

# NCSHA 2016 Annual Awards Entry Form

(Complete one form for each entry)

**Deadline: Wednesday, June 15, 2016**

Visit [ncsha.org/awards](http://ncsha.org/awards) to view the Annual Awards Call for Entries.

**Instructions:** Type entry information into the form and save it as a PDF. Do not write on or scan the form. If you have any questions contact [awards@ncsha.org](mailto:awards@ncsha.org) or 202-624-7710.

Fill out the entry name *exactly* as you want it listed in the program.

**Entry Name:** \_\_\_\_\_

**HFA:** \_\_\_\_\_

**Submission Contact:** (Must be HFA Staff Member) \_\_\_\_\_ **Email:** \_\_\_\_\_

Please provide a 15-word (maximum) description of your nomination to appear on the NCSHA website.

\_\_\_\_\_

Use this header on the upper right corner of each page:

**HFA:** \_\_\_\_\_

**Entry Name:** \_\_\_\_\_

**Select the appropriate subcategory of your entry and indicate if you are providing visual aids.**

| <b>Communications</b>                 | <b>Homeownership</b>                   | <b>Legislative Advocacy</b> | <b>Management Innovation</b>   |
|---------------------------------------|--|-----------------------------|--------------------------------|
| Annual Report                         | Empowering New Buyers                  | Federal Advocacy            | Financial                      |
| Creative Media                        | Encouraging New Production             | State Advocacy              | Human Resources                |
| Promotional Materials and Newsletters | Home Improvement and Rehabilitation    |                             | Operations                     |
|                                       |  |                             | Technology                     |
| <b>Rental Housing</b>                 | <b>Special Needs Housing</b>           | <b>Special Achievement</b>  | Are you providing visual aids? |
| Encouraging New Production            | Combating Homelessness                 | Special Achievement         | Yes, in entry                  |
| Multifamily Management                | Housing for Persons with Special Needs |                             | No                             |
| Preservation and Rehabilitation       |  |                             |                                |

**Tennessee Housing Development Agency  
Management Innovation: Human Resources  
THDA's Leadership Academy**

Who knows your agency better than the people who work there? When Tennessee Housing Development Agency understood the growing percentage of retirement-eligible staff, leadership got to work on building bench strength.

THDA, like all employers, is full of Baby Boomers in management positions. Twenty-five percent could walk away now with decades of experience. Alert to our aging workforce, the Learning and Development staff researched learning opportunities with the goal of creating, sustaining, and growing our emerging leaders. One element of the planned effort is the Leadership Academy.

### **Leadership Academy**

THDA refreshed its foundational employment concepts, reframing them with a focus on professional development. Rigorous structures were put in place to measure and monitor performance management, talent assessment, and knowledge gaps.

The executive and senior staffs met and selected competencies, knowledge, skills, and abilities they believed necessary for leading any position in government agencies, state housing finance agencies, and in the private sector. Once these focus areas were decided, the Learning & Development Manager outlined and developed a yearlong program to develop potential talent.

The curriculum is designed to develop self-aware employees, prepared for leadership roles. This talent management pool will provide a foundation of next generation leaders educated in housing programs and processes and Tennessee state government.

The leadership academy curriculum includes access to:

- Current THDA leaders
- authors
- agency business meetings and events
- personal assessments
- teambuilding exercises
- Outside business leaders
- academia
- mentors
- networking

### **Application to Graduation, and Beyond**

Application and Selection: Employees meeting the minimum criteria listed below may apply.

- Have a rating of “Valued” or higher in all areas on their most current Performance Review
- Be out of a “probation status” by the start of the Leadership Academy Year
- Have not attended a more advanced State of Tennessee Government Leadership Program
- Commit to attend and participate in all of the activities with a maximum of two absences

THDA's existing Leadership Council individually and collectively reviews applications, making recommendations to the Executive Director. Twelve participants are selected.

Orientation: The program begins with an overview of expectations and introductions to the executive director, mentor team, and other supporting staff. Orientation and the symposiums are held off-site to emphasize the program's importance.

**Tennessee Housing Development Agency  
Management Innovation: Human Resources  
THDA's Leadership Academy**

The participants are divided into three teams of four participants. Efforts are made to create diversity in experience, skills and departments. Each team is assigned a mentor.

The Mentors: Current THDA leaders are chosen as mentors with efforts made to ensure the mentors do not have direct or indirect supervision of the team members. The mentor acts as a guide, available to discuss work and leadership situations. They also act as a resource for THDA programs to all the academy members. The mentor helps team members come to their own conclusions through conversation and sharing of experiences. The mentees are given reading and resource materials to assist them in their leadership journey, activities, and mentor conversations.

The Assessments: The assessments reveal how participants behave under pressure, process information, and respond to their colleagues. We use two assessments. One is the Ned Herrmann "Herrmann Brain Dominance Instrument" (HBDI) administered by Bob McKown of XMi Human Resources Solutions, and the other is the "Hogan Assessment System" administered by Dr. Tim White of Executive Selection. The participants meet individually with Dr. White and their mentor to discuss their assessment findings. During the first symposium McKown conducts group and teambuilding activities to explain and demonstrate the assessment results. This is always conducted and shared in a safe environment to encourage maximum personal awareness and growth.

The Symposiums: Symposiums are two half days of in-depth, interactive information sharing and networking. The five symposiums are scheduled in February, April, June, August, and October. The agenda looks like this:

| Symposium Day 1   | Symposium Day 2                               |
|---|---|
| Travel time to location – a TN State Park                                 |   |
| 11:00 AM to 12:55 PM – Lunch, Conversations, and/or Project Team Meetings | 8:30 AM – Welcome by the Executive Director   |
| 1:00 to 5:00 PM (with breaks) – Symposium                                 | 8:45 AM to 12:00 PM (with breaks) – Symposium |
| 6:00 to 9:00 PM – Dinner and Networking with Mentors                      | 12:15 PM – Adjourn, Lunch                     |

Book Studies: In March, May, July, September, and November, book studies are led by a member of THDA's management team who is working in his or her own stretch assignment. Five books are selected to enhance the competencies covered within the symposiums. The two sessions per book are designed to help the participants apply the information to their work life.

THDA's Committees and Board Meeting: THDA's board meets in alternate months. The leadership academy participants attend the July committee and board meetings. They are introduced, and have the opportunity to observe the board's business.

THDA's Strategic Plan Team Projects: THDA, like most organizations, has a strategic plan. Each team is given a concept to develop a program that fits within THDA's strategic objectives. The research and activity development is completed with the mentor's guidance. The teams present the projects to the THDA leadership in November. Each team member has a role in the development and presentation. The inaugural 2015 class teams presented through story-telling and story-board methods, TV commercial, handouts, and PowerPoints.

*In March 2016 the THDA Board Members voted on and approved one of the team projects. Points will be made available in the 2017 Low Income Housing Tax Credit Qualified Allocation Plan for providing*

**Tennessee Housing Development Agency  
Management Innovation: Human Resources  
THDA's Leadership Academy**

*housing near community colleges for young adults that are aging-out of the foster care program and who desire to continue their education. This program will partner with other state agencies and nonprofits serving this population.*

Graduation & Celebration! THDA Board Members, Senior and Executive Staff, and special guests of the Leadership Academy Class are invited to attend the graduation ceremony and reception at the TN State Capitol Building. The celebratory event and professional group photo underscores the importance of their individual and group accomplishments.

Successes: THDA staff continue to exercise leadership synergy, innovative thinking, and strategic problem solving. Some of the 2015 graduates have been promoted into leadership roles or assigned stretch assignments outside of their daily tasks. THDA recognizes the benefits of having a “pipeline” of employees who are prepared to take additional responsibility as THDA serves Tennesseans’ housing needs. Some commercials advertise the value of products or services as “priceless.” It is much the same with THDA...investing in employees by developing skills, enhancing knowledge, and empowering ability is “Priceless.”





## **THDA Leadership Competencies**

(Ex & Sr Talent Mgmt Workshop 11/2014)

---

### **Business Acumen**

*Understanding and utilizing economic, financial, and industry data to accurately diagnose business strengths and weaknesses, identifying key issues, and developing strategies and plans*

### **Customer Focus**

*Makes customers and their needs a primary focus; readjusts priorities to respond to urgent customer demands; quickly and effectively solves customer problems; follows up with customers to gain feedback; presents a cheerful, positive manner with customers*

### **Decision Quality**

*Makes good decisions based upon a mixture of analysis, wisdom, experience, and judgment; a majority of solutions and suggestions turn out to be correct; is sought out by others for advice and solutions*

### **Drive for Results**

*Pursues everything with energy, drive, and a need to finish; does not give up before finishing, even in the face of resistance or setbacks; steadfastly pushes self and others for results*

### **Integrity and Trust**

*Is widely trusted; is seen as a direct, truthful individual; presents truthful information in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent himself or herself for personal gain*

### **Managerial Courage**

*Tactfully dispenses direct and actionable feedback; is open and direct with others without being intimidating; deals head-on with people problems and prickly situations*

### **Managing Vision and Purpose**

*Communicates a compelling and inspired vision or sense of core purpose; makes the vision sharable by everyone; can inspire and motivate entire units or organizations*

### **Organizational Agility**

*Knowledgeable about how organizations work; knows how to get things done formally and informally; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations*

### **Priority Setting**

*Spends his or her time and the time of others on what's important; focuses on the critical few, and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal*

### **Strategic Agility**

*Anticipates future consequences and trends accurately; brings creative ideas to market; recognizes strategic opportunities for change; creates competitive and breakthrough strategies*



## THDA's Guiding Principles

---

### I commit to:

- adhering to **THDA's Mission** of *Leading Tennessee Home by creating safe, sound, affordable housing opportunities;*
- adhering to **THDA's Vision** that *Every Tennessean lives in a safe, sound and affordable home in a sustainable community;*
- adhering to **THDA's Values** of
  - *appreciating, respecting and empowering employees, and fostering a rewarding work environment;*
  - *treating our customers with respect, courtesy, and dignity, and fostering a user-friendly environment;*
  - *being flexible, creative and responsive;*
  - *building and maintaining diverse relationships;*
  - *using our resources wisely, effectively and equitably;*
  - *acting with honesty and integrity.*

### I commit to:

- putting the good of others and THDA first by taking action to meet their needs, regardless of my position, without expecting personal gain.

### I commit to:

- getting to know others and building relationships through respect, care, and compassion while valuing diversity.

### I commit to:

- being open to change, willing to explore new opportunities and evaluating each on its own merit.

### I commit to:

- providing a safe place to allow failures and successes to be learning opportunities.

### I commit to having and staying in the conversations by:

- using care and respect to actively listen and validate the value of others' input;
- using care and respect to actively obtain, use and disseminate information, and;
- fully participating in difficult conversations that are supportive, constructive, and productive.

### I commit to:

- trusting others to accomplish clearly communicated desired results, while holding them and myself accountable to the outcomes.

### I commit to:

- understanding the sphere of my influence;
- considering the possible impact of my decisions, and;
- accepting the responsibility for my actions.

### I commit to:

- taking action to develop skills for myself and others for effectiveness in our current roles, and;

**Tennessee Housing Development Agency  
Management Innovation: Human Resources  
THDA's Leadership Academy**

- providing and accepting feedback and support for myself and others to achieve our growth.

**I commit to:**

- striving to understand and communicate the relationship between my current role and the roles of those around me to the THDA mission and strategic plan.

