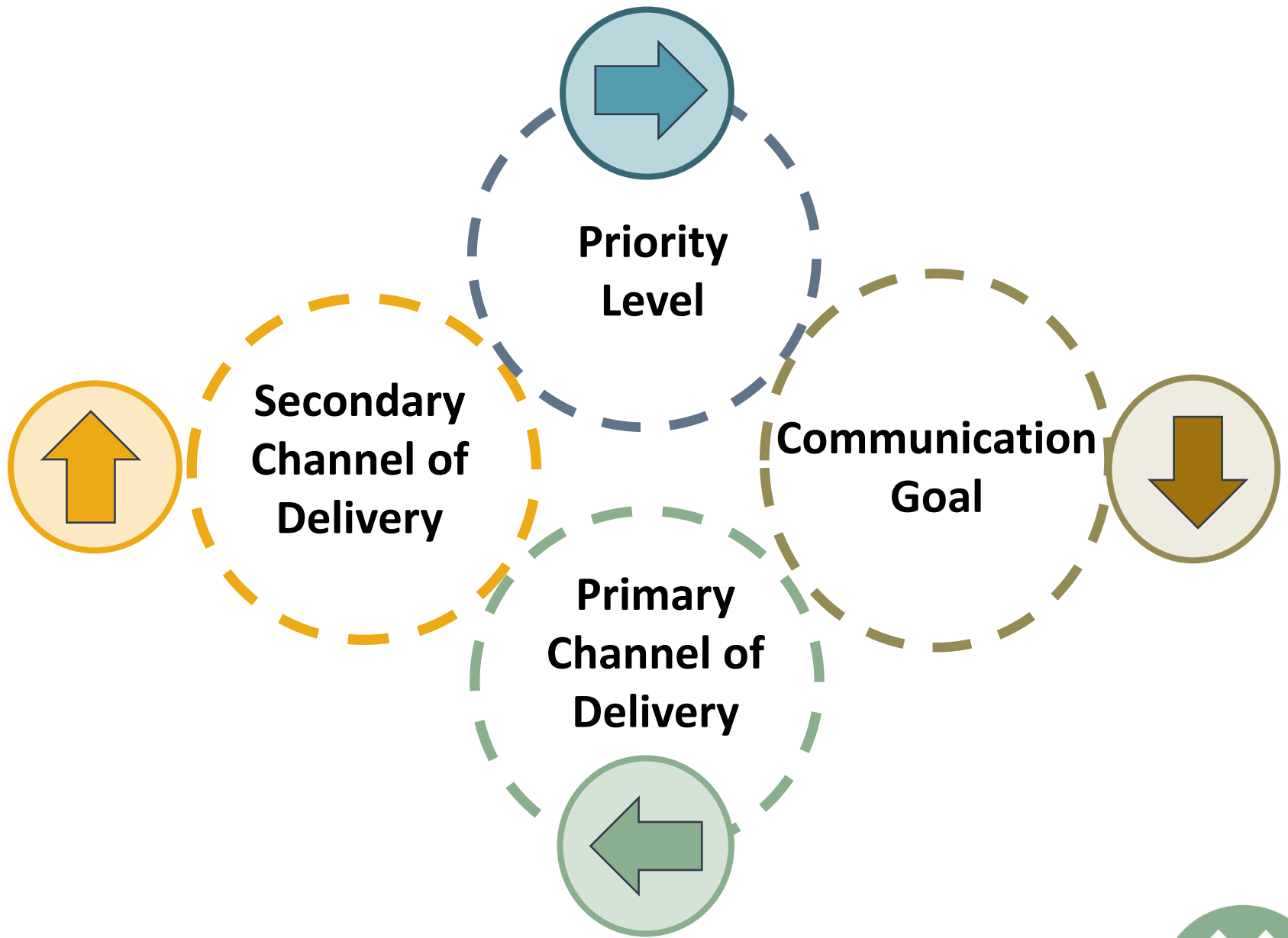
[See all work anniversaries >](#)

Blog post snippet with a subscription notice: 'This message was sent to ddrost@mainehousing.org to give you important updates regarding your account...' and a copyright notice for 2024 MaineHousing.

- Resources
- Resources
- Continuous Process Improvement
- & Development
- Staff & Directors
- News & Events

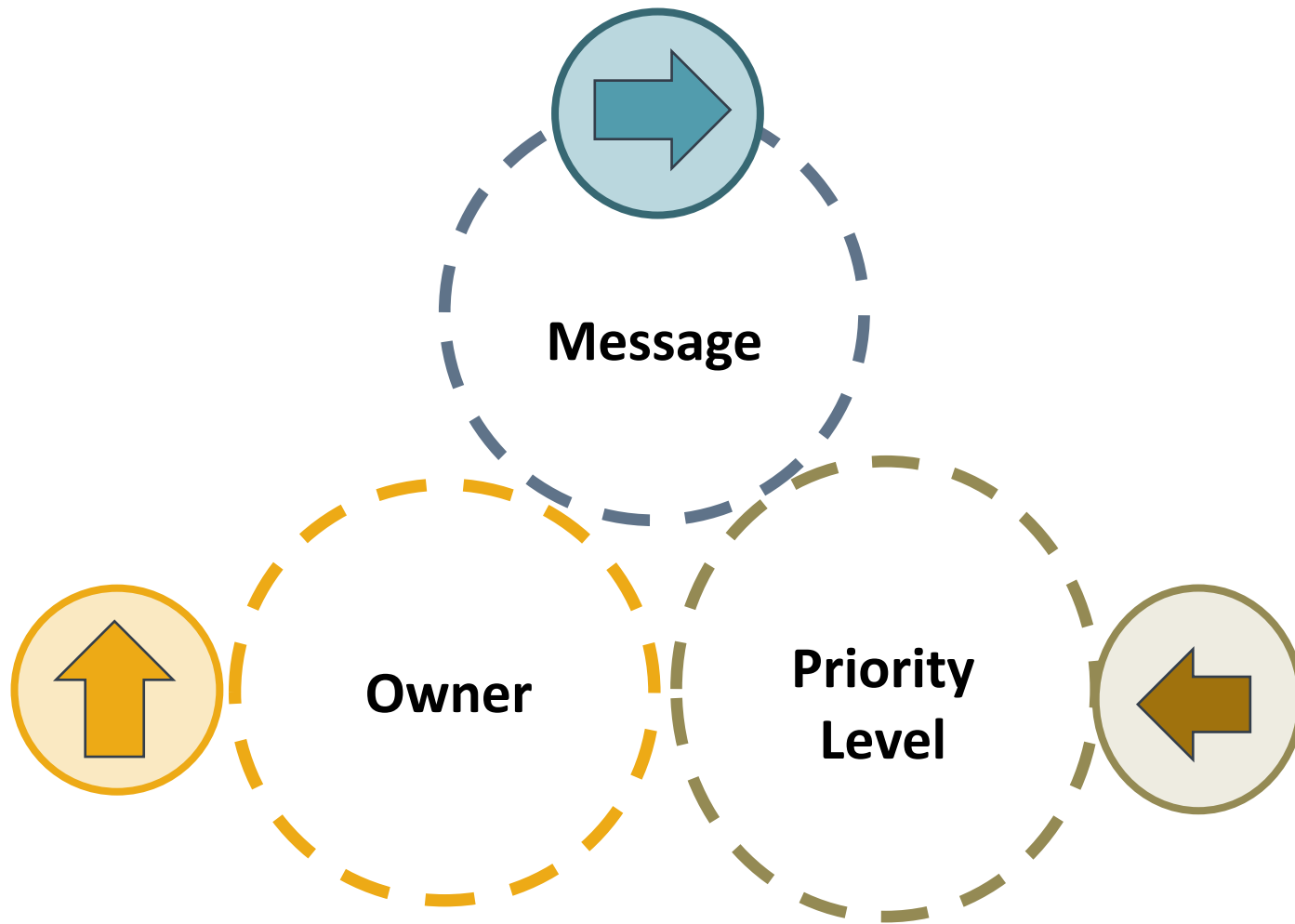


Tactics and Tools



Priority Level	Communication Goal	Primary Channel of Delivery	Secondary Channel of Delivery
Urgent	Prevent staff from moving forward without acknowledging	Email and Broadcast	Intranet and RingCentral
Alert	Alert information	Email	Intranet and RingCentral
Notification	Present information and not time sensitive	Intranet	RingCentral
General	Self-serve information	Intranet	
Celebration	Share celebrations	Intranet and Digital Signage	
Community	Social/Non-work	Intranet	
Search	Search for information	Future Development	Future Development





Messages	Priority Level	Owner
Emergency Plan Actions	Urgent	Emergency Response Team
Website/Intranet Outages	Alert	Planning & Research
Activities Related to DEIB Working Group Initiative	Notification	DEIB Working Group
Holidays	General	Information Technology
Other Special Events	General	Host
Employee Work Anniversaries	Celebration	Human Resources/Planning & Research
Social/Non work communication	Community	Staff



SUCCESS

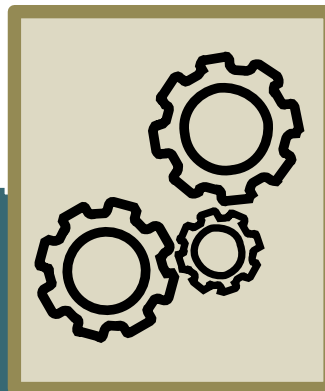
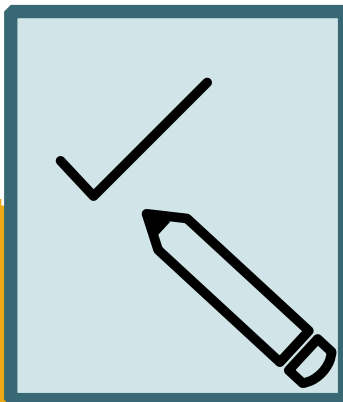
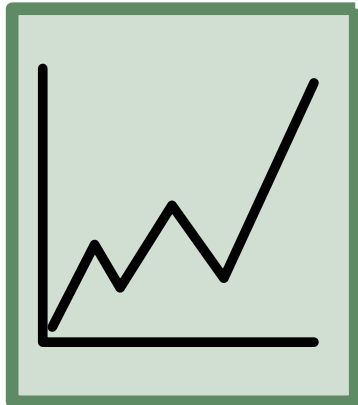
Ongoing Employee Feedback

Plan Evaluation

Annual Surveys

Participation in Agency Events

Intranet Analytics



Key Performance Indicators



MaineHousing does not discriminate on the basis of race, color, religion, sex, sexual orientation, gender identity or expression, marital status, national origin, ancestry, physical or mental disability, age, familial status or receipt of public assistance in the admission or access to or treatment in its programs and activities. In employment and

contracting, MaineHousing does not discriminate on the basis of race, color, religion, sex, sexual orientation, national origin, gender identity or expression, ancestry, age, physical or mental disability or genetic information.

MaineHousing will provide appropriate communication auxiliary aids and services upon sufficient notice. MaineHousing will also provide this document in alternative formats upon sufficient notice. MaineHousing has designated the following person responsible for coordinating compliance with applicable federal and state nondiscrimination requirements and addressing grievances: Lauren Bustard, Maine State Housing Authority, 26 Edison Drive, Augusta, Maine 04330, Telephone Number 1-800-452-4668 (voice in state only), (207) 626-4600 (voice) or Maine Relay 711.

**Questions?: Jamie Johnson, Senior Director of Operations
at jjohnson@mainehousing.org**



Appendix B – 2024-2025 Facts & Snacks Schedule (ongoing)



Maine Housing

FACTS & SNACKS

2024		
Topic	Owner/Presenter	Date and Time
PBS Video – “I Come from Away: An Immigrant in Maine”	DEIB Committee	February 21, 2024, 1:00 – 2:00 pm Second showing?
Nesterly – Home Share Program	Erik Jorgensen/Noelle Marcus	March 26, 2024, 1:30 – 2:30 pm
Fair Housing – A Matter of Place	Lauren Bustard	April 29, 2024, 1:00 – 2:30 pm
Plants	Amanda Ouellette	May 21, 2024, 10:00 – 11:00 am
Maine State Parks and Hiking	Tina Partridge, Amanda Ouellette, Erik Jorgensen, and Kelly Watson	June 25, 2024, 1:30 – 3:00 pm
Legislative Updates	Erik Jorgensen	October

2025		
Topic	Owner/Presenter	Date and Time
Zero Email	Craig Given	January 22, 2025, 10:00 – 11:00 am
Benefits Roundtable	Jane Whitley	February 20, 2025, 2:00 – 3:00 pm
Overcoming Overwhelm	Jane Whitley – Discovery Coaching	March 26, 2025, 2:00 – 3:00 pm
Housing First	Adam Krea and Greg Payne	April 23, 2025, 1:00 – 2:00 pm
Older Driver Safety and Mobility	Scott Thistle - Tom Meuser, ME-BHS	May 7, 1:00-2:00 p.m.
Programs <ul style="list-style-type: none"> • First Home Campaign • Lead (Evelyn Goulette) • LIHTC • CAAs • LSE • Department Accomplishments • HCV Timeline 		
Outside of work <ul style="list-style-type: none"> • Older Driver Safety and Mobility • Gardening • Bee Keeping • Ski Patrol 		



Maine Housing



FACTS & SNACKS

<ul style="list-style-type: none">• Stained Glass• Travel• Holidays• Cooking• Crafts• Scale Modeling (Scott Thistle and CJ Terp)• Genealogy Family History (Craig Given)• Death Doula (Bobbi Crooker)• Estate Planning (Ashley Carson)• New Zealand (Maggie Silva)• Alternative Transportation (Go Maine)• Homeowner tips• Crochet• Sugaring• Healthy food prep• Web design		
<p>Work Tips and Tricks</p> <ul style="list-style-type: none">• Excel• Scheduling meetings		
<p>Health and Wellness</p> <ul style="list-style-type: none">• EAP Topics (Jane Whitley)• Retirement Planning (CapTrust)• Adulting (buying a car, applying for a loan, etc)		

Appendix C –MaineHousing (new) Internal Communications Plan

MaineHousing Internal Communications Plan

Goals

The goal of the internal communications plan outlined in this document is to create a comprehensive internal communications strategy that links communications to MaineHousing’s strategic goals, including our mission, vision, and core values.

The internal communications plan will create a strategy to:

- Communicate consistent messages;
- Build employee morale, satisfaction, and engagement;
- Encourage a sense of community and belonging among all staff;
- Encourage upward communications by giving employees a voice and valuing their input;
- Reinforce standard operating procedures;
- Create efficiencies and reduce waste;
- Maintain and expand access to institutional knowledge;
- Ensure inclusion for both in-office and telework models;
- Share information across departments.

Scope

This plan applies to all internal communications at MaineHousing. The plan is a framework that will allow for amendments to ensure efficiencies through continuous process improvement.

Roles

This plan will be maintained by the internal communications team and will include owners of information and staff representation.

Name	Position Title	Stakeholder Group
Jamie Johnson	Senior Director of Operations	Director’s Team/Operations
Amanda Ouellette	Webmaster	Planning and Research
Craig Given	Director of Information Technology	Information Technology
Daniel Drost	Program Training & Quality Control Coordinator	Program Training/DEIB Team
Erik Jorgensen	Senior Director of Government Relations & Communications	Director’s Team/Communications
Hannah Trickett	Office Coordinator	Human Resources/ActWell Team/DEIB Team
Jane Whitley	Director of Human Resources & Facilities	Human Resources/ActWell Team/DEIB Team/Program Training
Scott Thistle	Communications Director	Planning and Research/Communications
Sharon Sliva	HCV Intake Assistant	Staff Representative
CJ Terp	Federal Programs Accountant	Staff Representative
Tina Partridge	Mortgage Lending Manager	Manager Representative
Amanda Roy	Manager of Weatherization	Manager Representative
Karen Guilmette	Help Desk Analyst I	ActWell Team
Claudia Topplep	Asset Manager	ActWell Team
Lauren Bustard	Senior Director of Homeless Initiatives	DEIB Team
Jonny Kurzfeld	Director of Planning and Research	Planning and Research

Tactics and Tools

The internal communications plan identifies preferred methods for disseminating different types of information, by establishing consistent channels for the delivery of internal communications at MaineHousing.

Type	Solution	Vendor	Owner
Intranet	Communifire	HomeFront	PnR
eMail	Microsoft 365	Microsoft	IT
Messaging	Ring Messaging	RingCentral	IT
Broadcast	GroupCast	School Messenger	HR
Digital Signage	BrightSign	BrightSign	PnR

Priority Level	Communication Goal	Primary Channel of Delivery	Secondary Channel of Delivery
Urgent	Prevent staff from moving forward without acknowledging	Email and Broadcast	Intranet and RingCentral
Alert	Alert information	Email	Intranet and RingCentral
Notification	Present information and not time sensitive	Intranet	RingCentral
General	Self-serve information	Intranet	
Celebration	Share celebrations	Intranet and Digital Signage	
Community	Social/Non-work	Intranet	
Search	Search for information	Future Development	Future Development

Messages	Priority Level	Owner
Emergency Plan Actions	Urgent	Emergency Response Team
Office Closures	Urgent	Human Resources/Planning & Research
Security Breaches & Warnings	Urgent	Information Technology
ActWell Popups	Alert	ActWell
All Staff Day & Events	Alert	Human Resources
Annual Conflict of Interest	Alert	Audit & Compliance
Annual Trainings (not IT related)	Alert	Audit & Compliance/ Human Resources
Benefit Information	Alert	Human Resources
Benefit Open Enrollment	Alert	Human Resources
Breaking News - MH or Program Related	Alert	Planning & Research
Building/Facilities Updates	Alert	Human Resources
Dan-O-Gram	Alert	Director
Earned Time Cash Out Days	Alert	Finance
External Partners Meetings/Tours/Trainings	Alert	Host
Job Openings	Alert	Human Resources
MaineHousing Policy Changes	Alert	Director's Office
Payroll Changes	Alert	Finance
Program/Software Outages	Alert	Information Technology
Security Trainings	Alert	Information Technology
Staffing Announcement - Planned Departures	Alert	Multiple - Made by Director or Manager of position

Staffing Announcements - Employee No Longer at MaineHousing	Alert	Human Resources
Staffing Announcements - Filled Position	Alert	Multiple - Made by Director or Manager of position
Staffing Announcements – Internal Position Change	Alert	Planning and Research (Include Secondary Method)
Staffing Announcements - New Employee 1st Day	Alert	Human Resources
Upcoming IT Implementations or Changes	Alert	Information Technology
Website/Intranet Outages	Alert	Planning & Research
Activities Related to DEIB Working Group Initiative	Notification	DEIB Working Group
ActWell Benefit Reminders	Notification	ActWell
ActWell Events	Notification	ActWell
ActWell Newsletter	Notification	ActWell
Additions to Training Library in Bridge	Notification	Human Resources/Training
Board Packets	Notification	Legal
LEAN Initiatives, Innovations, Projects, Success Stories	Notification	Director's Office/Human Resources/Training
Legislative updates	Notification	Senior Director of Government Relations and Communications
MaineHousing Newsletter	Notification	Planning & Research
MaineHousing Press Releases	Notification	Planning & Research
News Stories of Interest	Notification	Planning & Research
Program Changes	Notification	Program Staff
Training Opportunities	Notification	Human Resources/Training
Travel Reimbursement Changes & Updates	Notification	Finance
Holidays	General	Information Technology
Other Special Events	General	Host
Now Playing on Digital Signage	Celebration	Planning & Research
Employee Work Anniversaries	Celebration	Human Resources/Planning & Research
Employee Retirement Celebration	Celebration	Human Resources/Planning & Research
Social/Non work communication	Community	Staff

Key Performance Indicators

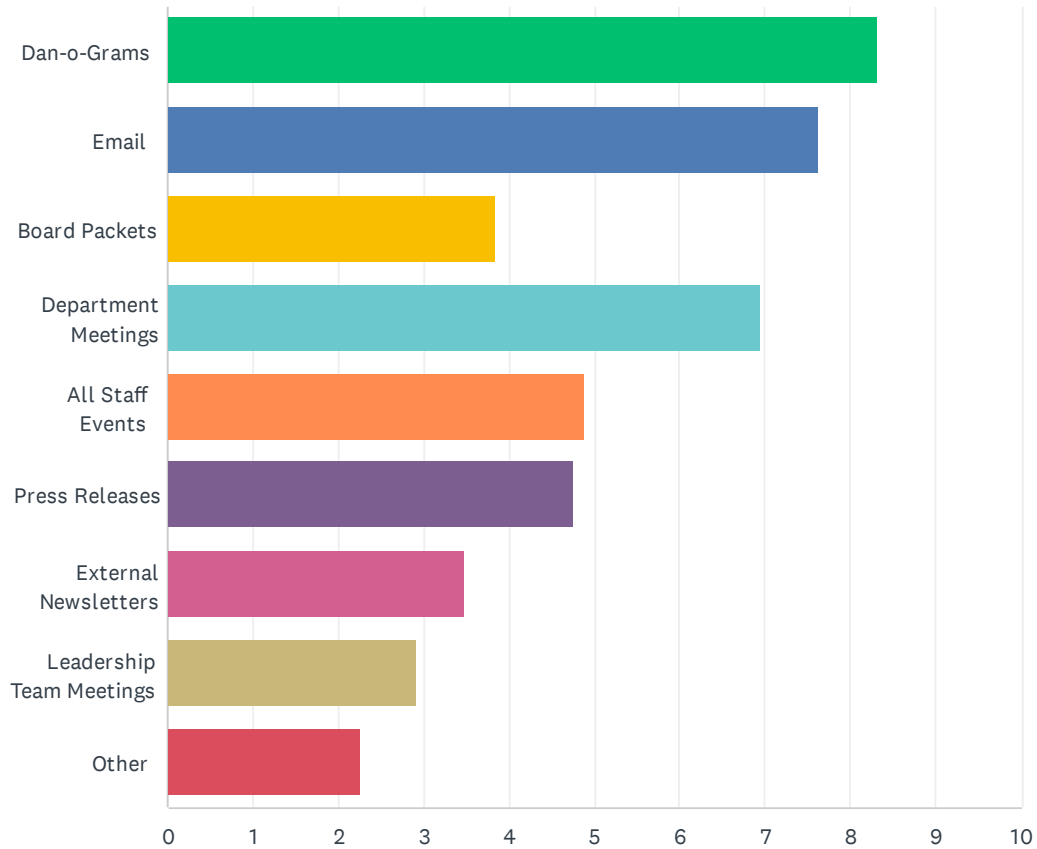
To help us determine the effectiveness of our internal communications we will measure success through the following key performance indicators.

- Intranet analytics
- Participation in agency events
- Annual surveys
- Plan evaluation
- Ongoing employee feedback

Appendix D – MaineHousing 2023 Internal Communications Survey Results

Q1 How do you currently receive information about MaineHousing, outside of your department? Please rank in order of most to least used methods.

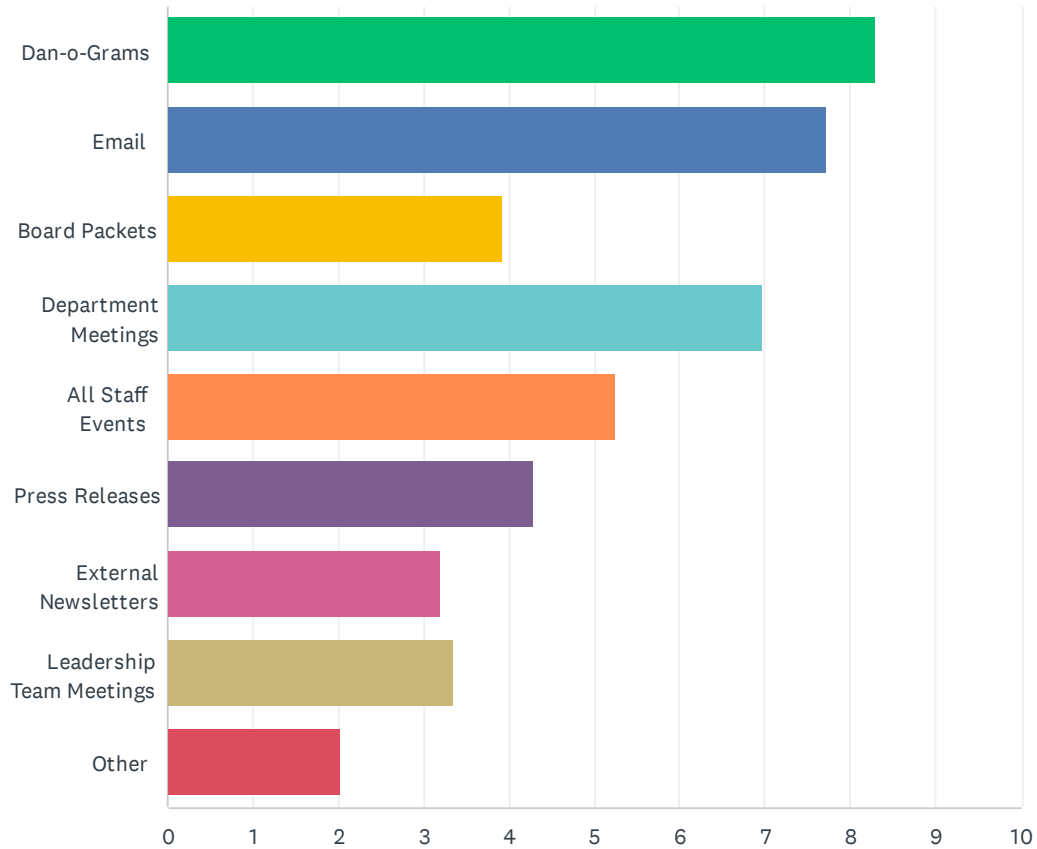
Answered: 122 Skipped: 2



	1	2	3	4	5	6	7	8	9	TOTAL	SCORE
Dan-o-Grams	56.56% 69	25.41% 31	12.30% 15	4.10% 5	1.64% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	122	8.31
Email	18.85% 23	45.90% 56	21.31% 26	9.02% 11	4.10% 5	0.82% 1	0.00% 0	0.00% 0	0.00% 0	122	7.64
Board Packets	1.64% 2	0.82% 1	8.20% 10	14.75% 18	11.48% 14	15.57% 19	12.30% 15	23.77% 29	11.48% 14	122	3.83
Department Meetings	15.57% 19	18.85% 23	36.07% 44	13.11% 16	9.84% 12	4.92% 6	0.82% 1	0.82% 1	0.00% 0	122	6.95
All Staff Events	0.00% 0	0.82% 1	8.20% 10	35.25% 43	19.67% 24	15.57% 19	12.30% 15	7.38% 9	0.82% 1	122	4.89
Press Releases	0.00% 0	4.92% 6	4.92% 6	12.30% 15	34.43% 42	27.87% 34	12.30% 15	3.28% 4	0.00% 0	122	4.75
External Newsletters	0.00% 0	0.82% 1	0.82% 1	4.10% 5	12.30% 15	23.77% 29	38.52% 47	18.03% 22	1.64% 2	122	3.47
Leadership Team Meetings	2.46% 3	1.64% 2	5.74% 7	3.28% 4	2.46% 3	6.56% 8	19.67% 24	41.80% 51	16.39% 20	122	2.93
Other	4.92% 6	0.82% 1	2.46% 3	4.10% 5	4.10% 5	4.92% 6	4.10% 5	4.92% 6	69.67% 85	122	2.25

Q2 How would you like to receive information about MaineHousing? Please rank in order of most to least liked methods.

Answered: 115 Skipped: 9



	1	2	3	4	5	6	7	8	9	TOTAL	SCORE
Dan-o-Grams	54.78% 63	30.43% 35	6.96% 8	5.22% 6	2.61% 3	0.00% 0	0.00% 0	0.00% 0	0.00% 0	115	8.30
Email	24.35% 28	43.48% 50	18.26% 21	9.57% 11	2.61% 3	0.87% 1	0.87% 1	0.00% 0	0.00% 0	115	7.71
Board Packets	0.00% 0	0.87% 1	6.96% 8	11.30% 13	21.74% 25	20.87% 24	9.57% 11	19.13% 22	9.57% 11	115	3.92
Department Meetings	13.04% 15	14.78% 17	48.70% 56	13.04% 15	4.35% 5	3.48% 4	1.74% 2	0.00% 0	0.87% 1	115	6.97
All Staff Events	0.87% 1	1.74% 2	7.83% 9	44.35% 51	24.35% 28	6.96% 8	6.96% 8	4.35% 5	2.61% 3	115	5.24
Press Releases	0.00% 0	2.61% 3	1.74% 2	7.83% 9	28.70% 33	35.65% 41	16.52% 19	6.09% 7	0.87% 1	115	4.29
External Newsletters	0.87% 1	0.00% 0	0.00% 0	1.74% 2	6.96% 8	25.22% 29	40.00% 46	20.87% 24	4.35% 5	115	3.20
Leadership Team Meetings	2.61% 3	4.35% 5	7.83% 9	2.61% 3	6.09% 7	6.09% 7	20.00% 23	40.87% 47	9.57% 11	115	3.35
Other	3.48% 4	1.74% 2	1.74% 2	4.35% 5	2.61% 3	0.87% 1	4.35% 5	8.70% 10	72.17% 83	115	2.03

Q3 Please explain what your "Other" sources of info are for questions 1 and 2.

Answered: 75 Skipped: 49

#	RESPONSES	DATE
1	Moxie Cafe MH Monthly Huddles - a Tuesday morning when most staff are in the office. All staff are welcome to come in!	6/6/2023 4:58 PM
2	Team Meetings	6/6/2023 4:04 PM
3	Face to face communication.	6/6/2023 3:50 PM
4	Internally through the so-called grapevine. Externally through MaineHousing partners.	6/6/2023 3:29 PM
5	TV news and social	6/6/2023 2:00 PM
6	None.	6/6/2023 11:35 AM
7	The Intranet	6/6/2023 10:52 AM
8	Stopping by staff desks and chatting in the halls	6/6/2023 10:46 AM
9	The sources above all work for me	6/6/2023 10:39 AM
10	Intranet	6/6/2023 9:02 AM
11	Other would be my direct supervisor in my opinion	6/6/2023 9:02 AM
12	It would be nice to have short video clips on the intranet maybe highlighting an employee and have them explaining the programs they work with. Maybe a spot on the intranet highlighting new programs/funds, who administers, etc. Maybe a spot on the intranet highlighting legislative initiatives by topic/department that may impact what we do and the status in the legislature.	6/6/2023 8:59 AM
13	direct conversation with Manager or other Employees	6/6/2023 8:56 AM
14	None	6/6/2023 8:45 AM
15	N/A	6/6/2023 8:36 AM
16	Intranet and Ring Central	6/6/2023 8:26 AM
17	News stories and co-workers telling what they have heard.	6/6/2023 8:12 AM
18	from co-workers	6/6/2023 7:59 AM
19	Facebook	6/6/2023 7:56 AM
20	put more info on TVs in cafeteria, posters in the hallways, have other departments do a Dan-o-gram type thing letting everyone know what they have been up to (pick 1 a month or so).	6/6/2023 7:48 AM
21	I don't have one	6/5/2023 4:00 PM
22	Word of mouth, other staff, webpage	6/5/2023 10:49 AM
23	What other States are doing.	6/5/2023 9:41 AM
24	Intranet	6/5/2023 8:14 AM
25	Manager's Meetings	6/2/2023 12:53 PM
26	I put it last on the list since we had to choose a placement. I have nothing to add.	6/2/2023 11:14 AM
27	Hear from Co-workers in other departments.	6/2/2023 8:24 AM
28	Directors Team	6/1/2023 1:23 PM
29	MH Intranet MH electronic message board	5/31/2023 5:55 PM

30	General lunchroom gossip/the rumor mill	5/31/2023 1:05 PM
31	Intranet, conversations with co-workers within my department and from other departments, etc.	5/31/2023 11:28 AM
32	Updates from co workers	5/31/2023 10:56 AM
33	Intranet	5/31/2023 10:42 AM
34	General discussions with folks from various departments.	5/31/2023 10:18 AM
35	local news	5/30/2023 9:54 AM
36	From the external partner	5/30/2023 9:51 AM
37	I use the intranet	5/30/2023 9:13 AM
38	N/A	5/30/2023 9:03 AM
39	I am glad that MaineHousing has a Facebook page - I think it is a great way to connect to people outside the agency - but it is sometimes a bit odd to see something announced there before I have heard anything about it internally.	5/30/2023 8:32 AM
40	Coworkers in passing	5/30/2023 8:18 AM
41	Conversations with Managers	5/30/2023 7:52 AM
42	N/A	5/30/2023 7:14 AM
43	Ring messaging and the TV monitors in the Moxie Cafe	5/30/2023 6:42 AM
44	I think these lists are misleading - I get probably 95% of this information from Danograms, then a little from press releases (when I have time to read them). I do not utilize most of the other sources.	5/26/2023 2:13 PM
45	I always take the time to read about MaineHousing if I see our name in Media outlets.	5/26/2023 12:45 PM
46	Word of mouth from co-workers	5/26/2023 11:57 AM
47	outside press coverage. internal gossip	5/26/2023 11:00 AM
48	Co-workers/Partners	5/26/2023 10:04 AM
49	Other = watercooler	5/26/2023 9:53 AM
50	Having casual conversations with coworkers in the agency about what is happening in the agency, specifically in their department.	5/26/2023 9:34 AM
51	News articles describing MaineHousing's role or opinion in pending legislation concerning new programs.	5/26/2023 9:29 AM
52	Facebook, TV News	5/26/2023 9:12 AM
53	Bi-weekly team meetings	5/26/2023 9:05 AM
54	Newspaper and people calling in asking about certain programs	5/26/2023 9:03 AM
55	Q1 - one on one meetings with my supervisor Q2 - in person updates from leadership team members (at staff meetings or informal check in meetings)	5/26/2023 8:57 AM
56	Word of mouth.	5/26/2023 8:46 AM
57	Generally informal conversations with coworkers.	5/26/2023 8:43 AM
58	1-Other is moreso we hear about projects we are doing in the press before we know as a development department, and it is at 7 because it seems all-staff meetings occur infrequently and I am not on the Leadership Team. For 2, Other could mean Department Meetings that members of other departments could observe and be a fly on the wall (if their schedule allows), but that could lead to more questions than answers.	5/26/2023 8:42 AM
59	internal agency group newsletters	5/26/2023 8:40 AM
60	Rumor mill or the normal news outlets.	5/26/2023 8:39 AM

61	Social and online news	5/26/2023 8:36 AM
62	The TV monitors through out the billing. I know who started working here each month and how long they have been here but that is about it.	5/26/2023 8:33 AM
63	n/a	5/26/2023 8:26 AM
64	Maybe more announcements on the monitors in the cafe , or quick updates on the intranet - something visible , that is there for a period of time for people to see	5/26/2023 8:18 AM
65	Check in meetings with Senior Directors	5/26/2023 8:15 AM
66	Management - small team meetings	5/26/2023 8:13 AM
67	coworkers	5/26/2023 8:04 AM
68	None	5/26/2023 8:01 AM
69	Facebook	5/26/2023 8:00 AM
70	Informal discussions with staff from other departments.	5/26/2023 7:58 AM
71	Word of mouth	5/26/2023 7:49 AM
72	Local news and media outlets.	5/26/2023 7:44 AM
73	I don't have any other sources.	5/26/2023 7:43 AM
74	More lunch and learns hosted by different departments to talk about their initiatives, programs, etc. These can be done to include teleworkers by using RingCentral.	5/26/2023 7:29 AM
75	Verbal communication from MaineHousing employees at lunch, breaks, etc.	5/26/2023 7:17 AM

Q4 What are the barriers to receiving information about MaineHousing?

Answered: 73 Skipped: 51

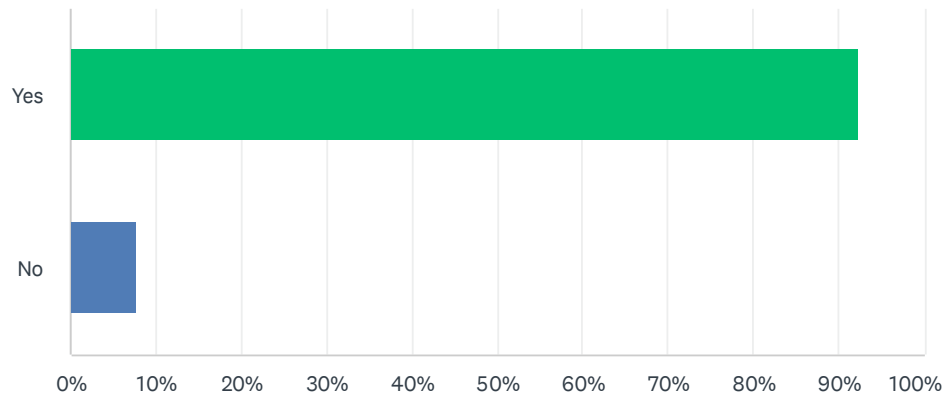
#	RESPONSES	DATE
1	Not all info. is sent to all relevant employees	6/6/2023 4:37 PM
2	Departments continue to operate mostly in silos. I believe a lot of that is due to workloads.	6/6/2023 3:29 PM
3	I have not experienced any barriers receiving information. All information I need is provided by many sources.	6/6/2023 2:43 PM
4	I'm rarely in the office	6/6/2023 2:10 PM
5	we don't always see the leadership team in the office.	6/6/2023 2:00 PM
6	I feel well informed about MaineHousing.	6/6/2023 12:02 PM
7	Not very connected to other departments, I rely on agency wide communication for updates.	6/6/2023 11:35 AM
8	I think people don't take the time to read information. Inconsistency between departments and management sharing information to their staff.	6/6/2023 10:52 AM
9	Time can be a barrier but receiving information matters and we need to take time on purpose to receive it.	6/6/2023 10:46 AM
10	none	6/6/2023 10:39 AM
11	Departments feel isolated.	6/6/2023 9:38 AM
12	It's piecemeal and by chance. Our COMMUNICATIONS and Planning Department changed their name and there was never even an announcement to the other departments about it?	6/6/2023 9:02 AM
13	Every department is incredibly silo'd. Unless you seek out information it doesn't readily come to you. A lot of relationship sharing among departments is based on relationships you've forged with folks in other departments.	6/6/2023 8:59 AM
14	where do we find the info - ie: board packets, leadership team meetings	6/6/2023 8:56 AM
15	None	6/6/2023 8:45 AM
16	Id rather not say	6/6/2023 8:15 AM
17	I think that MH is too compartmented. Each department is busy doing their own work and are oblivious to how the other departments function let alone what they are working on.	6/6/2023 8:12 AM
18	In some instances the days seem too busy to take the time to read in debt. Dano-grams are short, informative and helpful to get a quick overview of whats happening.	6/6/2023 7:59 AM
19	No barriers, there is a ton of communication. Sometimes I do not bother to read it all.	6/5/2023 4:00 PM
20	There is so much we do and alot of new programs or additons to them it seems hard to communicate them.	6/5/2023 10:49 AM
21	No central location where all of it can be found	6/5/2023 9:48 AM
22	Sometimes I am on the road with limited internet access. Can't check my messages and emails as often as I would like.	6/5/2023 9:41 AM
23	With so many people working from home it can be difficult to share information.	6/5/2023 8:14 AM
24	I think not everyone knows the involvement of other departments in all aspects of new or current MH processes or projects. Sometimes the people that should be looped in find out by accident that they should have been aware or should have provided input from their department.	6/2/2023 12:53 PM
25	none	6/2/2023 11:14 AM

26	Time	5/31/2023 5:55 PM
27	Information comes at us from many different sources and it can be hard to prioritize	5/31/2023 1:05 PM
28	None	5/31/2023 11:28 AM
29	Sometimes we don't get information regarding other departments.	5/31/2023 10:56 AM
30	For most staff it seems to be taking the time to pay attention to what is going on outside of our own general work.	5/31/2023 10:18 AM
31	Sometimes information does not flow down from Leadership meetings to staff.	5/31/2023 8:38 AM
32	In my role, I do not attend department meetings.	5/30/2023 9:54 AM
33	The only barriers I have found tend to be my own. I sometimes don't pay enough attention to notifications.	5/30/2023 9:03 AM
34	I think every department has so much going on, and is so focused on their work, that it is easy to forget that other departments may not know what you are doing.	5/30/2023 8:32 AM
35	None	5/30/2023 8:18 AM
36	There are not any.	5/30/2023 7:52 AM
37	Probably lack of time	5/30/2023 7:14 AM
38	Lack of staff in the office.	5/30/2023 6:42 AM
39	I dont have time in my day to read a bunch of stuff - I am busy enough just with my own job	5/26/2023 2:13 PM
40	Busy	5/26/2023 12:45 PM
41	Dan-o-grams and email can be delayed. There isn't any direct internal communication if your department is involved in the bigger picture of what is happening.	5/26/2023 10:42 AM
42	Too many cool things going on and it isn't broadcasted enough. Outreach as to what MaineHousing does is lacking	5/26/2023 10:10 AM
43	Timing-knowing before we are asked about it by an outside entity	5/26/2023 10:04 AM
44	I think people get busy so all information doesn't get shared or people don't always realize who is impacted by information so it isn't shared to all of those impacted. I think people have good intentions to share information.	5/26/2023 9:34 AM
45	floods of emails that take away attention from the source of information	5/26/2023 9:31 AM
46	I do not see any real barriers, in an organization this size it is not always possible to know things in all other departments.	5/26/2023 9:29 AM
47	None	5/26/2023 9:12 AM
48	Departmental silos; departments creating new programs or making changes to existing programs, which affect other departments, and relying on press releases or other after-the-fact communication measures to notify affected departments.	5/26/2023 9:05 AM
49	No always accurate when it is in the newspaper.	5/26/2023 9:03 AM
50	There is so much information that I am sure it's challenging for leadership to know what to share/how much and at what point it becomes oversaturation and people just won't pay attention anymore. We're also a big agency with many different roles, so what is important to one person or department may not be to others.	5/26/2023 8:57 AM
51	I feel that each department's mindset is about their own department with no thought given to sharing information to other departments. I don't view this as malicious. We're just all really busy and are focused in our own "worlds"	5/26/2023 8:50 AM
52	Siloing - departments often do not seem to share information between departments unless it directly affects their work, and so information affecting one department, even if important to the agency, does not often travel beyond that department.	5/26/2023 8:43 AM
53	I think our department leaders do a great job keeping us informed during our meetings.	5/26/2023 8:43 AM

54	Folks seem to be pretty busy, and not having a deep enough understanding of other departments may not give topical information the correct or meaningful context.	5/26/2023 8:42 AM
55	We like to keep everything a secret. Input from the non-management staff is asked for but rarely acted on.	5/26/2023 8:39 AM
56	Trying to get my work tasks completed	5/26/2023 8:36 AM
57	I always read Dan-O-Grams but with so many other emails, I usually glance over the others. We have so much going on. Often times I hear about things we are doing on the news.	5/26/2023 8:33 AM
58	Sometimes the email is so busy or if we are out then the emails stock pile. I would love to see more on the intranet when we make it part of the single sign on so i dont have to log in every time.	5/26/2023 8:32 AM
59	There is always so much going on that there needs to be more frequent avenues of communication.	5/26/2023 8:22 AM
60	There are so many departments and programs we don't often know what is really going on . We focus a lot on sharing seasonal information (ie liheap during winter) versus other programs throughout the agency. We often empahsize the programs where we are giving funds which is great - but often forget the work some departments are doing - for example loan servicing is more than paychecks to employees - theres a lot of indepth financials that enable these programs and such to stay on task. Loan servicing also deals with the hard stuff , like mitigating losses, working hard with servicers to keep people in their homes, while also having to foreclose an maintain our reputation . Low deliquenicies support all of the background decision from origination and servicing- but not often celebrated . The barrier is there is a lot of good stuff going on and limited people to share it	5/26/2023 8:18 AM
61	I receive the correct amount of information regarding Mainehousing. I see quite a bit of advertising as well on social media sites.	5/26/2023 8:15 AM
62	So busy with our department news that it is hard to retain and remember the points about other departments in MH	5/26/2023 8:15 AM
63	There is just so much that is done in our agency it seems as difficult to be in the know of it all.	5/26/2023 8:13 AM
64	This is a tough question to answer as I feel things are communicated very well here.	5/26/2023 8:12 AM
65	Leadership and upper management not great about sharing it.	5/26/2023 8:04 AM
66	None	5/26/2023 8:01 AM
67	None	5/26/2023 8:00 AM
68	Where to look/find relevant information.	5/26/2023 7:58 AM
69	None	5/26/2023 7:49 AM
70	none	5/26/2023 7:46 AM
71	None that I can think of.	5/26/2023 7:44 AM
72	I don't know of any barriers. I think everything is working well.	5/26/2023 7:43 AM
73	There are a lot of different moving parts within the organization; always a lot happening	5/26/2023 7:28 AM

Q5 Do you feel connected to MaineHousing?

Answered: 118 Skipped: 6



ANSWER CHOICES	RESPONSES
Yes	92.37% 109
No	7.63% 9
TOTAL	118

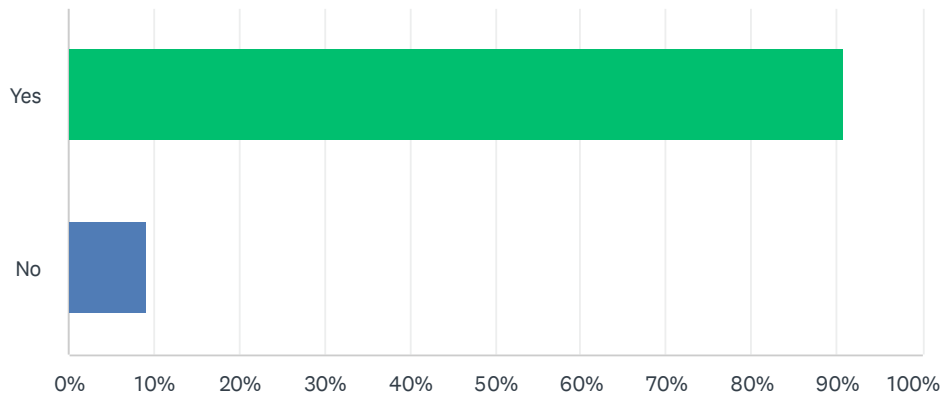
#	PLEASE EXPLAIN	DATE
1	My position lends itself to be connected. My goal is to always ensure my staff is receiving the information as well.	6/6/2023 4:58 PM
2	I feel like I'm informed by my manager and department co-workers	6/6/2023 4:04 PM
3	Despite low pay relative to the marketplace, I believe in MaineHousing's mission and enjoy the challenge of contributing to its goals within my department.	6/6/2023 3:29 PM
4	Information is always coming in to keep me updated.	6/6/2023 2:43 PM
5	I've been here along time	6/6/2023 2:00 PM
6	As an employee who experienced MaineHousing prior to remote and hybrid schedules, I do think there is a difference in how staff connect while in the office. Remote and hybrid schedules have made it challenging to get to know new employees and stay connected to employees when they are only in the office a few days a week. I also think it is far more challenging managing staff that are remote. I feel we have been given tools to aid in this environment to best of the agency's ability.	6/6/2023 12:02 PM
7	The work I do is deeply connected to MaineHousing's mission and helps the people of Maine. I love that aspect of my job.	6/6/2023 10:52 AM
8	I really enjoy the work I do and the people I work with. I also feel like my co-worker's care about me as a person.	6/6/2023 10:46 AM
9	MaineHousing does an excellent job of keeping everyone well informed.	6/6/2023 10:00 AM
10	I feel connected to my department - like a small business would be.	6/6/2023 9:38 AM
11	I feel connected to my department, but between departments things feel very siloed in terms of communications, technology systems, vision, etc.	6/6/2023 9:02 AM
12	I care personally about our mission. My work here feels like more than a job.	6/6/2023 8:59 AM

13	I feel connected to my dept, but not always aware of the other wonderful things happening in the agency	6/6/2023 8:56 AM
14	Some positions are very secluded.	6/6/2023 8:15 AM
15	Yes, but not as connected as I could be.	6/6/2023 8:12 AM
16	Yes and no. With telecommuting you just never see people anymore so there is no connections made with other departments around you if they are not in the office	6/6/2023 7:48 AM
17	I feel like I am given every opportunity to connect and communicate across the company.	6/5/2023 4:00 PM
18	I feel that with my time here and peers I know in other departments I hear alot	6/5/2023 10:49 AM
19	I receive enough information so that I do not feel like left behind	6/5/2023 9:48 AM
20	MaineHousing does well at keeping their staff informed.	6/5/2023 9:41 AM
21	I feel like I am fairly connected but that is in part due to my position. I am involved in a number of meetings that keep me informed on what is happening with MaineHousing, but I could see how others who are not in those meetings would not have the same information.	6/5/2023 8:14 AM
22	I'm in the office everyday. This helps me feel connected simply by the conversations in the lunchroom. Sometimes they're personal conversations of how we're doing, sometimes they are work related conversations that just happen to be triggered by seeing that person, and that reminded you that you needed to ask them something or seek their input.	6/2/2023 12:53 PM
23	operating in a work bubble many names & faces I do not recognize even though they may have work here for over a year or two.	5/31/2023 5:55 PM
24	I feel I have sufficient information when I need it.	5/31/2023 11:28 AM
25	The work that I do helps MaineHousing to improve operations.	5/30/2023 9:54 AM
26	Being in a management position, our Department Director shares MaineHousing information with us during our weekly meetings.	5/30/2023 9:51 AM
27	I do my best to attend all staff meetings and read all material that is emailed from Dan and other departments.	5/30/2023 9:13 AM
28	Dan and the Directors communicate the goings on of the agency quite effectively. If someone feels disconnected from MaineHousing it is their lack of interest and not lack of communication.	5/30/2023 9:03 AM
29	Yes, but I also know that there is a lot more happening that I am not necessarily aware of.	5/30/2023 8:32 AM
30	Dan-o-grams are great.	5/30/2023 8:18 AM
31	If you want a connection, you must do you part in connecting. I do that therefore, I feel connected to MaineHousing.	5/30/2023 7:52 AM
32	Having "somewhat" as an option would been helpful for most of these questions. Most are not a definitive Yes or No. I feel sort of connected to some aspects of MH	5/26/2023 2:13 PM
33	I am in office every day and I find that most helpful	5/26/2023 11:22 AM
34	Working in-office, participating in committees, ActWell, and the nature of my position all contribute to this.	5/26/2023 11:12 AM
35	I have no idea what other departments are doing. Maybe a monthly/or quarterly snapshot of what each department is doing, would be nice.	5/26/2023 9:50 AM
36	I think MaineHousing is a wonderful place to work and the vast majority of employees truly look out for each other and really care about each other and the agency's mission. I feel people have good intentions, from the top leadership down and everyone is included and valued.	5/26/2023 9:34 AM
37	I really enjoy the company culture here and everyone has made me feel like I belong. The mission, values, and general practices of this place align with my own moral code and I care a lot about what happens here.	5/26/2023 9:31 AM
38	I love working here with everyone and see the people who stop to see me.	5/26/2023 9:03 AM

39	I feel both. I feel connected to the work that is going on because my supervisor is good at updating me and keeping me in the loop. I feel connected in my department. I don't feel so connected to the employee group as a whole. I used to when we were a bit smaller but as many new staff come in and we continue to grow, it's more challenging to feel part of a community outside of one's department.	5/26/2023 8:57 AM
40	I'm not able to answer yes or no. At times I feel connected, at others I feel completely disconnected. It's feels disconnected when I visit a partner and they inform me that two other MaineHousing employees will be visiting on the same day.	5/26/2023 8:50 AM
41	There are multiple channels and opportunities to receive updates about MH, including highlights of work completed by other Departments.	5/26/2023 8:46 AM
42	My work/job functions keep me in regular contact with several other departments and programs, so I am in regular contact and work with many people in the agency.	5/26/2023 8:43 AM
43	I feel great about the mission of putting Mainers in warm, dry, safe housing and the kindness of the staff, especially at the leadership level, makes me feel that nobody thinks they are too important for anybody else.	5/26/2023 8:42 AM
44	We are too spread out with telecommuting etc. The feeling of unit cohesion that i felt once existed is gone. Now we feel like independent work units all performing unconnected tasks. We don't even know who we work with.	5/26/2023 8:39 AM
45	I feel I received the priority information I need to know most days.	5/26/2023 8:36 AM
46	I do because I seek out information and try my best to be informed. I feel in my department I know more of what is going on verse previous roles and departments I have been in. I also stay connected to people in other departments and learn more about what is going on with thier programs	5/26/2023 8:33 AM
47	My role allows me to gain a pulse on many departments due to my dealings with everyone & the trust i have earned with many of the employees.	5/26/2023 8:32 AM
48	I am proud of the work we do and proud to say that i am a Maine Housing Employee. At the same time, we are a large agency so while connected there is still disconnect .	5/26/2023 8:18 AM
49	Our department meetings have any Mainehousing program info relayed to us. We need to know about any new or updated programs as it effects our jobs directly.	5/26/2023 8:15 AM
50	We are well informed and MH's mission is easy to get behind and support.	5/26/2023 8:12 AM
51	I believe our external outreach is great and it makes me proud to work for MH. Internal communication seems to work fine as well.	5/26/2023 8:00 AM
52	I do feel connected to MaineHousing, provided by the information in the Dan-O-Grams, press releases, and newsletters.	5/26/2023 7:44 AM

Q6 Do you feel well informed about MaineHousing events, info, news, etc?

Answered: 121 Skipped: 3



ANSWER CHOICES	RESPONSES
Yes	90.91% 110
No	9.09% 11
TOTAL	121

#	PLEASE EXPLAIN	DATE
1	Not all events and info is relayed to all departments	6/6/2023 4:37 PM
2	I feel like I'm informed by my manager and department co-workers	6/6/2023 4:04 PM
3	At least within my department and what is announced through news media.	6/6/2023 3:29 PM
4	Very much informed	6/6/2023 2:43 PM
5	I think we hear about all the stuff in many ways	6/6/2023 2:00 PM
6	Not well informed but somewhat informed.	6/6/2023 11:35 AM
7	Would like to know more about the other departments	6/6/2023 9:38 AM
8	Somewhat, because my work involves contact with other departments and staff on many levels.	6/6/2023 9:02 AM
9	Yes and no. I do not always know about programs within other departments that may benefit my portfolio.	6/6/2023 8:59 AM
10	There are times I catch in on the news rather than in office.	6/6/2023 7:59 AM
11	There dissemination of information is highly effective	6/5/2023 4:00 PM
12	Company emails keep me well informed	6/5/2023 9:48 AM
13	MaineHousing does well at keeping their staff informed.	6/5/2023 9:41 AM
14	Same as above. Due to my position I feel I do receive most of the information on a regular basis.	6/5/2023 8:14 AM
15	Actwell does a good job of communicating events, also the press releases that we are sent via email as well as Dan o grams.	6/2/2023 12:53 PM
16	sometimes hear about things I was not aware of related to MH from others outside of MH.	5/31/2023 5:55 PM

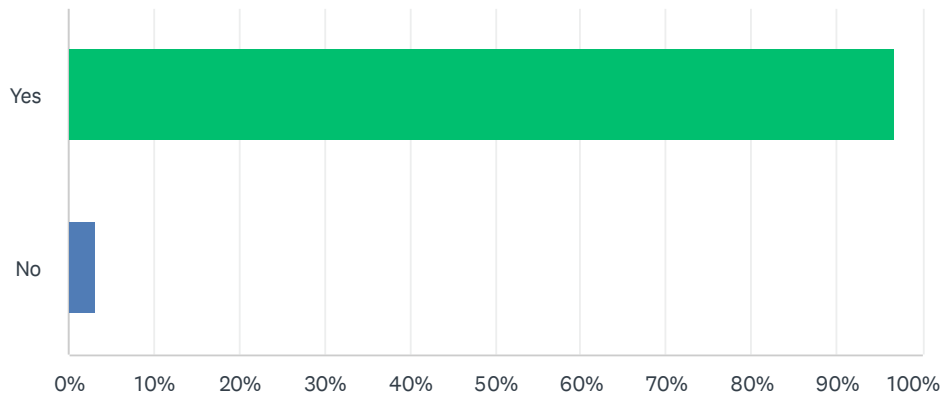
17	I feel well informed about MaineHousing events, info, news, etc.	5/31/2023 11:28 AM
18	If I have questions about MaineHousing events, I just ask.	5/30/2023 9:54 AM
19	Again, being at a management level I feel that I am well informed.	5/30/2023 9:51 AM
20	I do my best to attend all staff meetings and read all material that is emailed from Dan and other departments.	5/30/2023 9:13 AM
21	Dan and the Directors team keep us well informed via email or special announcements.	5/30/2023 9:03 AM
22	For the most part, yes.	5/30/2023 8:32 AM
23	Leadership in my opinion are transparent. Dan sends us great communications about what is going on. All Staff Day's are informative. Our Director provides us information on a on-going basis.	5/30/2023 7:52 AM
24	Somewhat: ActWell stuff yes bc it comes in emails or calendar invites. News snippets from Dan or an occasional press release. The latest all staff day was a waste of time - we spent hours just hearing peoples names instead of interesting and important things the agency is doing throughout the state	5/26/2023 2:13 PM
25	At our monthly staff meeting Adam does a run down of agency happenings and I find that very informative.	5/26/2023 12:45 PM
26	Adam always gives updates at our monthly Dept meeting - I enjoy those updates	5/26/2023 11:22 AM
27	I feel there has been a much more concerted effort to communicate with staff since the move to Edison Drive.	5/26/2023 11:12 AM
28	Sometimes the information is about what happened and we aren't given opportunities to participate in events. Example ribbon cutting. It may not directly apply to the department you are in, but seeing what MaineHousing has brought to the community might be an intrinsic motivator for an employee.	5/26/2023 10:42 AM
29	Yes, the Dan-o-Grams, press releases, and all staff events definitely help with this. I also receive a lot of information at department meetings.	5/26/2023 9:34 AM
30	I always see the notification whether it's through email, RC, the watercooler/intranet, or conversation. Being involved in groups such as actwell also makes knowledge of the innerworkings more accessible. I have the resources to know what's going on, it's just a matter of having the time to look over information and the memory/capacity to interact with the news when there is a chance to	5/26/2023 9:31 AM
31	Dan-o grams and ActWell emails and newsletters work well for this.	5/26/2023 9:05 AM
32	These updates are done well through email, one on one meetings, and all staff days. It would be helpful for new programs to be introduced and explained to staff in more detail since there are so many new and exciting things happening.	5/26/2023 8:57 AM
33	Again a really hard question to answer yes or no to. Please see narrative for last question.	5/26/2023 8:50 AM
34	Emails, Dan-O-Grams, Board meetings, Dept. meetings, intranet, newsletters, etc. come out on a regular basis, which keeps me informed.	5/26/2023 8:46 AM
35	Actwell updates and e-mails regarding events are usually enough to keep me well informed on what events are happening.	5/26/2023 8:43 AM
36	Between our department leaders and Dan, I feel well informed about what is happening at MaineHousing.	5/26/2023 8:43 AM
37	I think the Dan-o-grams do a nice job of keeping the departments connected and informed of news worth sharing. It seems like ribbon-cuttings and new programs are announced and shared organization-wide as well.	5/26/2023 8:42 AM
38	Events are pretty well advertised. News and information I seek out to keep myself informed.	5/26/2023 8:33 AM
39	Only reason is my involvement with extra groups	5/26/2023 8:32 AM
40	frequency could be increased	5/26/2023 8:22 AM
41	Actwell is a great program , great events and great communicatio . Dan o grams are positive,	5/26/2023 8:18 AM

upbeat and really let us know what is going on , the monitors in the cafe celebrate new hires while also sharing fun information as well

42	The actwell newsletter, TV in kitchen and Intranet all provide information.	5/26/2023 8:15 AM
43	It feels like its on a need to know basis.	5/26/2023 8:04 AM
44	I personally feel that MaineHousing is more open with what's going on than anywhere else I have ever worked.	5/26/2023 7:46 AM
45	I feel like there could be improvement as far as internally. In that some method like a news board or bulletin board internally on display. I know the Intranet has information, but it would be beneficial to have a physical display with information regarding news, and important event listings.	5/26/2023 7:44 AM

Q7 Do you feel connected to the Mission of MaineHousing?

Answered: 122 Skipped: 2



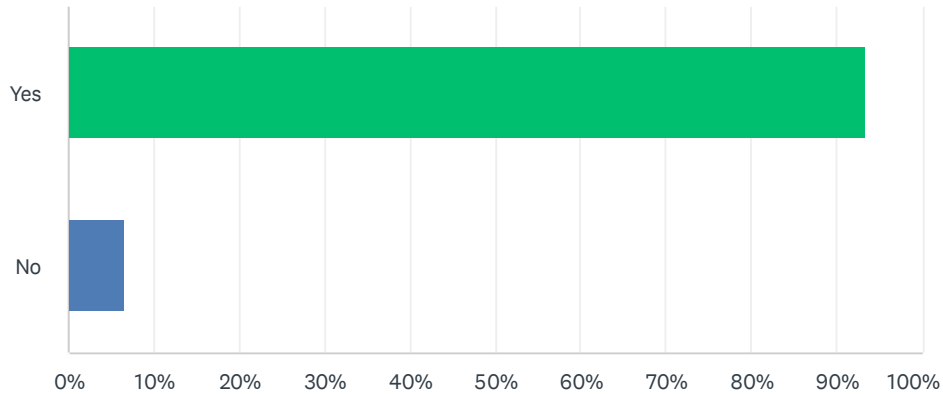
ANSWER CHOICES	RESPONSES	
Yes	96.72%	118
No	3.28%	4
TOTAL		122

#	PLEASE EXPLAIN	DATE
1	I do, and it would be great to attend a ribbon-cutting ceremony for one of our projects.	6/6/2023 4:58 PM
2	I feel like I'm informed by my manager and department co-workers	6/6/2023 4:04 PM
3	See 5 above.	6/6/2023 3:29 PM
4	Maine housing keeps me well informed from all departments	6/6/2023 2:43 PM
5	I've been here along time	6/6/2023 2:00 PM
6	I have been working in affordable housing for three big players for more than 40 years	6/6/2023 9:38 AM
7	Somewhat. It often feels like a dozen different agencies, instead of a single agency with a dozen departments.	6/6/2023 9:02 AM
8	I care personally about our mission. My work here feels like more than a job. I feel very grateful to be a part of this team and I feel an obligation to always give 100% and find new and innovative ways to assist folks in need.	6/6/2023 8:59 AM
9	Based on the press the agency receives and reporting regarding housing, I see Maine Housing in many news events and understand and appreciate the impact MH has on the lives of many people.	6/6/2023 8:56 AM
10	I feel connected to the mission of my department, not the agency as a whole.	6/6/2023 8:12 AM
11	N/A	6/5/2023 4:00 PM
12	Helping those in need is a great thing.	6/5/2023 9:41 AM
13	Being in one of the services departments allows me to work with every department and helps me feel connect with the overall mission of MaineHousing.	6/5/2023 8:14 AM
14	I feel connected to the Mission of MaineHousing because the work I perform is part of how we meet that mission statement.	5/31/2023 11:28 AM

15	I work in a department that on a daily basis is helping the residents of Maine obtain affordable housing.	5/30/2023 9:51 AM
16	I do my best to attend all staff meetings and read all material that is emailed from Dan and other departments.	5/30/2023 9:13 AM
17	I am given the tools necessary to help support the folks in the State find the resources they need.	5/30/2023 9:03 AM
18	Yes - very much so.	5/30/2023 8:32 AM
19	Our department plays a huge role in assisting Mainers with safe, decent, and services.	5/30/2023 7:52 AM
20	somewhat	5/26/2023 2:13 PM
21	I love reading Scott's press releases and Dan's emails.	5/26/2023 11:12 AM
22	Sometimes innovative/creative ideas are not received by Middle Mgmt and never have the opportunity to go higher for others that may be more open minded.	5/26/2023 10:42 AM
23	I work in Finance so I don't get a lot of hands-on experience working with those we serve. I still feel connected when I am reminded of those we serve through stories of other departments or thank you letters that are shared.	5/26/2023 9:34 AM
24	I care deeply about aiding in solutions to housing inequity. I am a strong advocate of equitable and affordable living, and a passionate believer in eliminating homelessness and anti-homeless infrastructure.	5/26/2023 9:31 AM
25	Our department is very mission driven and I think the connection we feel comes from the amount of interaction we have with our partners. I think the most challenging thing here is actually feeling like we are having an impact. It's so difficult to have to tell people that there just aren't enough resources (I know we are all working our tails off to create more) and to see the people of Maine struggling. So being connected to the mission feels easy, not getting discouraged feels difficult.	5/26/2023 8:57 AM
26	I feel as though I'm in the thick of helping low income families have better housing.	5/26/2023 8:50 AM
27	As above, my work touches many programs and departments in the agency, so I feel that I have a direct role in making sure that MaineHousing's mission is accomplished on multiple fronts.	5/26/2023 8:43 AM
28	I started to answer this a couple questions ago, but housing availability and affordability seems to be a legitimate crisis for Mainers and Americans. It feels like the nature of bringing these projects online isn't keeping pace with need, but at the ground level I can speak to the members of the development team are working very hard, and there are only so many resources to go around to get these needed projects done.	5/26/2023 8:42 AM
29	Its just a job.	5/26/2023 8:39 AM
30	Having worked here as long as i have - the connection to the mission is unavoidable. It is what i enjoy most about my job.	5/26/2023 8:15 AM
31	Housing is so critical and a hot topic issue. We are all trying to overcome the hurdle of limited housing in our state. It makes me very proud to be part of an organization that is working to improve housing for our state.	5/26/2023 8:12 AM
32	Most programs are well thought out and benefit those most in need.	5/26/2023 8:04 AM
33	I definitely feel connected in that there are ways to be innovative and creative, but I believe it'd be more interesting and fair to practice the LEAN initiatives and to listen to the employees ideas as far as how to implement change. Whether the change is for the better or worse, is the matter of discussion.	5/26/2023 7:44 AM

Q8 Do you understand the current priorities of MaineHousing, and its mission and goals?

Answered: 121 Skipped: 3



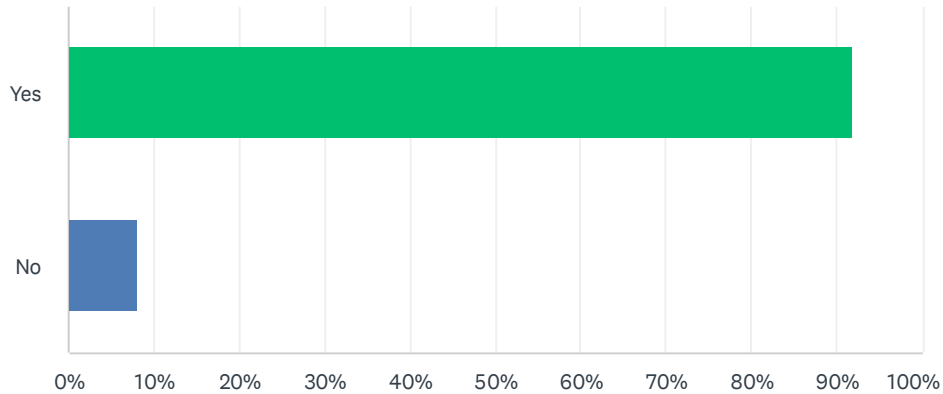
ANSWER CHOICES	RESPONSES
Yes	93.39% 113
No	6.61% 8
TOTAL	121

#	PLEASE EXPLAIN	DATE
1	I feel like I'm informed by my manager and department co-workers	6/6/2023 4:04 PM
2	I believe the Dan-o-grams indicate what are the priorities and achievements of the organization.	6/6/2023 3:29 PM
3	If a team or teams continue to work hard and effectively we help more people of Maine	6/6/2023 2:00 PM
4	MaineHousing's goals as well as their relationship to our board's goals have been effectively communicated.	6/6/2023 12:02 PM
5	I can recite the core values and know the mission statement, but can't always draw a line from those to the daily tasks I do or see others do, and am unclear what clear steps the agency plans to take to make progress toward its priorities.	6/6/2023 9:02 AM
6	Not being aware of what other departments are focusing on, it is difficult to keep up or fully understand the current priorities.	6/6/2023 8:56 AM
7	Sort of, I think. Providing secure, stable and affordable housing and all of what that entails.	6/6/2023 8:12 AM
8	N/A	6/5/2023 4:00 PM
9	The direction of my department seems to be guarded by upper management	6/5/2023 9:48 AM
10	Could use a refresher course in the priorities and goals.	6/5/2023 9:41 AM
11	To help people find safe and affordable housing.	6/5/2023 8:14 AM
12	Looked it up on our website.	5/31/2023 5:55 PM
13	I understand them because I know what they are and the part I play in them.	5/31/2023 11:28 AM
14	yes and no. sometimes objectives change fast and it's hard to keep up.	5/31/2023 8:38 AM

15	I am not aware of the any specific goals.	5/30/2023 9:54 AM
16	I read Dan's Dan-o-gram where he shared the Board's comments/focus.	5/30/2023 9:51 AM
17	I do my best to attend all staff meetings and read all material that is emailed from Dan and other departments.	5/30/2023 9:13 AM
18	MaineHousing's mission and goals are clearly communicated.	5/30/2023 9:03 AM
19	Yes - I think we have done a good job with sharing that information.	5/30/2023 8:32 AM
20	I have no comment to add.	5/30/2023 7:52 AM
21	somewhat, we provide reasonably priced safe housing through a variety of programs, but specifics beyond that are probably a no	5/26/2023 2:13 PM
22	I understand those that fall into the realm I'm in. The Sr director speaks to their team about their goals and direction, but information about other branches of the agency aren't always communicated.	5/26/2023 10:42 AM
23	I think it would be good for staff to be more aware of the details of the current strategic plan but I am aware that our priorities are to help those in need regarding their housing needs.	5/26/2023 9:34 AM
24	MaineHousing's many departments work to give all Mainers the opportunity to live in safe, comfortable environments in ways they can afford. It has several benchmarks regarding the assistance of home buyers, homeowners, our homeless citizens, energy reduction, partnership maintenance, and more. In MaineHousing's practices, employees maintain attitudes of passion, commitment, care, thoughtfulness, professionalism, accountability, responsiveness, and innovation. We all wear it every day on our lanyards and the people I've met here reflect those characteristics.	5/26/2023 9:31 AM
25	I understand this based on the priorities of the Board and our mission.	5/26/2023 8:57 AM
26	Based upon Dan o Grams, I feel I'm connected to some projects/highlights going on for our agency.	5/26/2023 8:50 AM
27	Yes- however, perhaps something could be created that would be more of a constant visual as a reminder. Such as simple, laminated posters strategically placed throughout the building- by water dispensers, Moxie Cafe, etc.	5/26/2023 8:46 AM
28	I thought the announcement of the first generation home buyer program was awesome. Historically, home ownership has been a driver of building wealth and so many hard-working people are priced out of the market who maybe don't have parents to gift a down payment on that first house. Attaching financial and home ownership courses to this assistance demonstrates the broader theme of MaineHousing being solid stewards of funds to make the largest impact as it relates to housing.	5/26/2023 8:42 AM
29	If I am looking to update or change a process, I always go back to our mission and goals and make sure they are tied into what I am seeking to accomplish.	5/26/2023 8:33 AM
30	I am current with my departments priorities. I would hope that the leadership in my department would reflect the current priorities of our agency.	5/26/2023 8:32 AM
31	Funding priorities such as Homelessness and affordable housing are important as noted in Mainehousing news release and in Maine news overall.	5/26/2023 8:15 AM
32	Absolutely I do. I feel the priorities are to provide a stable and safe, healthy work environment and to provide the residents of Maine a safe and healthy place to live. In a nutshell!	5/26/2023 7:44 AM

Q9 Do you understand how your work may affect or impact other departments at MaineHousing?

Answered: 123 Skipped: 1



ANSWER CHOICES	RESPONSES
Yes	91.87% 113
No	8.13% 10
TOTAL	123

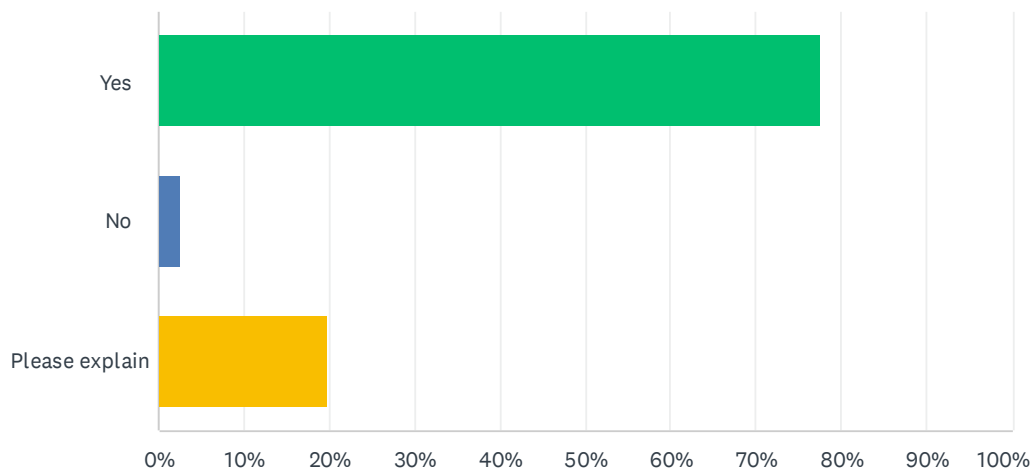
#	PLEASE EXPLAIN	DATE
1	I feel like I'm informed by my manager and department co-workers	6/6/2023 4:04 PM
2	My work involves ownership transfers and loan underwriting. It generally affects Finance, Treasury and Legal.	6/6/2023 3:29 PM
3	Any of my actions in my job could directly impact Maine housing. Therefore professional, respectful, and accountable is how I conduct myself	6/6/2023 2:43 PM
4	If I don't do my job timely and effectively - someone else that needs it could pass along the wrong information because of me	6/6/2023 2:00 PM
5	My numbers are the link between finance and the servicers	6/6/2023 9:38 AM
6	Yes and no. I try to connect with folks in other departments. I have been an employee long enough to know who to seek out in other departments that are program "experts". It's a bit difficult when staff turns over and we lose "institutional knowledge".	6/6/2023 8:59 AM
7	I understand the impact of what we do in AM-but not how it fully impacts the entire organization	6/6/2023 8:56 AM
8	N/A	6/5/2023 4:00 PM
9	We are all in this together.	6/5/2023 9:41 AM
10	Again, working in a department that touches every department in the agency allows me to see how the work I do effects and assists other departments throughout the agency.	6/5/2023 8:14 AM
11	I think so, but still feel like departments silos exist.	5/31/2023 5:55 PM
12	Because we communicate frequently about how things are going and if there is anything we can do to improve.	5/31/2023 11:28 AM

13	Have not experienced much interaction with others departments when performing my day to day tasks.	5/31/2023 10:42 AM
14	It would be nice to have a way to share deadlines and projects with other departments so everyone is away of the workloads currently effecting staff.	5/31/2023 8:38 AM
15	Being in management, and an employee of MaineHousing for 26+ years, I understand how the departments are connected and how our work affects another department.	5/30/2023 9:51 AM
16	I don't necessarily understand the functions of other departments.	5/30/2023 9:03 AM
17	Yes, I feel that our work really is all connected. I work in HI - so there is an obvious connection to HCV, but even other departments have a connection. EHS may help someone stay in their home, Home Ownwership may help a family buy their first home, freeing up an affordable rental unit, Etc.	5/30/2023 8:32 AM
18	I have no comment to add.	5/30/2023 7:52 AM
19	somewhat - i only understand a portion of the workflow between depts, and it is probably a small percentage of what actually occurs	5/26/2023 2:13 PM
20	My supervisor does an excellent job of informing of our team how programs impact our job responsibilities; however, I don't think other departments always effectively communicate or realize the impact of not giving us relevant information for us to be more effective in our positions.	5/26/2023 11:12 AM
21	There is minimal communication across departments. There is ample opportunity to support other departments, but very rarely do folks reach across departments for support or assistance.	5/26/2023 10:42 AM
22	I know what services our department provides, but not how it correlates with other departments.	5/26/2023 9:50 AM
23	While Finance doesn't directly help those in need, I do realize that the work we do directly supports those departments that do directly help our clients and partners. Without us, those departments couldn't perform their jobs to help our partners and clients.	5/26/2023 9:34 AM
24	The success of the program I work in affects Maine Housing's general reputation. We all work for the same company, so a bad reputation for MH is a bad reputation for everyone. Operating in a way that is productive, positive, and mindful of others will create better workplace relationships for moments where two or more programs or departments might need to intersect. Also, many of our clients apply for assistance in multiple departments, so we are all connected by the people that we service. Maintaining consistent high-quality relationships with our clients will be more difficult if some departments show a neglect for their work.	5/26/2023 9:31 AM
25	I do because I have worked in other departments, but I think this is a huge area for growth because unless you've moved around or had reason to be in interdepartmental activities, I think many employees just don't understand how what they do connects with what others do.	5/26/2023 8:57 AM
26	We're all interconnected.	5/26/2023 8:50 AM
27	As above, my work touches many programs and departments in the agency, so my work directly affects other departments.	5/26/2023 8:43 AM
28	I do in a sense, but maybe not as much as I would like to.	5/26/2023 8:42 AM
29	Correctly issuing vouchers and leasing tenants alleviates Homeless initiatives from having a greater case load	5/26/2023 8:40 AM
30	When I first started I and for a few years, I would have to say no. Now I have a better understanding of how my work affects or impacts others. I think are silos are still there. Our departments need to do a better job of sharing resources and helping one another.	5/26/2023 8:33 AM
31	My work keeps everyone operating and running smoothly. Very important.	5/26/2023 8:32 AM
32	Not sure how my work affects other departments.	5/26/2023 8:26 AM
33	Mainehousing employees are the customers who i deal with on a daily basis.	5/26/2023 8:15 AM
34	However, I don't always feel like other departments understand how there work may affect us.	5/26/2023 8:04 AM

35	Loved the new hire intro that helped me understand the different departments and everyone's roles in assuring the agency is successful.	5/26/2023 8:00 AM
36	I am sure that I do not have the full picture, but I do believe I have a basic understanding.	5/26/2023 7:58 AM
37	Yes I do. I strongly believe my work not only affects other departments, but it affects my current department, and of course to an extent, our external and front-facing partners, and of course the public eye as well.	5/26/2023 7:44 AM

Q10 Do you feel well informed about your department?

Answered: 121 Skipped: 3



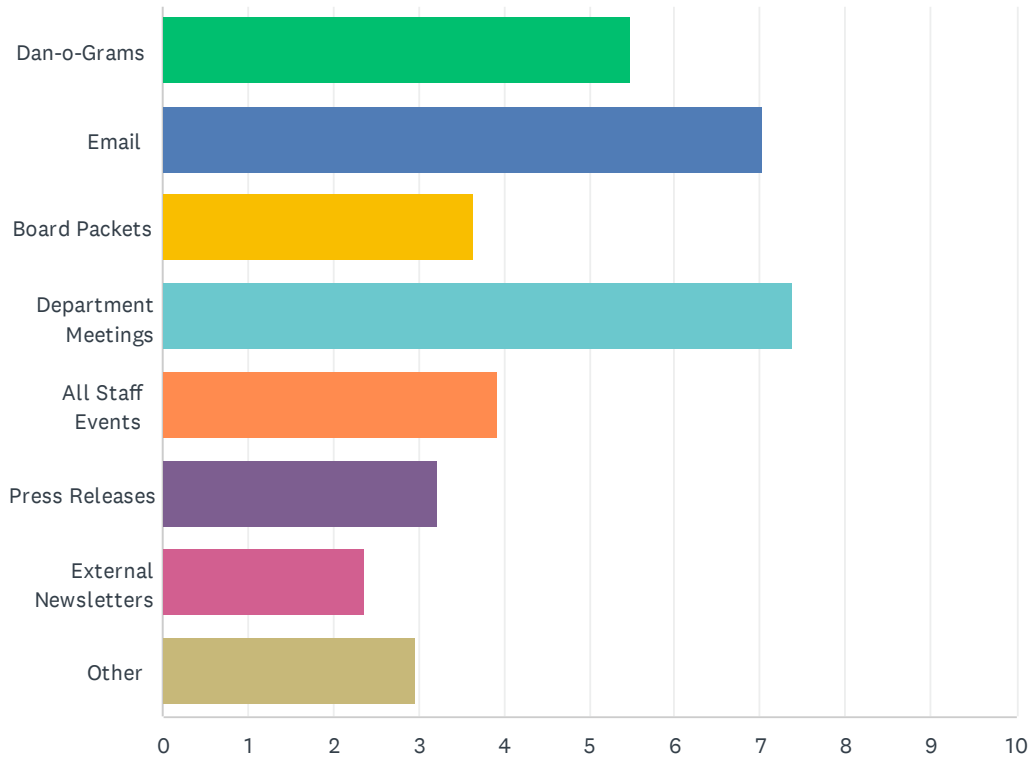
ANSWER CHOICES	RESPONSES
Yes	77.69% 94
No	2.48% 3
Please explain	19.83% 24
TOTAL	121

#	PLEASE EXPLAIN	DATE
1	I feel like I'm informed by my manager and department co-workers	6/6/2023 4:04 PM
2	I work quite closely with other members of my department, so know the issues. Plus we are updated at monthly Staff Meetings	6/6/2023 3:29 PM
3	Any new changes are provided in timely manner, and any questions are always answered.	6/6/2023 2:43 PM
4	even though it's a large group, not much gets by anyone!	6/6/2023 2:00 PM
5	We have monthly meetings between finance; servicing and default. we have bi weekly meetings between the three pods.	6/6/2023 9:38 AM
6	We have monthly meetings led by the Director and feel we get a good overview of what is happening in the dept.	6/6/2023 8:56 AM
7	To some degree, not entirely.	6/6/2023 8:12 AM
8	meetings have become too long and repetitive.	5/31/2023 5:55 PM
9	Most of the time. Sometimes I don't feel like we get all the information from this department but i still feel informed of the "goings on"	5/31/2023 10:56 AM
10	Yes, from the standpoint of knowing what other staff are doing	5/31/2023 10:42 AM
11	Yes, we connect each week at our Manager's meeting with our Department Director, we have bi-weekly meetings with our team leaders, quarterly full department meetings and our Department Director is always available if I have any questions.	5/30/2023 9:51 AM
12	We have wonderful leadership that is always keeping us up to date on what is going on within	5/30/2023 9:13 AM

	our department and outside our department.	
13	Our management team communicates with us daily.	5/30/2023 9:03 AM
14	Our Director is very good at providing us updates at staff meetings and will also do quick meetings in between if needed to make sure we are well informed.	5/30/2023 7:52 AM
15	Yes, Dev has very informational and interactive weekly meetings	5/26/2023 2:13 PM
16	The Finance department has great communication, between management and staff and also between staff.	5/26/2023 9:34 AM
17	The Director does a good job of keeping us informed.	5/26/2023 8:50 AM
18	I have regular contact with my Manager, we have regular Department meetings and regular interactions with other members of the management team and team members.	5/26/2023 8:46 AM
19	Yes - Our director is present for meetings and communicates announcements by email as well.	5/26/2023 8:42 AM
20	In previous departments I did not. I do feel currently I am fairly well informed. There are times when things seem to come out of left field but often it starts from the top.	5/26/2023 8:33 AM
21	Weekly meetings help us keep a pulse on our work	5/26/2023 8:32 AM
22	Monthly meetings which inform us about most Mainehousing's news.	5/26/2023 8:15 AM
23	Sometimes not every supervisor is informed as much as they maybe should. When it came to Prolink some of us had to wait long to understand how it would affect us because even the supervisor was not aware.	5/26/2023 8:00 AM
24	Our staff meetings are very detailed and cover all aspects of our department.	5/26/2023 7:40 AM

Q11 How do you CURRENTLY receive information about your department? Please rank in order of most to least used methods.

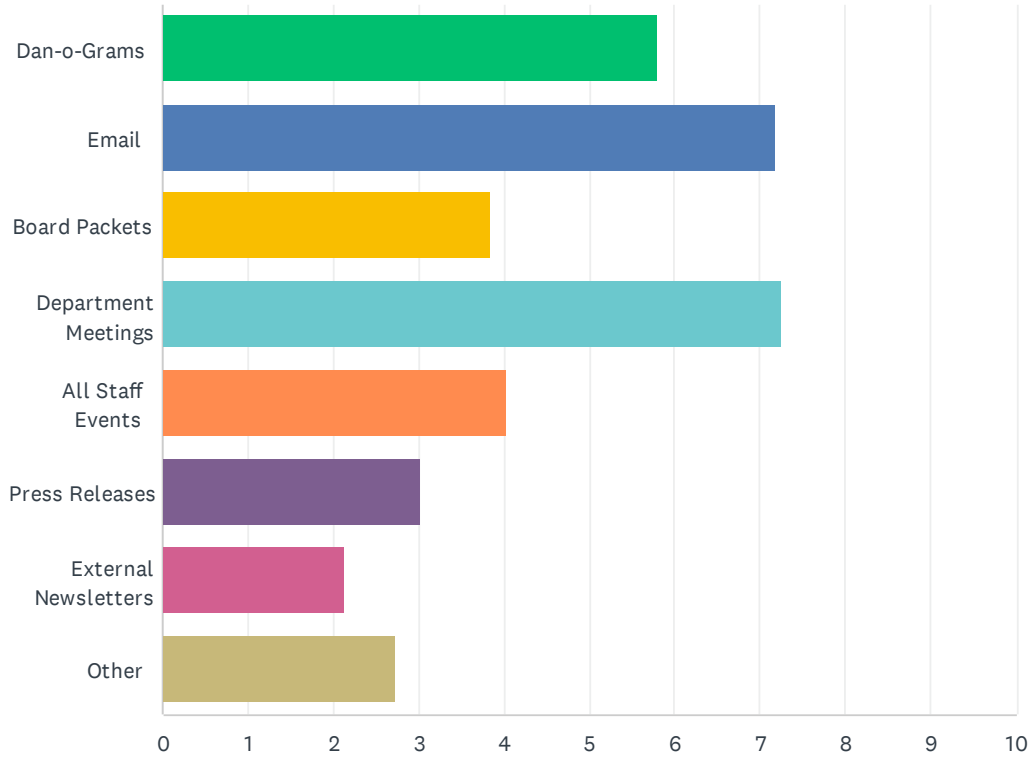
Answered: 120 Skipped: 4



	1	2	3	4	5	6	7	8	TOTAL	SCORE
Dan-o-Grams	3.33% 4	8.33% 10	45.00% 54	30.83% 37	6.67% 8	2.50% 3	2.50% 3	0.83% 1	120	5.49
Email	24.17% 29	58.33% 70	14.17% 17	3.33% 4	0.00% 0	0.00% 0	0.00% 0	0.00% 0	120	7.03
Board Packets	0.00% 0	0.83% 1	11.67% 14	25.83% 31	20.00% 24	11.67% 14	15.00% 18	15.00% 18	120	3.65
Department Meetings	58.33% 70	28.33% 34	7.50% 9	3.33% 4	2.50% 3	0.00% 0	0.00% 0	0.00% 0	120	7.37
All Staff Events	0.00% 0	0.00% 0	6.67% 8	23.33% 28	41.67% 50	14.17% 17	11.67% 14	2.50% 3	120	3.92
Press Releases	0.00% 0	0.83% 1	1.67% 2	7.50% 9	20.83% 25	48.33% 58	18.33% 22	2.50% 3	120	3.21
External Newsletters	0.00% 0	0.00% 0	2.50% 3	3.33% 4	6.67% 8	21.67% 26	47.50% 57	18.33% 22	120	2.37
Other	14.17% 17	3.33% 4	10.83% 13	2.50% 3	1.67% 2	1.67% 2	5.00% 6	60.83% 73	120	2.97

Q12 How would you PREFER to receive information about your department? Please rank in order of most to least liked methods.

Answered: 118 Skipped: 6



	1	2	3	4	5	6	7	8	TOTAL	SCORE
Dan-o-Grams	4.24% 5	13.56% 16	46.61% 55	30.51% 36	4.24% 5	0.00% 0	0.85% 1	0.00% 0	118	5.80
Email	38.14% 45	44.07% 52	16.95% 20	0.85% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	118	7.19
Board Packets	0.00% 0	0.85% 1	11.02% 13	31.36% 37	16.10% 19	16.95% 20	16.10% 19	7.63% 9	118	3.84
Department Meetings	46.61% 55	38.98% 46	8.47% 10	4.24% 5	1.69% 2	0.00% 0	0.00% 0	0.00% 0	118	7.25
All Staff Events	0.85% 1	0.00% 0	4.24% 5	26.27% 31	46.61% 55	13.56% 16	5.08% 6	3.39% 4	118	4.04
Press Releases	0.00% 0	0.00% 0	0.85% 1	0.85% 1	23.73% 28	51.69% 61	21.19% 25	1.69% 2	118	3.03
External Newsletters	0.00% 0	0.00% 0	0.85% 1	2.54% 3	4.24% 5	16.10% 19	53.39% 63	22.88% 27	118	2.13
Other	10.17% 12	2.54% 3	11.02% 13	3.39% 4	3.39% 4	1.69% 2	3.39% 4	64.41% 76	118	2.72

Q13 What are the barriers to receiving information about your department?

Answered: 63 Skipped: 61

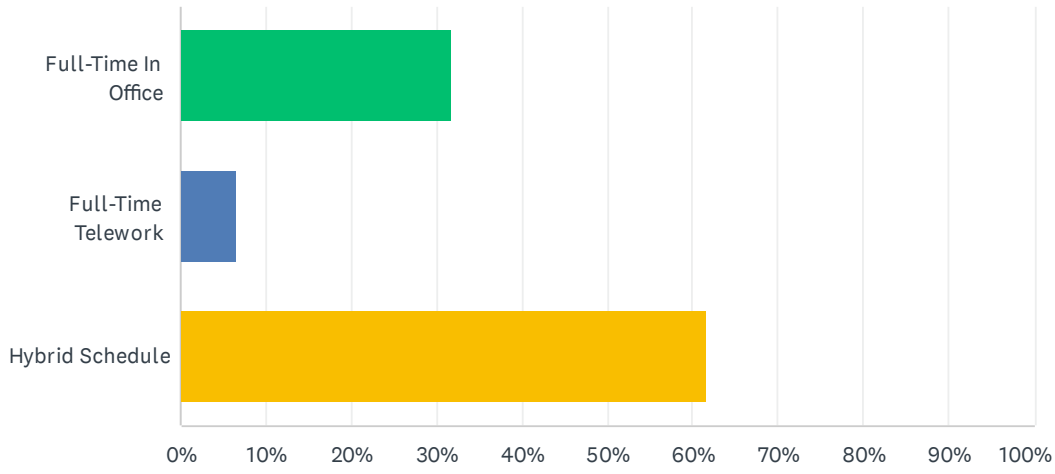
#	RESPONSES	DATE
1	I don't feel like there is any.	6/6/2023 4:04 PM
2	I do not think there are really any barriers. The "other" above is good communication with my department director who is my supervisor.	6/6/2023 3:29 PM
3	I have not experienced any barriers to receive information	6/6/2023 2:43 PM
4	If I am in the correct team or not	6/6/2023 2:00 PM
5	Our team works on things separately and can be siloed but we check in frequently and supervisors and staff are always available for questions.	6/6/2023 11:35 AM
6	My department rocks in sharing information.	6/6/2023 10:52 AM
7	Same as above	6/6/2023 10:46 AM
8	None	6/6/2023 10:39 AM
9	N/A	6/6/2023 10:00 AM
10	None	6/6/2023 9:48 AM
11	not being in the building for impromptu discussions	6/6/2023 9:38 AM
12	I don't see any barriers; management is very accessible and has discussions/answers questions whenever possible.	6/6/2023 9:25 AM
13	individual communications, encourage thinking outside of the box or outside your own cubicle.	6/6/2023 8:56 AM
14	I don't think there is a willingness to share information.	6/6/2023 8:12 AM
15	I don't see a barrier, we share information via Huddles, Staff Meetings and email.	6/6/2023 7:59 AM
16	Nothing	6/5/2023 4:00 PM
17	I think we are well informed what is going on in my department and if you want to know more specifics it's available.	6/5/2023 10:49 AM
18	I believe we have a good system of information exchange in Weatherization Department.	6/5/2023 9:41 AM
19	Communication	6/5/2023 8:14 AM
20	My department is split into two functions, and we never meet as a whole department. Our monthly meetings are with our side of the department only, so we rarely hear about the other side unless we read their meeting minutes.	6/2/2023 12:53 PM
21	None, my supervisor keeps us well informed	6/2/2023 11:14 AM
22	None	6/1/2023 2:38 PM
23	everyone seems too busy.	5/31/2023 5:55 PM
24	None	5/31/2023 11:28 AM
25	none.	5/31/2023 8:38 AM
26	I work part time and am not really considered part of the IT department.	5/30/2023 9:54 AM
27	I don't feel like I have any barriers.	5/30/2023 9:51 AM
28	I can't think of any.	5/30/2023 9:03 AM
29	I believe our department communicates very effectively - I do not perceive any barriers.	5/30/2023 8:32 AM

30	None	5/30/2023 8:18 AM
31	I do not have any.	5/30/2023 7:52 AM
32	None	5/30/2023 7:14 AM
33	I do not feel our department has issues with communication	5/30/2023 6:42 AM
34	Only the top 3 methods in the previous 2 questions really apply, the other 5 do not.	5/26/2023 2:13 PM
35	none	5/26/2023 1:19 PM
36	I am part of a department within a department. Sometimes feels like we are all separate like in high school with clicks	5/26/2023 11:22 AM
37	N/A	5/26/2023 10:04 AM
38	Not many barriers, we do pretty well. Sometimes people might not realize who needs to know information and so might not share with all those who need to know but this is infrequent.	5/26/2023 9:34 AM
39	I don't face many, everyone communicates pretty well. Working in a different program from others within the same department requires a specific defined set of knowledge, so understanding all the operations of the other programs can be a lot to take in, but whatever questions I have can be easily resolved through a conversation.	5/26/2023 9:31 AM
40	I do not see any barriers.	5/26/2023 9:29 AM
41	Knowing what is important to share and what is information overload and will not be absorbed.	5/26/2023 8:57 AM
42	I don't feel there are any. It's the news/happenings in other departments that I'm not getting.	5/26/2023 8:50 AM
43	None in particular.	5/26/2023 8:46 AM
44	none that I can think of	5/26/2023 8:43 AM
45	I would say none, they use meetings and email very effectively. I have never thought "Why didn't I know that?"	5/26/2023 8:42 AM
46	Too busy and too many people going off in different directions. Also, the interpersonal dynamic is not always healthy.	5/26/2023 8:39 AM
47	There really are none beyond schedules.	5/26/2023 8:36 AM
48	There are times when the information is only shared in each department that may affect or impact others. New programs pop up and it would be great to know about these opposed to stubbing across them. They may be good resources for our consumers and partners but we cannot share this information if we do not know.	5/26/2023 8:33 AM
49	nothing. If I have questions I ask them.	5/26/2023 8:32 AM
50	Decisions are made and not always communicated with staff	5/26/2023 8:22 AM
51	telecommuting - we are rarely in the office as a team, so ensuring the message is delivered appropriately can be a challenge. There is no tone or inflection in email, so communication can be lost for those not in office if certain messages aren't properly delivered	5/26/2023 8:18 AM
52	There are no barriers	5/26/2023 8:15 AM
53	no barriers	5/26/2023 8:15 AM
54	Sometimes the amount of emails we get can be overwhelming. So, communication via email may be easily looked over if you are bogged down with emails.	5/26/2023 8:12 AM
55	Feel like it is only shared on a need to know basis.	5/26/2023 8:04 AM
56	None	5/26/2023 8:01 AM
57	Lack of information, maybe more communication between management to assure they are all on the same page to relay the info to their teams.	5/26/2023 8:00 AM
58	None. Management does a great job keeping us informed of relevant information.	5/26/2023 7:58 AM
59	None	5/26/2023 7:49 AM

60	None. I receive all information necessary from my Supervisor and Dept meetings.	5/26/2023 7:46 AM
61	Sometimes there is a lack of communication between different sub departments within a department. I don't exactly know who would be responsible for this happening. Whether it be because of lack of communication between sub department managers, or direct staff. I am not exactly sure where to pin-point. This is something that is an on-going improvement, and I feel that is definitely a great goal to achieve.	5/26/2023 7:44 AM
62	There are no barriers.	5/26/2023 7:43 AM
63	Our department does a great job sharing information.	5/26/2023 7:40 AM

Q14 What is your work model?

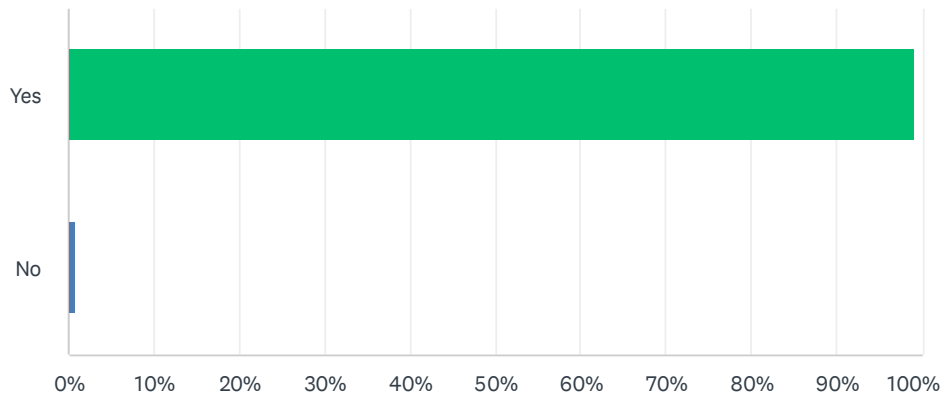
Answered: 120 Skipped: 4



ANSWER CHOICES	RESPONSES
Full-Time In Office	31.67% 38
Full-Time Telework	6.67% 8
Hybrid Schedule	61.67% 74
TOTAL	120

Q15 Do you feel your work is connected to the mission of MaineHousing?

Answered: 123 Skipped: 1



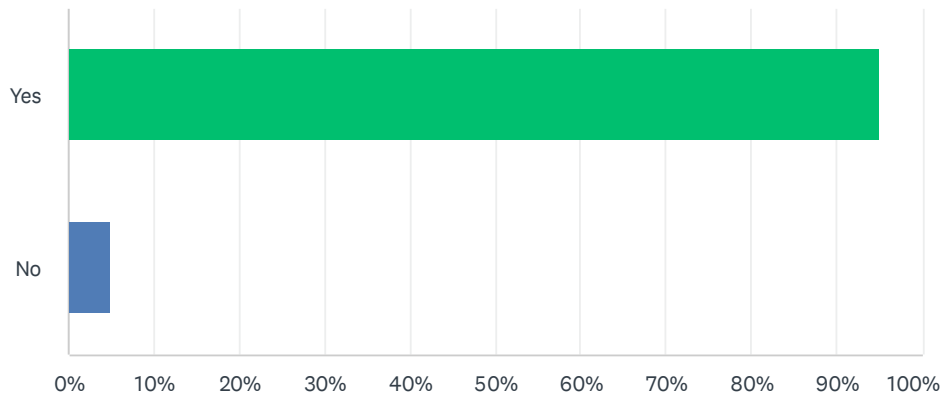
ANSWER CHOICES	RESPONSES
Yes	99.19% 122
No	0.81% 1
TOTAL	123

#	PLEASE EXPLAIN	DATE
1	I believe I have an excellent relationship with our external partners which allows me to collaborate with them to advance MaineHousing's affordable housing mission.	6/6/2023 3:29 PM
2	in determining whether owners are correctly doing the paperwork to make the most important choices	6/6/2023 2:00 PM
3	Section8 department works extremely hard to keep Maine People housed.	6/6/2023 10:39 AM
4	We do complicated accounting on excel spreadsheets.	6/6/2023 9:38 AM
5	N/A	6/5/2023 4:00 PM
6	I work hand in hand with our partners on a daily basis improving the living conditions in Maine homes.	6/5/2023 10:49 AM
7	Helping people lower fuel and energy costs. In some cases helping people stay in their home by lowering their energy consumption.	6/5/2023 9:41 AM
8	We support the rest of the agency and assist in achieving MaineHousing's mission.	6/5/2023 8:14 AM
9	helping to provide affordable housing.	5/31/2023 5:55 PM
10	Home To Stay is very busy and mission driven. I feel like this special program is geared towards MaineHousing's mission	5/31/2023 10:56 AM
11	I work in a department that on a daily basis is helping the residents of Maine obtain affordable housing.	5/30/2023 9:51 AM
12	My work is directly related to getting folks the resources they need to find housing.	5/30/2023 9:03 AM
13	Absolutely - we work to help people secure safe, stable housing.	5/30/2023 8:32 AM
14	Yes, it may be indirect work, but it is still a very important part of completing the mission of MaineHousing.	5/30/2023 7:52 AM

15	Development does a LOT toward creating more housing, I dont know what other depts do to actually create housing	5/26/2023 2:13 PM
16	I agree with the mission- my particular job is in the background with management companies so I am not in front lines actually helping people	5/26/2023 11:22 AM
17	I do, I am aiding in creating a safe and affordable living situation for the residents of Maine and my team and I seem to uphold the attitudes needed to perform our jobs well.	5/26/2023 9:31 AM
18	I see a direct connection between my work and the mission.	5/26/2023 8:57 AM
19	I work with a number of programs to ensure that funds are received and disbursed timely, so my work is directly connected to providing benefits to the people of Maine.	5/26/2023 8:43 AM
20	Working in development, you get to see an application go through the underwriting process, to construction, to permanent loan closing/occupancy. Seeing these multifamily projects come to life through those stages is quite gratifying.	5/26/2023 8:42 AM
21	Absolutely. I feel that my work is wholeheartedly connected to the mission of MSHA. In that, I feel my work is completely mission driven to the public and other coworkers as a whole.	5/26/2023 7:44 AM

Q16 Do you feel connected to your department and team?

Answered: 121 Skipped: 3



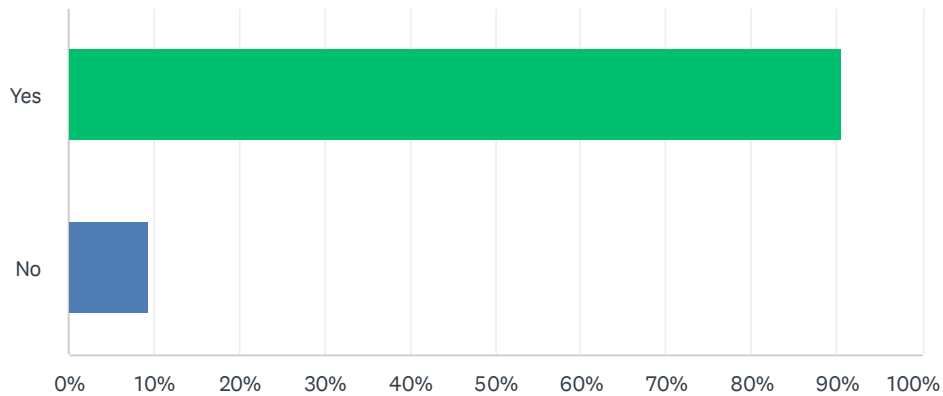
ANSWER CHOICES	RESPONSES
Yes	95.04% 115
No	4.96% 6
TOTAL	121

#	PLEASE EXPLAIN	DATE
1	I believe our department does a very good job of working collaboratively	6/6/2023 3:29 PM
2	The whole team works independently and together as a great asset to our mission	6/6/2023 2:43 PM
3	We talk alot and have alot of meetings that are very inclusive	6/6/2023 2:00 PM
4	My work is not part of shared work, so I often feel disconnected. However, I know what I do is important to the people we serve.	6/6/2023 10:52 AM
5	we have small ring central groups we use	6/6/2023 9:38 AM
6	Yes, because my director is good at communicating, but no to the extent that our processes for standard operations have become much less consistent since Covid.	6/6/2023 9:02 AM
7	I feel connected to my team. We work very well together and have each others back. As a department as a whole we are very disconnected and there is toxic negativity within the department that causes tension within the department.	6/6/2023 8:05 AM
8	N/A	6/5/2023 4:00 PM
9	I feel that our leadership keeps us informed and have open doors if we want to know more about what we might not be directly involved in.	6/5/2023 10:49 AM
10	I enjoy my coworkers. We communicate a lot and value each others opinions. We learn from each other daily.	6/5/2023 9:41 AM
11	Everyone works really well together and each team member has an open door policy. It is also a unique department where most of the team members are in office every day.	6/5/2023 8:14 AM
12	Everyone seems too busy. Most of my interaction with others in my department is during meetings which have become too long and repetitive.	5/31/2023 5:55 PM
13	For the most part, it is always easier to collaborate when we are in the office.	5/30/2023 9:13 AM

14	Yes, we meet every morning to discuss our workload and goals for the day.	5/30/2023 9:03 AM
15	Yes, very much so. I believe that the people in my department (and I suspect this is probably true of other departments) are there because they genuinely want to help the people we serve.	5/30/2023 8:32 AM
16	We have a great team and Manager, Director. We meet every week. This always gives us time to collaborate on challenging situations. Were updated on leadership tasks and completions.	5/30/2023 7:52 AM
17	absolutely, Dev team is great and the managers are prob the best in the building	5/26/2023 2:13 PM
18	I think we have a supportive team and am thankful for that.	5/26/2023 12:45 PM
19	to the financial team YES to the whole Asset management Department -no	5/26/2023 11:22 AM
20	Accounting is definitely a connected team. We all work very well together, each responsible for our own tasks but always willing to pitch in and help each other out. We keep communication open and bring issues/news to each others attention.	5/26/2023 9:34 AM
21	Yes, both my department and the team I work closer with have been nothing but kind to me and great listeners/responders when I need any kind of help. I am happy and comfortable working with them.	5/26/2023 9:31 AM
22	I do, but I also wish we were more connected. I think we could connect more both on a professional and person level.	5/26/2023 8:57 AM
23	Sometimes. At others I don't due to the nature of the program I work with.	5/26/2023 8:50 AM
24	Regular interactions and meetings.	5/26/2023 8:46 AM
25	My team regularly messages each other and sees each other in the office, in addition to our work overlapping, so there is regular contact within the group even if we are mostly on a hybrid work schedule.	5/26/2023 8:43 AM
26	We have incredible leadership, and I think they do a nice job of keeping with the theme of being kind and approachable, and at the same time demonstrating a strong work ethic themselves - which trickles down the chain of command. We're all pulling in the same direction and genuinely enjoy each other's company, celebrate each other's successes, and rush to help when one of us needs it.	5/26/2023 8:42 AM
27	Again, we are independent units doing separate tasks and we often do not know what each other is doing.	5/26/2023 8:39 AM
28	but with only one day in office for each of them , there is a disconnect. Work relationships are harder to form, less comraderie and harder to sometimes monitor employee engagement	5/26/2023 8:18 AM
29	As a supervisor, it is my responsibility to make that connection with my staff and i do so thru constant communication.	5/26/2023 8:15 AM
30	Yes I do.	5/26/2023 7:44 AM
31	We have a wonderful team in Homeownership.	5/26/2023 7:40 AM

Q17 Do you feel that you receive information in a timely manner?

Answered: 118 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	90.68%	107
No	9.32%	11
TOTAL		118

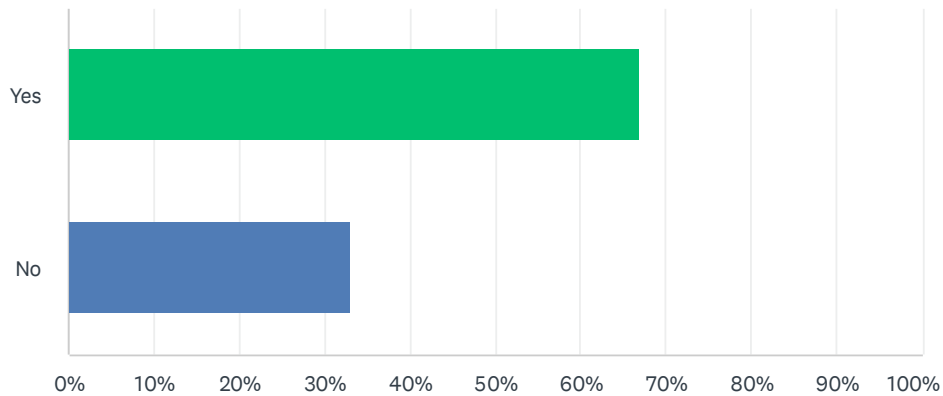
#	PLEASE EXPLAIN	DATE
1	At least insofar as it pertains to my role. At times, there is too much work to keep track of all I should be aware of	6/6/2023 3:29 PM
2	always well in advance	6/6/2023 2:00 PM
3	unless it comes from a discussion	6/6/2023 9:38 AM
4	Other than department director, it is a challenge within our department to keep communications running smoothly and efficiently.	6/6/2023 9:02 AM
5	N/A	6/5/2023 4:00 PM
6	No complaints	6/5/2023 9:41 AM
7	Information is usually received in a timely manner and if it isn't there is usually a reason for it.	6/5/2023 8:14 AM
8	Not sure, don't know what I don't know.	5/31/2023 5:55 PM
9	The information I need for my specific work is timely.	5/30/2023 9:54 AM
10	Our management team communicates with us efficiently.	5/30/2023 9:03 AM
11	Yes - our department communicates very effectively.	5/30/2023 8:32 AM
12	I have no comment.	5/30/2023 7:52 AM
13	Often information is relayed after events, or after decisions have been made and there is no opportunity for input.	5/26/2023 10:42 AM
14	Information received is always passed on as soon as it is received/processed by the other person.	5/26/2023 9:34 AM
15	When news is announced in any facet of Maine Housing I always receive it within that day, and typically within minutes if its within my own smaller team. Most news is electronic so it is	5/26/2023 9:31 AM

instant- so "receiving" here means when I simply have time to get to it. Typically I pause what I'm doing to look over announcements in case they are of high importance.

16	Intradepartmentally, communication with each and all works well with monthly department meetings and bi-weekly team meetings. Agency news, activities, and events are communicated well with Dan-O-Grams and ActWell newsletters and emails. Interdepartmentally, new programs or changes made to existing programs are often only communicated to the department after the fact causing a mad scramble to set up programs and/or accommodate changes.	5/26/2023 9:05 AM
17	Sometimes	5/26/2023 8:50 AM
18	I feel that I receive information that affects me or my job directly in a timely manner. Information about other departments or the agency at large that I don't receive directly from management or coworkers I tend to feel comes through Dan-o-grams or department meetings on a weekly or monthly basis, respectively.	5/26/2023 8:43 AM
19	I never feel as though I am getting information too late.	5/26/2023 8:42 AM
20	Its usually after the fact and after serious decisions have been made.	5/26/2023 8:39 AM
21	Don't always receive all information.	5/26/2023 8:22 AM
22	Feels like we only find out when it has either happened or will happen within the next 48 hours on some items.	5/26/2023 8:04 AM
23	Yes, we communicate on a daily basis.	5/26/2023 7:46 AM

Q18 Does your department participate in team building activities?

Answered: 118 Skipped: 6



ANSWER CHOICES	RESPONSES
Yes	66.95% 79
No	33.05% 39
TOTAL	118

#	IF YES, PLEASE DESCRIBE ACTIVITES	DATE
1	We have a quarterly team lunch meeting.	6/6/2023 4:58 PM
2	I am not aware of any.	6/6/2023 3:29 PM
3	We have alot of meetings discussing alot of different topics regarding housing and we work well together	6/6/2023 2:00 PM
4	We have staff meetings, weekly check-ins and department activities.	6/6/2023 11:35 AM
5	We meet weekly and have open communication with each other, therefore I don't see not having these activities to be a bad thing.	6/6/2023 11:10 AM
6	Each department meeting has some sort of activity, some are about communication styles, some are about work styles.	6/6/2023 10:52 AM
7	Lunches	6/6/2023 10:46 AM
8	Our department conducts team building exercises on a fairly regular basis.	6/6/2023 10:00 AM
9	Sometimes	6/6/2023 9:48 AM
10	We have many new team members and bi weekly we have been doing 10 minute team building games and we rotate who is in charge of doing one.	6/6/2023 9:38 AM
11	These are not my thing	6/6/2023 9:02 AM
12	Jenga, cornhole, or golf in house occasionally	6/6/2023 8:26 AM
13	lunches & meeyings	6/5/2023 4:00 PM
14	witin the different teams	6/5/2023 10:49 AM
15	Team meetings often contain a team building activities	6/5/2023 9:48 AM
16	After Department	6/5/2023 9:41 AM

17	We have lunch together occasionally, we celebrate birthdays and once a year we travel to see some of the projects we have worked on throughout the year.	6/5/2023 8:14 AM
18	Not as often as I would like. We try to schedule one in the summer, but that's hard too where lots of folk vacation in the summer. I think they are VERY important and we need to make time for them. We typically do a get-to-know-you activity of some sort, have lunch catered. We've had outside people come and do personalty tests and generational gap tests which are helpful as well. Anything outside of the office is generally well perceived as well.	6/2/2023 12:53 PM
19	occasional lunches together	6/2/2023 11:14 AM
20	Group lunches, outside socializingDDK	6/1/2023 2:38 PM
21	Some team building activities at regular weekly/monthly meetings. Also twice a year in person half day events (summer and December holiday)	6/1/2023 1:23 PM
22	Communication Style testing, creative problem solving, ted talks	5/31/2023 1:05 PM
23	We have done several at our HTS team meetings. The whisper game, communication assessments... I don't remember all of them.	5/31/2023 10:56 AM
24	Luncheons	5/30/2023 11:14 AM
25	At our quarterly full department meetings we always try to do a team building activity. The activities range from communication styles to resources in filling your bucket to group games and meals together.	5/30/2023 9:51 AM
26	We have lots of meeting and we plan a offsite gathering to build team moral.	5/30/2023 9:13 AM
27	Always at department meetings. Occasionally through emails.	5/30/2023 9:03 AM
28	We usually do something 1 or 2 times a year. I do wish we did more team building days or retreat days.	5/30/2023 8:59 AM
29	Yes, both large and small scale.	5/30/2023 8:32 AM
30	Team development day	5/30/2023 8:18 AM
31	When Chris was here we did. Since he has left we have not done anything.	5/30/2023 7:52 AM
32	During our Holiday party we had a competition with teams it was fun.	5/26/2023 12:45 PM
33	We go off-site to celebrate our co-workers birthdays.	5/26/2023 11:12 AM
34	The department as a whole - no. As a manager of a small team, I implement team building activities regularly.	5/26/2023 10:42 AM
35	We have a team building session at least once a year. The day is split with half learning/working together, the other half is reserved for something fun to do together as a team.	5/26/2023 9:50 AM
36	A few managers frequently send out funny or motivational content or interactive exercises to boost morale. In general casual conversation is a team building method and it creates a nice balance.	5/26/2023 9:31 AM
37	We have conversations on a weekly basis about our department.	5/26/2023 9:29 AM
38	department lunches & ice cream socials	5/26/2023 9:12 AM
39	We do activities at our staff meetings and sometimes in between. It helps when we are able to get off site for these. For some reason, that brings people's guards down and allows them to be more open to connection.	5/26/2023 8:57 AM
40	Sometimes. I feel there could be more focus on team building	5/26/2023 8:50 AM
41	I think that getting together simply to have lunch and catch up builds team.	5/26/2023 8:46 AM
42	at our monthly staff meeting there is a structured/guided activity usually chosen and facilitated by different staff - often they are problem solving activities.	5/26/2023 8:43 AM
43	We'll get lunch in the cafe on a normal day for those of us in the office, group lunches with food brought in attached to an all-team in office meeting, a beverage at Margarita's.	5/26/2023 8:42 AM

44	identifying and working w/ communication styles	5/26/2023 8:40 AM
45	We tried that, it didn't work.	5/26/2023 8:39 AM
46	Not really. Sometimes myself and others create our own team building. I have picked up ice-cream in the past. others have picked up pizza and we do genuinely have a good time together.	5/26/2023 8:32 AM
47	Because some people don't like them/feel comfortable with them we don't. I feel like it is vital in becoming more comfortable with our teams and building and fostering working relationships.	5/26/2023 8:22 AM
48	Holiday get together	5/26/2023 8:15 AM
49	Professional development and team building day offsite, implementing regular boards in department to keep employees engaged with their coworkers	5/26/2023 8:15 AM
50	I do want to say that we don't typically label them as team building activities. But, they occur naturally around us everyday.	5/26/2023 8:12 AM
51	Nor do I want to.	5/26/2023 8:04 AM
52	We have a bi-weekly training session that allows us to connect and collaborate. Management also does a good job of setting up periodic activities to give us the opportunity to connect in a less formal setting.	5/26/2023 7:58 AM
53	We have a biweekly team meeting where we incorporate some type of team building activity (ice breakers, short games, etc.) to boost morale and help the team feel connected.	5/26/2023 7:49 AM
54	We already work as a team.	5/26/2023 7:46 AM
55	weekly check-ins; external activities	5/26/2023 7:28 AM

Q19 What team building activities would you like to see offered?

Answered: 57 Skipped: 67

#	RESPONSES	DATE
1	None, we have too much work to do and not enough time to get it all done as it is.	6/6/2023 4:37 PM
2	More offsite team meetings	6/6/2023 3:50 PM
3	Not sure.	6/6/2023 3:29 PM
4	I dont know	6/6/2023 2:00 PM
5	Yearly team building half day or full day	6/6/2023 12:02 PM
6	None that I can think of.	6/6/2023 11:35 AM
7	Activities with family, lunch and learns, employee spotlights, cook-outs, visits to properties, group volunteer opportunities, etc.	6/6/2023 10:46 AM
8	Maybe hybrid team games. Like we have 7-8 teams. and the scavenger hunt can be lead by clues we have to figure out. even the telecommuters can solve clues for the internal staff people to find the object/prize.	6/6/2023 9:38 AM
9	Less please, I get very little out of forced participation in some exercise. They feel degrading and childish. I have my personal life and views and don't want to be subjected to sharing them at the office. Just let me work.	6/6/2023 9:02 AM
10	Lunch and Learn - skill building - educational opportunities - conference, convention round-ups after someone attends - sharing of ideas	6/6/2023 8:56 AM
11	field day or outing with either physical activities or games to build each other up and work as a team.	6/6/2023 8:26 AM
12	Time outside of the office to do activities together.	6/6/2023 8:12 AM
13	anything to do with communication.	6/6/2023 8:05 AM
14	It would be nice to have off site team building meetings again.	6/6/2023 7:59 AM
15	not a fan of team building activities in groups. I think its important to remember that some people are introverts with anxiety and these events are triggering.	6/6/2023 7:48 AM
16	After hour events such as trivia perhaps	6/5/2023 4:00 PM
17	Ones that the entire department participates in	6/5/2023 9:48 AM
18	Learning more about other departments.	6/5/2023 9:41 AM
19	More company wide team building activities.	6/5/2023 8:14 AM
20	more lunch gatherings	6/2/2023 11:14 AM
21	DK	6/1/2023 2:38 PM
22	It might be nice to get some of the departments that work together a lot together for some get to know you activities. Harder to do for the whole agency except at All Staff Day.	6/1/2023 1:23 PM
23	Department lunch & learn or show & tell, Trivia Challenge, Department Team volunteer, blind task completion (one person blindfolded another provides direction/instruction)	5/31/2023 5:55 PM
24	Any. I like seeing all of the ideas our TL's and department managers come up with :-)	5/31/2023 10:56 AM
25	activities on boundaries and professionalism.	5/31/2023 10:42 AM
26	Not sure	5/30/2023 9:13 AM
27	I can't think of any.	5/30/2023 9:03 AM

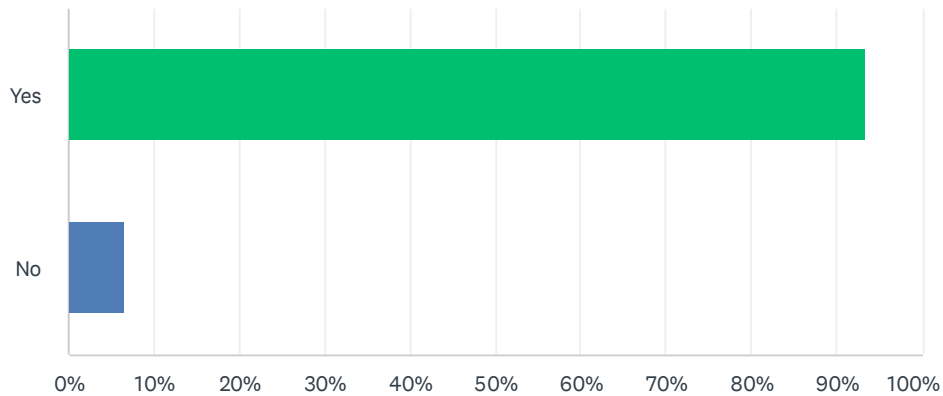
28	I cannot think of any.	5/30/2023 8:32 AM
29	More than one team development day a year.	5/30/2023 8:18 AM
30	I have no specifics. I am interested in any team building activities that are offered.	5/30/2023 7:52 AM
31	None - I think our team is great	5/30/2023 7:14 AM
32	I would like to see activities that encourage mentoring. I feel our department has cliques. The employees that are not accepted in the clique miss out on the mentoring of the senior employees.	5/30/2023 6:42 AM
33	monthly or quarterly off-site or catered lunch or breakfasts maybe, paid for by the agency?	5/26/2023 2:13 PM
34	Team building activities centered around fun that are low pressure are best in my opinion.	5/26/2023 12:45 PM
35	Activities that enable us to get to know each other as humans, not as employees. There are ways to encourage people to share while maintaining personal boundaries.	5/26/2023 10:42 AM
36	Communication styles and positive intentions	5/26/2023 10:04 AM
37	Any fun gatherings where people can get together a few times a year. We used to but stopped since COVID.	5/26/2023 9:34 AM
38	The ones listed above are enough for me. I love hands on and active efforts but outside of clubs like actwell, those are a little harder to demonstrate in organizations like this	5/26/2023 9:31 AM
39	I do not feel the need for additional activities.	5/26/2023 9:29 AM
40	More agency wide activities would be great so that we can connect with people outside of our department - maybe still small groups but ones with non departmental people. Quick fun activities are great but I am also interested in thought provoking ones that form connections and are launching points to more conversation. I also think getting into environments that are more casual help people connect on a different level (bowling, outdoors, etc.)	5/26/2023 8:57 AM
41	A larger scale team building would be nice that involves the entire agency and how we are connected.	5/26/2023 8:50 AM
42	I am fine with minimal team building exercises.	5/26/2023 8:43 AM
43	Something outside of the office with mandatory face-to-face participation.	5/26/2023 8:39 AM
44	More department lunches or a day away together- field trips	5/26/2023 8:36 AM
45	I have suggested more than once for some team building activities. Even just taking the afternoon to get to know each other better and build bonds. I think a rage room would be great. Especially after lots of work stress.	5/26/2023 8:33 AM
46	Not sure but maybe something off site if we can swing it. Like bowling or something fun as a team	5/26/2023 8:32 AM
47	Any	5/26/2023 8:22 AM
48	summer outside activities , more team lunches , department combinations - have bowling or lunch or anything with a different department - by putting multiple departments together randomly even once a month , employees can get to know each other and the valuable work we all do	5/26/2023 8:18 AM
49	Offsite event	5/26/2023 8:15 AM
50	Fun activities that get us away from the normal work routine while still bringing us together and making us stronger.	5/26/2023 8:12 AM
51	None	5/26/2023 8:04 AM
52	N/A	5/26/2023 8:01 AM
53	Maybe more team building within the department	5/26/2023 8:00 AM
54	Something similar to the idea listed below (sharing pursuits and achievements outside of MaineHousing) would be great. Having this take place in a web-based format (through	5/26/2023 7:49 AM

Homefront) would be a way to keep employees connected and get to know each other, find commonalities, etc.

55	None	5/26/2023 7:46 AM
56	Lunch and learn.	5/26/2023 7:43 AM
57	I would love to see a day off site getting to know each other.	5/26/2023 7:40 AM

Q20 Do you feel heard?

Answered: 121 Skipped: 3



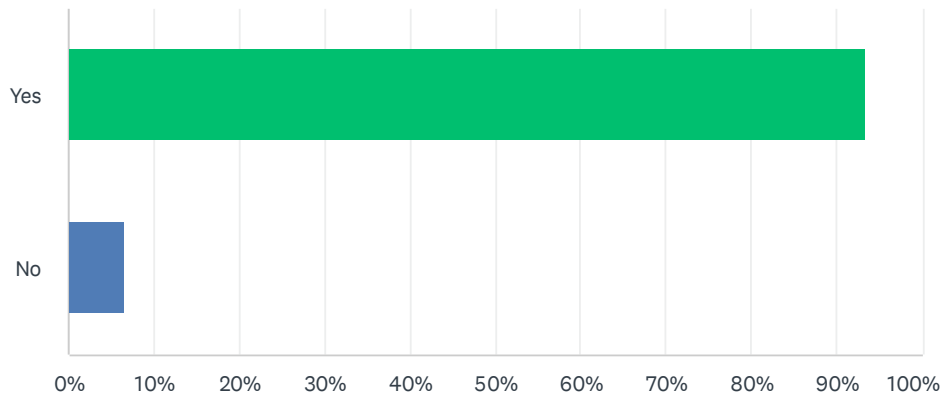
ANSWER CHOICES	RESPONSES
Yes	93.39% 113
No	6.61% 8
TOTAL	121

#	PLEASE EXPLAIN	DATE
1	In my dept but not agency wide	6/6/2023 4:37 PM
2	I feel that I receive good feedback	6/6/2023 3:29 PM
3	I always say whats on my mind to the team	6/6/2023 2:00 PM
4	Yes, my manager and director both encourage us to share our thoughts, ideas, frustrations and good moments.	6/6/2023 10:52 AM
5	I believe you read and honor what we write in these	6/6/2023 9:38 AM
6	By my director, yes. By other task assignors within my department, not always.	6/6/2023 9:02 AM
7	Yes and no. Really depends on the topic and how hard I advocate for my ideas.	6/6/2023 8:59 AM
8	Fantastic supervisor	6/6/2023 7:56 AM
9	I am vegan and thus far every event has attempted consideration of such.	6/5/2023 4:00 PM
10	I believe I have a voice that is heard and valued.	6/5/2023 9:41 AM
11	Everyone at this agency is helpful, nice and willing to listen. It does feel like a place you can be heard.	6/5/2023 8:14 AM
12	yes and no, it depends	5/31/2023 5:55 PM
13	All team leaders and managers are open to discussion and feedback.	5/31/2023 10:56 AM
14	When it comes to feedback about the insurmountable workload, no. I feel very fortunate to be able to assist some of the most vulnerable people in the state, however workload is too much	5/31/2023 10:42 AM
15	Sometimes	5/30/2023 10:18 AM
16	We have wonderful leadership that listens and explains situations.	5/30/2023 9:13 AM

17	Our department is open to any and all ideas anyone in our department puts forward	5/30/2023 9:03 AM
18	I do now. This was not always the case.	5/30/2023 8:32 AM
19	I play a lead role in our program. Whenever I think we need to do training, or send a communication, or discuss a program change, I am well heard. If there is a problem/challenge, I bring solutions of what will work and I am heard.	5/30/2023 7:52 AM
20	Within the Dev dept yes, within the agency, no	5/26/2023 2:13 PM
21	I feel when I voice a concern management says they understand the concern but then do nothing to address it.	5/26/2023 12:45 PM
22	Wendy is a get boss and I love my Financial Team	5/26/2023 11:22 AM
23	I have been encouraged by multiple layers of leadership at MH to speak up and come forward when I have thoughts, suggestions, questions. I appreciate that direct "permission" to do so. It's more meaningful when it comes 1:1 versus an email line that says "if you have questions please let me know."	5/26/2023 10:42 AM
24	I feel like my coworkers and management will always take the time to talk to me and value what I have to say.	5/26/2023 9:34 AM
25	I feels supported by my team, leaders, groups I am in, and HR if I need support. I know I can go to staff when I need help or someone to talk to, and even people I haven't formally met have shown kindness to me.	5/26/2023 9:31 AM
26	My supervisor does a great job at hearing me and validating me. Sometimes I don't necessarily feel heard by senior leadership but not because I don't think they care, more because there is no forum for them to hear me and other non leadership staff.	5/26/2023 8:57 AM
27	My director is very approachable and listens to me.	5/26/2023 8:50 AM
28	I am generally comfortable speaking up, at a department level at least, about my concerns and questions regarding the agency, programs, etc.	5/26/2023 8:43 AM
29	Just a worker bee.	5/26/2023 8:39 AM
30	All my colleagues have open doors and often solicit my input.	5/26/2023 8:36 AM
31	If you asked me this question a few years ago, i would have said absolutely not. I feel I have a great team that listens. My department as a whole, maybe not so much. We discussed over a year ago internal training and what people would like to know more about to do their jobs efficiently and as professionals as possible. Nothing came out of that and it feels like those conversations were a waste of time.	5/26/2023 8:33 AM
32	Maybe it is because of how I approach things but I always get answers to my questions	5/26/2023 8:32 AM
33	100% by my supervisor	5/26/2023 8:22 AM
34	I have a supervisor with an open door policy and i can go see them anytime with any issue i may have.	5/26/2023 8:15 AM
35	Maybe heard by supervisors but upper management doesn't hear us or doesn't care.	5/26/2023 8:04 AM
36	When it comes to LEAN initiatives, I would like to feel more heard. I feel like also, when it comes to training or learning opportunities, it's not necessarily always a priority to be included with those opportunities. Maybe if there were more opportunities for conferences, or seminars, and trainings, I would develop the skills to feel more heard.	5/26/2023 7:44 AM

Q21 Do you feel empowered to share your ideas & thoughts?

Answered: 123 Skipped: 1



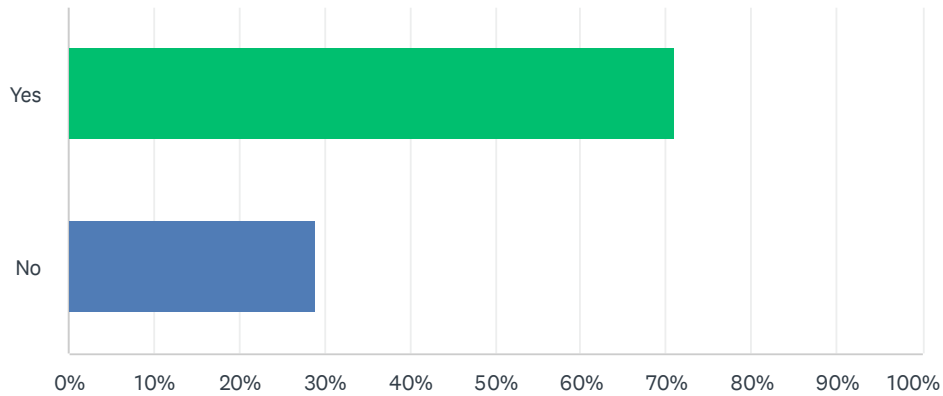
ANSWER CHOICES	RESPONSES
Yes	93.50% 115
No	6.50% 8
TOTAL	123

#	PLEASE EXPLAIN	DATE
1	In my dept but not agency wide	6/6/2023 4:37 PM
2	My ideas and thoughts are well received in my department	6/6/2023 3:29 PM
3	I have been included on alot and it feels good to have thoughts and ideas	6/6/2023 2:00 PM
4	I am not a quiet one - or a new one. But many others are. There is room for all	6/6/2023 9:38 AM
5	But I don't often feel that they will make a difference - see answers 16-20 above.	6/6/2023 9:02 AM
6	Yes and no. Really depends on the topic.	6/6/2023 8:59 AM
7	Sometimes - it is intimidating to share your thoughts and ideas when you may not fully understand the big picture	6/6/2023 8:56 AM
8	N/A	6/5/2023 4:00 PM
9	Most thoughts and ideas are stifled because they fall outside of the departments "Plan"	6/5/2023 9:48 AM
10	I believe I have a voice that is heard and valued.	6/5/2023 9:41 AM
11	We are all working towards the same goal. Sharing ideas is how we reach it. People are encouraging and willing to share and hear new ideas on how we can improve things.	6/5/2023 8:14 AM
12	All TL's and managers are open to new ideas.	5/31/2023 10:56 AM
13	Our department is open to any and all ideas anyone in our department puts forward	5/30/2023 9:03 AM
14	Yes - as with the question about being 'heard', this was not always the case.	5/30/2023 8:32 AM
15	We have a great department, that works well together and will listen to staffs suggestions/solutions.	5/30/2023 7:52 AM
16	The dev team is very supportive and willing to hear input on processes and procedures, but again outside of the department I dont think HR cares much about employees	5/26/2023 2:13 PM

17	I feel discouraged to share my ideas & thoughts due to the fact when I do it doesn't seem to be acted upon. St	5/26/2023 12:45 PM
18	Yes I appreciate that my thoughts and ideas are taken seriously and I am encouraged to speak my mind	5/26/2023 11:22 AM
19	I have been encouraged by multiple layers of leadership at MH to speak up and come forward when I have thoughts, suggestions, questions. I appreciate that direct "permission" to do so. It's more meaningful when it comes 1:1 versus an email line that says "if you have questions please let me know."	5/26/2023 10:42 AM
20	I always feel supported to share my ideas and thoughts, often even asked my opinion.	5/26/2023 9:34 AM
21	My managers have created an environment where staff feel encouraged to speak up, push back, or make suggestions. They welcome feedback, criticism, and new ideas with open arms	5/26/2023 9:31 AM
22	Most of the time	5/26/2023 8:57 AM
23	See narrative on last question.	5/26/2023 8:50 AM
24	They are often not welcome by my peers. My superiors are receptive but it never seems to go beyond the departmental level.	5/26/2023 8:39 AM
25	It's kind of what my job is.	5/26/2023 8:36 AM
26	On my team for sure. As a department somewhat. As far as the organization not really. I have seen some people bring up thoughts and ideas and watch them get shoot down or questioned to the point where I know I would not want to say anything again. It is like being in school and asking a question and being told it was a dumb question. You will sit there with the question moving forward but will never speak up again because last time you were embarrassed.	5/26/2023 8:33 AM
27	We have a round table during our meetings. Which gives us all an opportunity to bounce ideas off & questions off each other. It helps to drive resolutions.	5/26/2023 8:32 AM
28	100% by my supervisor	5/26/2023 8:22 AM
29	Some but no all	5/26/2023 8:04 AM
30	I think on a departmental level, yes. However, as an agency, maybe more say in decisions that could be used for great opportunities. As such, I feel like implementing more of a democratic model or a voting mechanism would feel more relieving to me.	5/26/2023 7:44 AM

Q22 Would you be interested in learning more about your colleagues and coworkers achievements and pursuits outside of their professional work at MaineHousing?

Answered: 121 Skipped: 3



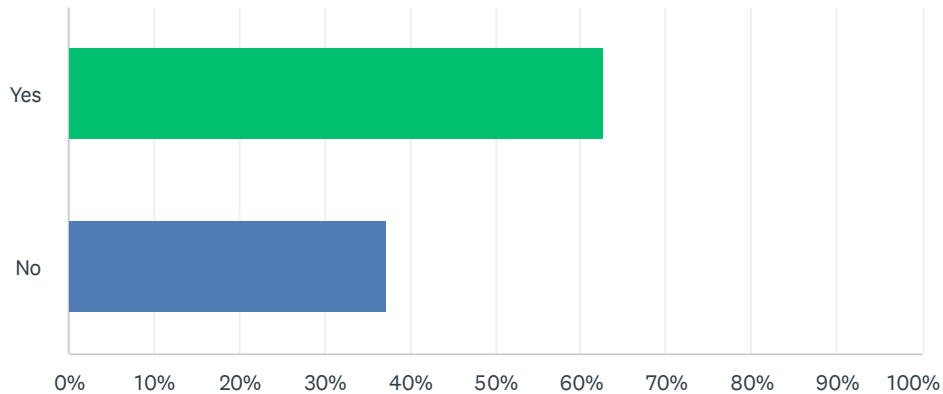
ANSWER CHOICES	RESPONSES
Yes	71.07% 86
No	28.93% 35
TOTAL	121

#	PLEASE EXPLAIN	DATE
1	If it was in an email or newsletter	6/6/2023 4:37 PM
2	I know what I need/want to know about my coworkers, and my work day is primarily devoted to my work assignments.	6/6/2023 3:29 PM
3	If they would like to share their professional accomplishments to expand the knowledge	6/6/2023 2:43 PM
4	I am here to do my job	6/6/2023 2:00 PM
5	I think this is a wonderful opportunity to learn more about our colleagues and families and a great way to support one another.	6/6/2023 11:10 AM
6	Our team building games lead to discussions about other interests and I have recently learned a lot about people I have worked with for over 15 years.	6/6/2023 9:38 AM
7	Learning more about coworkers gives you some common ground, shared interests, greater interest in others	6/6/2023 8:56 AM
8	However, some may feel to keep their personal time personal. So only if they choose to share that information.	6/6/2023 7:59 AM
9	N/A	6/5/2023 4:00 PM
10	It would be interesting to know more about the people we all work with. But I feel this does not hamper the work MaineHousing accomplished for the State of Maine. Sometimes disagreements could arise from outside activities and pursuits that others may not agree with.	6/5/2023 9:41 AM
11	It is nice to know what people do outside of work and what they enjoy doing in their free time.	6/5/2023 8:14 AM
12	We share what we want with each other. Having a scheduled event to share this info would not	6/2/2023 11:14 AM

	be an efficient use of our time when we are all on a time crunch.	
13	nice to get to know each other and our interests, strengths, and weaknesses, and how they communicate.	5/31/2023 5:55 PM
14	It's always helpful knowing what others are interested in.	5/30/2023 9:03 AM
15	Yes, it is interesting to learn what others do in their 'real' lives.	5/30/2023 8:32 AM
16	I have no comment.	5/30/2023 7:52 AM
17	I believe knowing more about your co-workers outside of work helps form the Team bond. This enables you to find similarities amongst co-workers you wouldn't necessarily pick up on in a strictly professional setting.	5/30/2023 6:42 AM
18	probably not unless it was super unique or special	5/26/2023 2:13 PM
19	There are many ways to learn about each other or highlight achievements without compromising personal boundaries.	5/26/2023 10:42 AM
20	It's interesting to see what other staff are doing and what they have for talents. Allows you to connect with staff in different ways.	5/26/2023 9:34 AM
21	I enjoy hearing about/celebrating the accomplishments of my team, I think encouraging each other to succeed in and outside of work helps to build better workplace relationships and sometimes wonderful friendships	5/26/2023 9:31 AM
22	Absolutely, we are humans with complex lives and to only know the work life of colleagues is too one dimensional for me and sort of robs people of their richness.	5/26/2023 8:57 AM
23	This is not necessary, but would be nice as I like to get to know other people and acknowledge their successes.	5/26/2023 8:46 AM
24	I don't feel this is necessary and certainly understand people may not be willing to share, but it's always nice to know if your colleagues share similar interests.	5/26/2023 8:43 AM
25	I love seeing what people are doing and accomplishing. It is even better when it is not the same people over and over again.	5/26/2023 8:33 AM
26	Absolutely! I try to know at least one or two things about everyone here. So that would help me tremendously.	5/26/2023 8:32 AM
27	This causes pressure to share and some people want to keep work and home/outside life separate. Also, may make it appear that some people are just "bragging".	5/26/2023 8:04 AM
28	Yes, absolutely I would. Not only would the recognition become a conversational piece, but it would feel great to learn a lot more about other coworkers' achievements and accolades.	5/26/2023 7:44 AM
29	I feel like this is the best way to get to know co-workers. We are more than our title at MaineHousing. When you learn things you co-workers are passionate about, it gives you other things to connect about. I always believe we need to support each person and who are they beyond their work life.	5/26/2023 7:40 AM

Q23 Would you feel comfortable sharing some of your own interests, hobbies, volunteer efforts or other achievements that are unrelated to MaineHousing with other staff?

Answered: 123 Skipped: 1



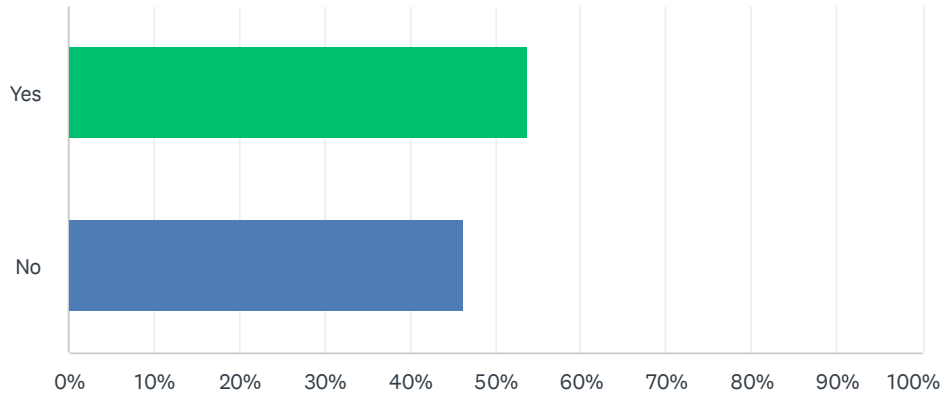
ANSWER CHOICES	RESPONSES
Yes	62.60% 77
No	37.40% 46
TOTAL	123

#	PLEASE EXPLAIN	DATE
1	I do to the extent I want to.	6/6/2023 3:29 PM
2	I dont feel comfortable talking about myself	6/6/2023 2:00 PM
3	It might be the inspiration I need to finally hike Everest. =) I jest! Maybe a "Where were you?" or "Resident Expert" for interesting trips or specialized knowledge.	6/6/2023 10:52 AM
4	My personal life is separate from work and I prefer it that way	6/6/2023 9:02 AM
5	N/A	6/5/2023 4:00 PM
6	I am an open book.	6/5/2023 9:41 AM
7	I am happy to share any information about things I like to do in hopes that there might be others that enjoy the same things or may be interested in those things and getting involved. I would also be interested in hearing what others do for the same reason.	6/5/2023 8:14 AM
8	I share what I want to share when I'm at the office and I don't want to dedicate more time away from my day to day duties.	6/2/2023 11:14 AM
9	I think sharing our personal interests helps us work cohesively as a team	5/30/2023 9:03 AM
10	Sorry, I'm an introvert. I do talk to people one on one about such things, but I don't want to do a "Lunch and Learn" or anything like that.	5/30/2023 8:32 AM
11	Knowing other people's personal interests and hobbies, helps us connect with one another. I would enjoy talking with others about mine.	5/30/2023 7:52 AM
12	Hard NO, I live a pretty private life and i prefer to keep it that way.	5/26/2023 2:13 PM

13	I think some kind of shared access blog might be a fun way to create this kind of outlet. Some people might want to celebrate themselves or could really use a "great job" but are too shy to speak up so maybe some kind of well-moderated anonymous option might be helpful	5/26/2023 9:31 AM
14	Perhaps, but this isn't an important need for me. I share and am shared with enough frequency that is comfortable for me.	5/26/2023 8:46 AM
15	If there was a "maybe" I would select that.	5/26/2023 8:42 AM
16	It would not seem appropriate to share things outside of work that i am involved in. I did not join them to bring attention to myself.	5/26/2023 8:39 AM
17	Yes, I feel as though I have many talents that people/coworkers may not even know anything about, other than a select few of my closest coworkers/now friends.	5/26/2023 7:44 AM
18	I recently helped to start a non-profit in honor of my niece, Kindness Keepers for Hallie". I would love to share kindness cards somewhere in the building so staff could have the option to take one and help us spread kindness. I know there are other staff who volunteer regularly at locations and it would be nice to feature them.	5/26/2023 7:40 AM

Q24 Would you be willing to be featured in an internal communication or employee spotlight report?

Answered: 121 Skipped: 3



ANSWER CHOICES	RESPONSES	
Yes	53.72%	65
No	46.28%	56
TOTAL		121

#	PLEASE EXPLAIN	DATE
1	It would depend upon the subject. I would want to give specific permission first.	6/6/2023 3:29 PM
2	no	6/6/2023 2:00 PM
3	I'd willing to, but I'm not eager to. :)	6/6/2023 9:25 AM
4	I'm here to work and perform a job not be in the spotlight.	6/6/2023 9:02 AM
5	N/A	6/5/2023 4:00 PM
6	I would be willing.	6/5/2023 9:41 AM
7	I think the more we know about each other the more work doesn't feel like just work!	6/5/2023 8:14 AM
8	Just no.	6/2/2023 11:14 AM
9	I would do it if asked but it's nothing I would seek out.	5/31/2023 10:56 AM
10	(see above answer)	5/30/2023 8:32 AM
11	This would be fun.	5/30/2023 7:52 AM
12	I would be willing, as long as I had some guidance regarding what exactly I'd need to do/don't need to improvise anything I'd be okay	5/26/2023 9:31 AM
13	Again, "maybe"	5/26/2023 8:42 AM
14	Maybe	5/26/2023 8:12 AM
15	privacy	5/26/2023 7:46 AM
16	Yes I would, pending ongoing conversations! I think that would be a great opportunity to learn and open up more about myself and gain confidence here in the workplace.	5/26/2023 7:44 AM

17 Absolutely! There are wonderful things going on after hours. We could feature employees volunteering and enjoying things they are passionate about.

5/26/2023 7:40 AM

Q25 Would you like to share any general comments or suggestions about MaineHousing's internal communications?

Answered: 44 Skipped: 80

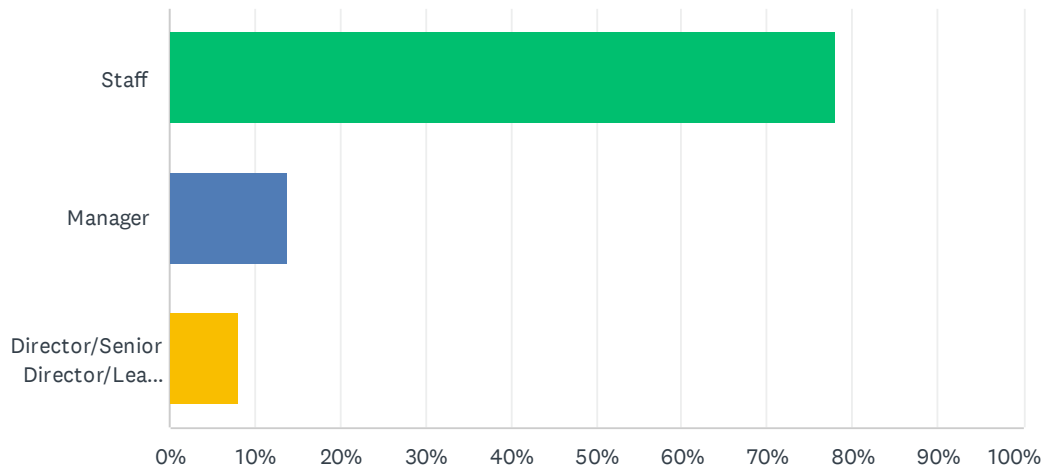
#	RESPONSES	DATE
1	It seems like not all depts are represented in the work group for communication. It would be nice to be notified of future work groups before they are formed so those that may be interested could have an opportunity to join.	6/6/2023 4:37 PM
2	Nope.	6/6/2023 4:04 PM
3	More info from CPD about things it is doing would be a good way to share what is going on at the agency in different departments	6/6/2023 3:50 PM
4	Maine housing has been very impressive to me, and truly love my job .	6/6/2023 2:43 PM
5	no	6/6/2023 2:00 PM
6	I like regular email - and a Dan O Gram from our leader is good. However, Dan is really busy and may not be connected to all groups - especially all the new folks. I would like to see more Dan O Grams - perhaps a draft written by one of the communications team that he personalizes.	6/6/2023 9:38 AM
7	I truly don't see any issues with MaineHousing's internal communication.	6/6/2023 9:25 AM
8	I've never felt there were any issues with our internal communications, I have always felt well informed about the agency and what is going on here.	6/6/2023 9:02 AM
9	I think if each department gave a brief synopsis monthly, like in a newsletter, about what they are doing that would be very informative and interesting. I don't think it has to be complicated or even all that time consuming.	6/6/2023 8:12 AM
10	I do not know if this deals with internal communication. But part of the questioning asked if I felt connected to the company. I would feel more connected if my family was connected. Allowing outside involvement in things such as the pride grill day would be better in my mind.	6/5/2023 4:00 PM
11	I believe I am well informed and feel part of the team.	6/5/2023 9:41 AM
12	You do a good job at keeping us informed. Love the Dan-o-Grams the most.	6/2/2023 11:14 AM
13	Recognize department directors and managers are the most informed about department dynamics, morale and concerns and take their recommendations seriously.	6/1/2023 2:38 PM
14	I think MaineHousing is very proactive in its internal communications. Sure, some people are better at it than others, but overall, I find it more than adequate. I would also like to add that although hybrid work schedules presented some communication challenges at the very beginning, I think people have really mastered it. In some ways, it has actually improved communication in our department, increased our work output and enhanced our mental well-being. Thank you!	5/31/2023 11:28 AM
15	Appreciate that you are doing this. This is a great place with great people. It is hard to keep everyone informed in any large organization, but this is a great start to making it better here.	5/31/2023 10:18 AM
16	I think RingCentral is another vehicle that could be better used to share information about MaineHousing.	5/30/2023 9:54 AM
17	I enjoy the Dan-O-Grams	5/30/2023 9:03 AM
18	When we first switched to having a large number of people telecommuting regularly, I think we did a good job of trying new things to help folks stay connected. Some worked better than others, but I think they were all viewed as 'fixes' - emergency measures implemented out of necessity. If we really are ready to accept that we are not going to go back to having everyone in the office every day, (BTW - "Full-Time Telework" was in an earlier drop down - is that really	5/30/2023 8:32 AM

	an option?) I think we should look around again to see what other organizations have done in terms of communications and connecting their hybrid staff.	
19	Dan does a fantastic job summarizing what's going on in the Dan-o-grams!	5/30/2023 8:18 AM
20	Keep up the good work.	5/30/2023 7:52 AM
21	All that comes to mind at the moment is with regards to notifying staff of employees no longer working for MH. Receiving a photo of the employee and a statement that they are no longer an employee of MH is harsh. It reminds me of the blotter in the local newspaper. Perhaps uploading a photo of the employee waving goodbye with a statement from the employee saying farewell would send the message with a warmer tone.	5/30/2023 6:42 AM
22	As mentioned above, the All-staff could have been put to much better use, Danograms are very good, I'm glad to see that the more recent ones have stopped giving shoutouts to the same few people (for often just doing their jobs). Keep it simple and not time consuming, we are all busy!	5/26/2023 2:13 PM
23	I am glad you are focusing on internal communication. The employers are important stakeholders.	5/26/2023 12:45 PM
24	Internal departmental resource sharing, support, and joint groups would benefit a lot of different client groups we work with. There are gaps in the resources we have, and if we can piece together different sources the impact on Maine's housing stock would be very positive.	5/26/2023 10:42 AM
25	More messaging from the Director's office about cool things that are happening at MaineHousing, DEI events, holidays etc	5/26/2023 10:10 AM
26	Thanks for asking our thoughts/opinions on the matter.	5/26/2023 9:50 AM
27	I think MaineHousing is doing a great job. I really applaud the Dan-o-Gram as it gives really good info and Dan really shows genuine appreciation for staff. I appreciate that he takes the time to send these. One thing I think that should be highlighted is what are departments doing? Maybe a newsletter or an email. Did EHS just implement a new program? What did that entail for setup for them? Is there a success story? What other departments helped? How much money has been/will be disbursed? How are home sales in Homeownership? How many people have been assisted by the HAF program? How many projects does Development have in their pipeline and how does this compare to past years? How many phish attempts does IT receive in a month? Different questions like these regarding department activity would help staff feel more connected to the agency. I also think it would be great to recognize those staff that have hallmark anniversaries with MaineHousing. Either every 5 or 10 years. I know anniversaries are posted on the intranet and in the cafe, which is nice, but I think these hallmark anniversaries could be highlighted somewhere else so they are better recognized. Either some type of newsletter or email or have an onsite quarterly meeting in the cafe where these staff are recognized. If the cafe can't hold all staff than maybe they get recognized at the all staff meetings twice a year.	5/26/2023 9:34 AM
28	I think I've summarized how I feel about our current system-I appreciate everyone who has worked hard to create such a great workplace culture :)	5/26/2023 9:31 AM
29	I have nothing else to share.	5/26/2023 9:29 AM
30	Intradepartmental and all agency news, activities, and events are well communicated. I enjoy receiving Dan O Grams and ActWell emails and newsletters. Interdepartmental communication and cooperation are lacking.	5/26/2023 9:05 AM
31	I think overall the agency does a good job with this given our size, but I also feel lucky that our department works at this, so I am sure other departments feel less connected. It may be a good idea to seek out organizations that do this really well and take some ideas from them. I know colleges are experts in taking a very large group of people (students and employees) and making them feel informed, connected, and part of a community.	5/26/2023 8:57 AM
32	I think internal communication is important to MH and it shows.	5/26/2023 8:46 AM
33	I think everything in my answers just about covers it, nothing additional to share.	5/26/2023 8:42 AM
34	Without all depts., being represented in these groups i do not see how communications can be improved if the selected committee is just a few folks that are not representative of the larger agency.	5/26/2023 8:39 AM

35	I honestly think they are fairly robust.	5/26/2023 8:36 AM
36	Just a few thoughts about communciation and the organization in general. We used to have a leadership program. That has not been offered in several years. Of course, it was the usual players that got chosen. It would be nice to open that up again. We had learning and growth courses. We now have some time of education or training position that I thought was going to fill that void, but we have seen nothing come out of this besides a few bridges courses that we have to take annually. I like the monitors that show us new staff and such. We are changing all the time and that is helpful. The emails showing new staff are just another email that i have to read.	5/26/2023 8:33 AM
37	At the moment having things in Ring, Email and intranet like ActWell has kind of been the only to reach everyone. As Ring was adopted by most but not all. Email can be touch and go as it can be ignored.	5/26/2023 8:32 AM
38	I know some people are bothered by emails. I get it but maybe a link to the intranet or somehow remind people there is great info there....	5/26/2023 8:15 AM
39	Maybe more frequent all staff events but shorter duration. For instance a hour long meeting every quarter or every couple of months.	5/26/2023 8:12 AM
40	Things need to be better communicated epecially from HR. We should not have to call and find out about what paperwork is and be told that future explanation will be coming and then the only way you get it is to call. We should have to call and say hey got this letter that possibly my information was compromised to be told or yeah I knew about that and made to feel like it's no big deal. We shouldn't be told that benefits had a insignficant increase of 2% and then told oh yeah great news your increase is 2%. We should also be able to see who our positions are compared to for the comp study.	5/26/2023 8:04 AM
41	No	5/26/2023 8:01 AM
42	I think communications are fine, but perhaps some people need to know things more in depth. Also, one all staff day is more than enough per year or making them half days would be nice.	5/26/2023 7:46 AM
43	I feel that the internal communications are currently working well, and I am always informed of what is new and upcoming.	5/26/2023 7:43 AM
44	I like a personal touch about employees would be a great way to help us feel connected.	5/26/2023 7:40 AM

Q26 Please tell us your position level

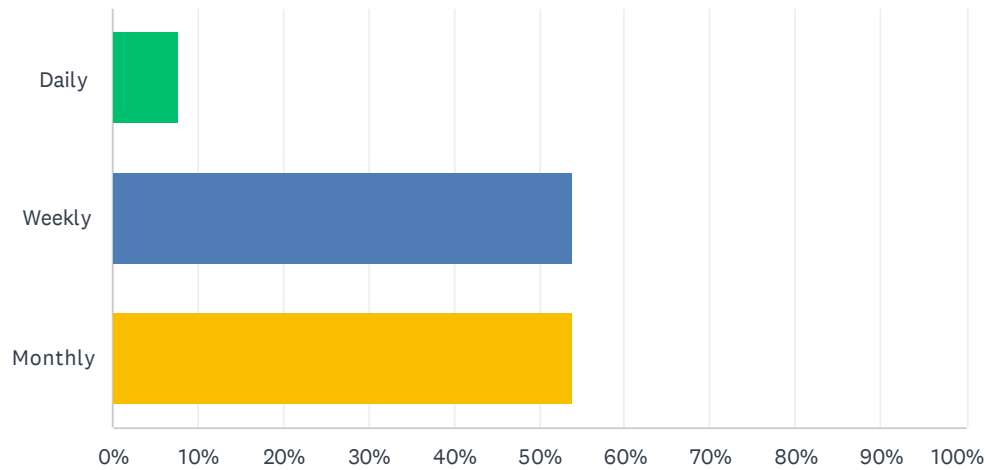
Answered: 123 Skipped: 1



ANSWER CHOICES	RESPONSES	
Staff	78.05%	96
Manager	13.82%	17
Director/Senior Director/Leadership	8.13%	10
TOTAL		123

Q27 How often do you have team meetings?

Answered: 13 Skipped: 111

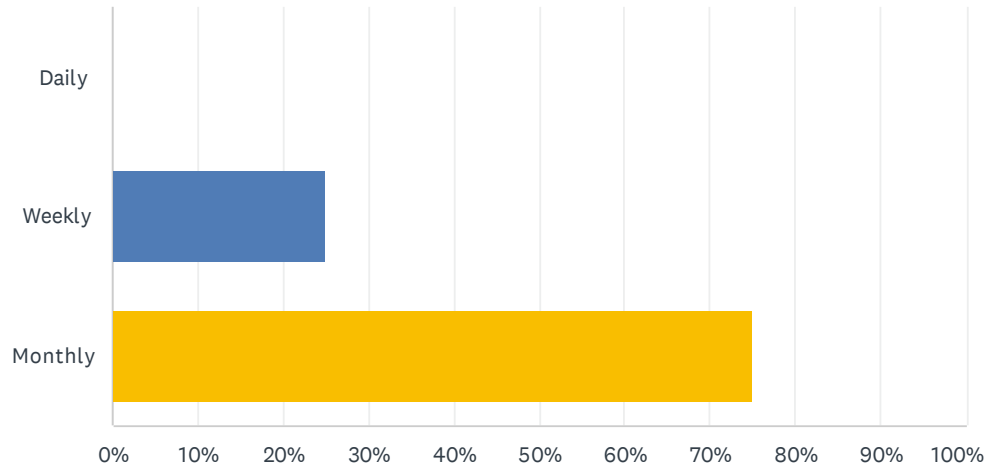


ANSWER CHOICES	RESPONSES
Daily	7.69% 1
Weekly	53.85% 7
Monthly	53.85% 7
Total Respondents: 13	

#	OTHER (PLEASE SPECIFY)	DATE
1	Bi-Weekly	6/6/2023 12:50 PM
2	Monthly staff meetings and team meetings as needed	6/6/2023 12:03 PM
3	Team meetings occur biweekly.	6/6/2023 10:01 AM
4	We don't have team meetings. My group made that decision a while ago. We check in with each other daily, but sometimes it's not more than a 'good morning'. We do have monthly staff meetings, but nothing formal with just my team.	6/2/2023 12:56 PM
5	We huddle with staff working in the office each morning, we meet weekly as a management team, we meet biweekly with our team leaders and we meet quarterly as a full department.	5/30/2023 9:52 AM
6	I meet with my employees individually weekly.	5/30/2023 6:43 AM
7	Dept staff meeting monthly Weekly hudl with team One on one meetings as needed, often daily	5/26/2023 9:53 AM
8	Biweekly	5/26/2023 7:49 AM

Q28 How often do you have department meetings?

Answered: 12 Skipped: 112



ANSWER CHOICES	RESPONSES
Daily	0.00% 0
Weekly	25.00% 3
Monthly	75.00% 9
Total Respondents: 12	

#	OTHER (PLEASE SPECIFY)	DATE
1	Bi-weekly	6/5/2023 8:15 AM
2	Our department is made up of 2 areas, so each area meets monthly, the whole department does not meet as a big group.	6/2/2023 12:57 PM
3	Every other month	5/26/2023 10:05 AM
4	meet with managers weekly as a group and bi-weekly check in meeting about specific teams	5/26/2023 8:16 AM

Q29 How do you share information from the Leadership Team Meetings with your staff?

Answered: 12 Skipped: 112

#	RESPONSES	DATE
1	On a regular basis - I have a small team so we talk almost daily.	6/6/2023 5:00 PM
2	Department meetings and one on one check-ins	6/6/2023 10:47 AM
3	Through discussions and review.	6/6/2023 10:03 AM
4	Through meetings, emails or stopping by to talk to staff.	6/5/2023 8:15 AM
5	We share updates during our monthly staff meetings.	6/2/2023 12:57 PM
6	Yes	6/1/2023 2:39 PM
7	During weekly meetings.	6/1/2023 1:25 PM
8	Verbal communications with folks.	5/31/2023 10:31 AM
9	Email and Staff meetings	5/26/2023 1:20 PM
10	Shared at weekly manager meetings and then with staff at monthly meetings or email	5/26/2023 10:05 AM
11	If it's critical, in person and email. Or at departmental meetings.	5/26/2023 8:38 AM
12	meetings and emails, direct communication as items come up.	5/26/2023 8:16 AM

Q30 How does your department communicate with and/or share important information with other departments?

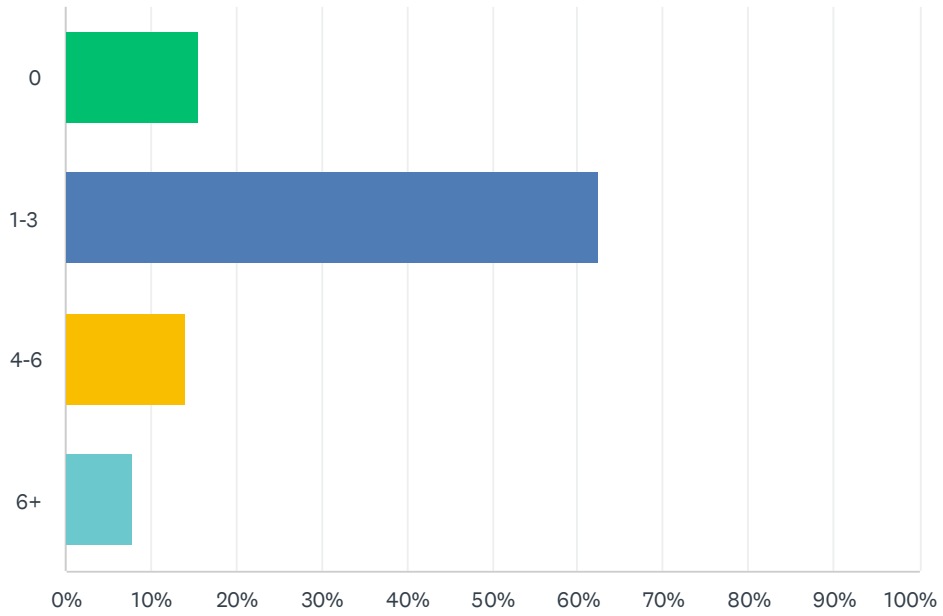
Answered: 12 Skipped: 112

#	RESPONSES	DATE
1	Via email, MH board packet, and quick team huddles (as needed)	6/6/2023 5:00 PM
2	Emails, meetings, stopping by	6/6/2023 10:47 AM
3	Through discussions and email.	6/6/2023 10:03 AM
4	Through meetings, emails or in person conversations.	6/5/2023 8:15 AM
5	email	6/2/2023 12:57 PM
6	Email, face to face meetings	6/1/2023 2:39 PM
7	Generally through email.	6/1/2023 1:25 PM
8	Verbally and email.	5/31/2023 10:31 AM
9	email	5/26/2023 1:20 PM
10	Email or Ring Central	5/26/2023 10:05 AM
11	Email, external newsletters and press releases, posts to intranet and MaineHousing social media accounts.	5/26/2023 8:38 AM
12	email or meetings	5/26/2023 8:16 AM

Appendix E – Facts & Snacks Survey 2025

Q1 Approximately how many facts & snacks have you attended?

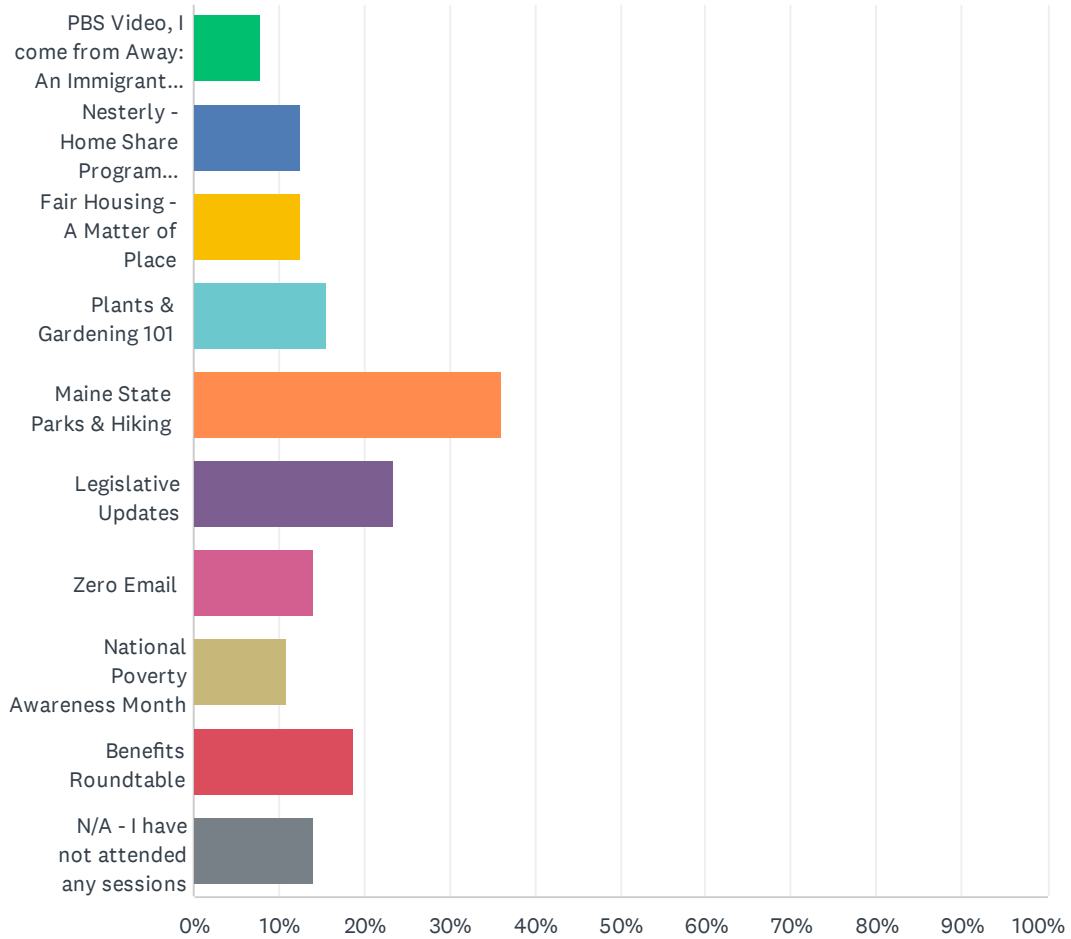
Answered: 64 Skipped: 0



ANSWER CHOICES	RESPONSES	
0	15.63%	10
1-3	62.50%	40
4-6	14.06%	9
6+	7.81%	5
Total Respondents: 64		

Q2 Below is a list of all the sessions offered last year, please select (up to) two that were your favorites.

Answered: 64 Skipped: 0

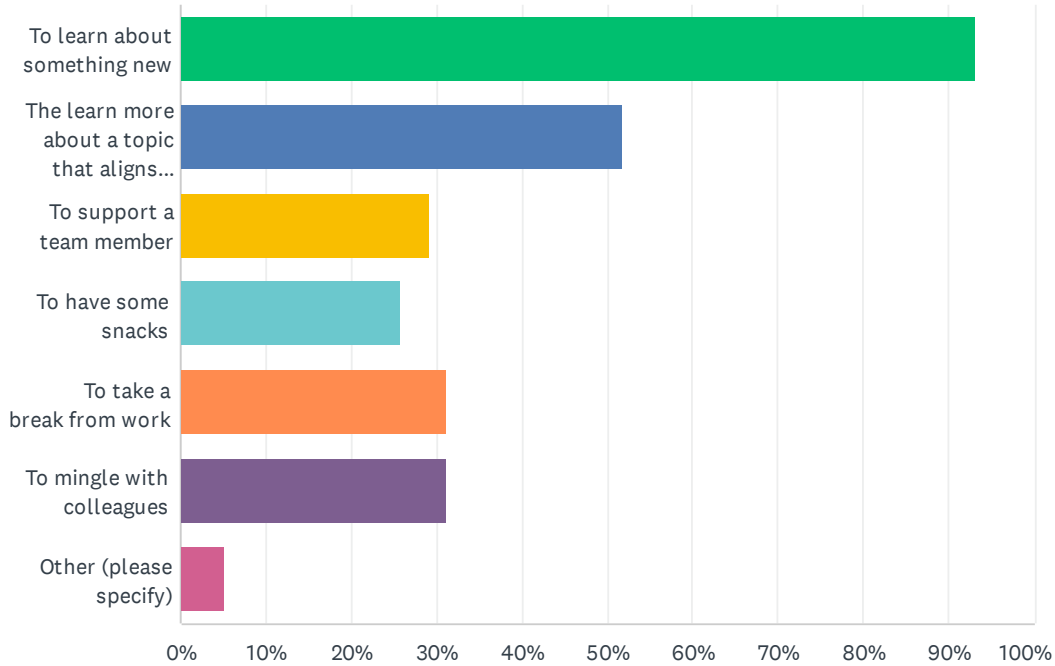


Facts & Snacks Survey

ANSWER CHOICES	RESPONSES	
PBS Video, I come from Away: An Immigrant in Maine	7.81%	5
Nesterly - Home Share Program Overview	12.50%	8
Fair Housing - A Matter of Place	12.50%	8
Plants & Gardening 101	15.63%	10
Maine State Parks & Hiking	35.94%	23
Legislative Updates	23.44%	15
Zero Email	14.06%	9
National Poverty Awareness Month	10.94%	7
Benefits Roundtable	18.75%	12
N/A - I have not attended any sessions	14.06%	9
Total Respondents: 64		

Q3 Which of the following is a reason why you DO choose to attend Facts and Snacks sessions? Check All that apply.

Answered: 58 Skipped: 6

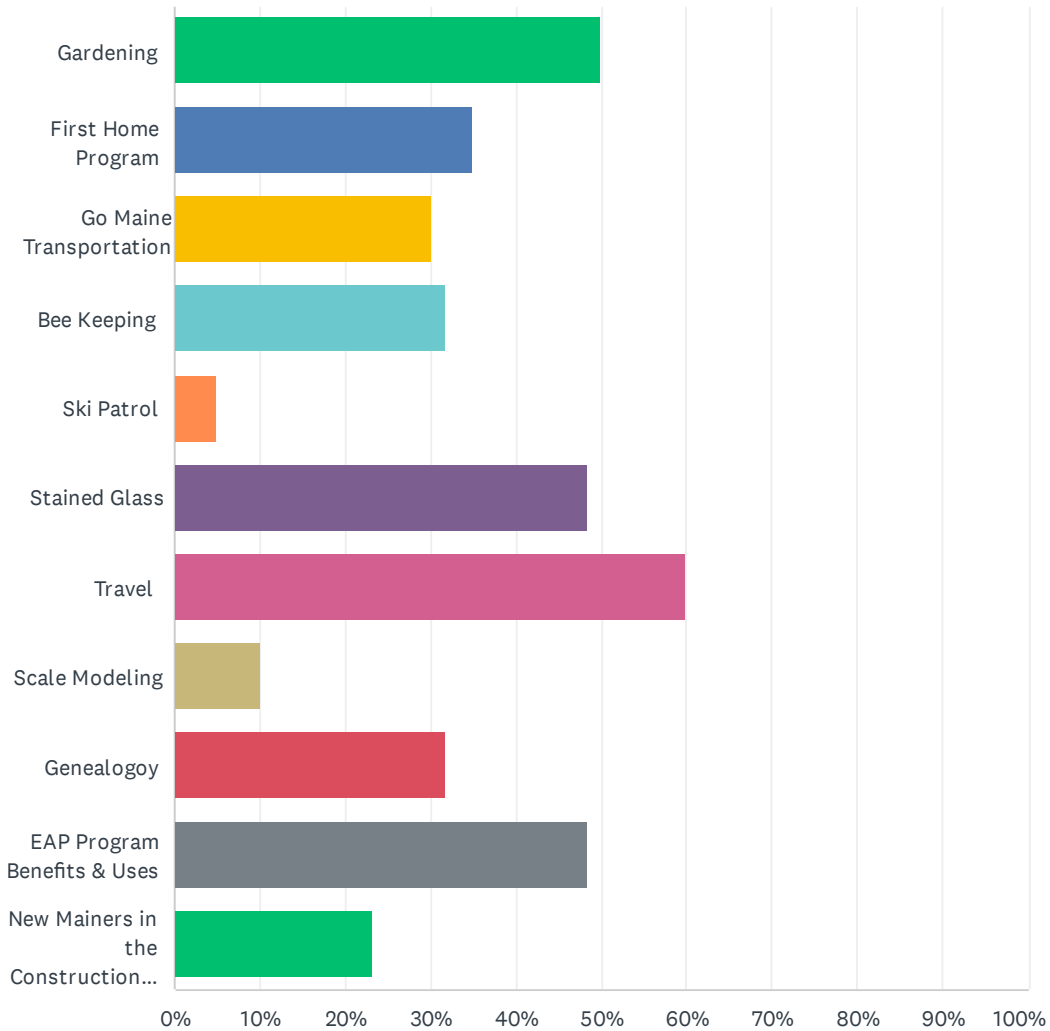


ANSWER CHOICES	RESPONSES	
To learn about something new	93.10%	54
The learn more about a topic that aligns with my job	51.72%	30
To support a team member	29.31%	17
To have some snacks	25.86%	15
To take a break from work	31.03%	18
To mingle with colleagues	31.03%	18
Other (please specify)	5.17%	3
Total Respondents: 58		

#	OTHER (PLEASE SPECIFY)	DATE
1	I have not attended one yet but the subject matter that would interest me most in this setting basically could all fit under the heading of the why and the how of Maine state policy and institutions.	3/19/2025 10:15 AM
2	To highlight an aspect of our work that does not get a lot of attention	3/19/2025 9:04 AM
3	All of the above!	3/12/2025 10:52 AM

Q4 Would you be interested in attending Facts & Snacks on any of the following topics? (check all that apply)

Answered: 60 Skipped: 4



Facts & Snacks Survey

ANSWER CHOICES	RESPONSES	
Gardening	50.00%	30
First Home Program	35.00%	21
Go Maine Transportation	30.00%	18
Bee Keeping	31.67%	19
Ski Patrol	5.00%	3
Stained Glass	48.33%	29
Travel	60.00%	36
Scale Modeling	10.00%	6
Genealogoy	31.67%	19
EAP Program Benefits & Uses	48.33%	29
New Mainers in the Construction Trades	23.33%	14
Total Respondents: 60		

Q5 Do you have topics you would like to see covered in future facts & snacks?

Answered: 18 Skipped: 46

#	RESPONSES	DATE
1	I would love to hear about tax credits, how they work, how they intersect with MH programs. Maybe a free form - Q/A with the Director's team (questions submitted ahead of time)	3/19/2025 1:14 PM
2	Homeowner tips	3/19/2025 11:24 AM
3	I do not.	3/19/2025 10:44 AM
4	What is Maine policy and how is it or could it be tailored and implemented on: immigration; State Parks and public lands; revenue sharing/service center/entitlement communities; business growth and R&D; addiction, welfare, social services;	3/19/2025 10:15 AM
5	I really enjoyed the Poverty Awareness facts & snacks. There is team value in understanding the contribution MaineHousing makes to enrich the lives of struggling Mainers. Other possible topics could include our frontline partners coming in to discuss some of the barriers everyday people face in our state. Possible Examples: -CAP partners providing info on the clientele/ need -Elder services on financial/other burdens for the elderly	3/19/2025 9:34 AM
6	native plant identification and incorporating into landscape	3/19/2025 9:21 AM
7	I would like to see a presentation that highlights the work of each Department, stats around their production, etc. It would be helpful for new staff to get a flavor of all we do and there are some veteran staff who really only know their Department.	3/19/2025 9:04 AM
8	I like all of your ideas. Some are on days I have conflict otherwise I would attend more.	3/12/2025 10:52 AM
9	any	3/11/2025 4:06 PM
10	Learn to crochet, HCV overview from time a client calls for assistance to when they finally land into an HCV unit	3/11/2025 11:58 AM
11	The ones I like most are the ones that allow us to learn new things about our coworkers experiences, hobbies, etc. I also would benefit from estate planning which sounds super boring but I think a lot of people would benefit from knowing what to think about as we age. Sugaring/maple syrup would also be interesting since so many do it in Maine. Healthy food prep for the week - how to do it and creative ideas on things to make.	3/11/2025 9:19 AM
12	Life hacks/executive function tips and tricks	3/11/2025 9:06 AM
13	Governor's energy office - how they make their decisions about funding. I would love something around genealogy.	3/11/2025 8:29 AM
14	Travel trips and any other stories staff would like to share. Legislative updates are great to continue!	3/11/2025 8:09 AM
15	Properly scheduling meetings/conference rooms	3/11/2025 7:42 AM
16	Web Design 101! ;)	3/10/2025 3:42 PM
17	Data Integrity; MaineHousing history; Refresher tips on how to be a functional adult - tax season, how to buy a car/house, how to apply for a loan, etc	3/10/2025 3:09 PM
18	It would be fun to share travel adventures from staff who would like to... maybe one or two a year????	2/26/2025 2:34 PM

Q6 Is there a topic you would like to present on at a future Facts & Snack session?

Answered: 8 Skipped: 56

#	RESPONSES	DATE
1	I do not.	3/19/2025 10:44 AM
2	Asking representatives of state agencies to present would be interesting. Ever wonder what the Secretary of State actually does all day? I do.	3/19/2025 10:15 AM
3	Sorry not at this time.	3/12/2025 10:52 AM
4	lead paint	3/11/2025 4:06 PM
5	I am always happy to present on places I have traveled/travel planning and tips.	3/11/2025 9:19 AM
6	Not that I can think of now, but maybe someday	3/11/2025 7:42 AM
7	Microsoft 360 tools we may need more detailed training.	3/10/2025 3:30 PM
8	Only marginally qualified to present on good vs bad data. Or Lizzie Borden :)	3/10/2025 3:09 PM

Q7 Do you have any other comments about Facts & Snacks?

Answered: 20 Skipped: 44

#	RESPONSES	DATE
1	It's a fun program to be part of - glad it exists.	3/19/2025 12:43 PM
2	Thank you! It is nice to have opportunities to join coworkers we may not see as much for some personal/professional development conversations	3/19/2025 11:11 AM
3	I do not.	3/19/2025 10:44 AM
4	Seems like I talking about creating an in-house version of Leadership Maine curriculum. Hello Amanda et al. Happy to discuss some time... Thanks, Jamie F. https://www.mdf.org/leadership-development/leadership-maine/	3/19/2025 10:15 AM
5	I like that there is a balance of work related and personal topics. Keep them coming!	3/19/2025 10:02 AM
6	Tuesdays are better schedule-wise. Good range of snacks.	3/19/2025 9:34 AM
7	If you can vary the day that they are presented it may help with attendance for people who telecommute on certain days.	3/19/2025 9:14 AM
8	I would really like to attend one or two of these, but just don't have the extra free time to do so.	3/19/2025 8:58 AM
9	Keep them coming:)	3/12/2025 10:52 AM
10	I really enjoy them.	3/11/2025 11:58 AM
11	I think they are a good start to getting people together and informing them. I think some interactive sessions may even help people get to know each other better.	3/11/2025 9:19 AM
12	Just that I'm glad we do them!	3/11/2025 9:06 AM
13	I enjoy them when I can get to them. Sometimes, managers schedule meetings and I can't attend.	3/11/2025 8:29 AM
14	Wednesdays are hard for me to attend that is why I have attended so few. I would love to attend more.	3/11/2025 8:21 AM
15	I think this is great. It's always nice to take a minute and learn about something new	3/11/2025 7:42 AM
16	I would have gone to more last year, but I didn't start working here until 12/30/2024. I feel that Facts and Snacks are a great thing to keep moral up. I am happy I made the decision to come work here at MSHA. It is things like this that make me smile and I am glad to be part of this team.	3/10/2025 3:42 PM
17	Please don't stop doing them - they are very enjoyable.	3/10/2025 3:39 PM
18	Facts & Snacks has been informative and enjoyable. Being able to attend without having to use our lunch hour is helpful to fit it in.	3/10/2025 3:30 PM
19	I would love if they were available virtually! They often land during telecommuting time for me.	3/10/2025 3:12 PM
20	Offer quieter snacks! I went to a session and it was only chips and cookies available - I don't want to crunch away during a presentation!	3/10/2025 3:09 PM

Appendix F – Facts & Snacks Photos



Facts & Snacks on MaineHousing's home-share partnership with Nesterly, March 2024.



MaineHousing Facts & Snacks on "Overcoming Overwhelm" March, 2025