# Para Do more.

### DHIC STAFF SURVEY FINDINGS

Tom Adams, Director



#### **ABOUT TOM ADAMS**



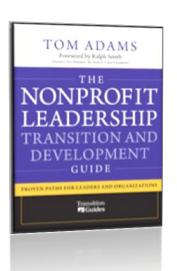
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Former President of TransitionGuides

Former Senior Executive of NeighborWorks America

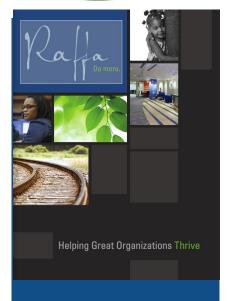
Led research projects supported by The W. K. Kellogg Foundation and the Annie E. Casey Foundation on nonprofit leadership transition and succession

Author of articles, monographs and recent book *The Nonprofit Leadership Transition and Development Guide: Proven Paths For leaders and Organizations* 





#### **ABOUT RAFFA, P.C.**



RAFFA, P.C. 1899 L Street, NW, Suite 900 Washington, DC 20036 (202) 995-7245 Focuses on making the world a better place

Contributes to client's abilities to achieve their missions and deliver their promises to the world.

Keeps organizations compliant, effective, and efficient with practical back office support and deeper strategies that create sustainability

Provides expertise in consulting, accounting, nonprofit search, and technology services that help advance client's organizational missions.



#### **RESPONDENT SUMMARY**

Full-time Staff 14 out of 14

Part-time Staff 2 out of 2

Consultants 4 out of 4



## Thinking about DHIC as an organization, what adjectives come to mind?

- Reputable
- Reliable
- Housing

### ADJECTIVES: VISUAL





#### **PRIMARY CUSTOMERS**



- Low to moderate income citizens
- First-time homebuyers
- Vulnerable populations seniors, low median income households



- DHIC's reputation for a high level of quality service that exceeds industry standard
- Individual and long-term relationships within the community and with clients
- Reporting on impact
- Post-Purchase counseling and follow-up
- Commitment and care towards clients
- Nonprofit affordable housing development in Triangle





- Quality and dedication of staff
- Industry track record
- Strong/Committed leadership



### SWOT ANALYSIS: INTERNAL WEAKNESSES

- Lack of cohesiveness and communication between departments
- Staff capacity and low morale
- Fragility of business model



### SWOT ANALYSIS: UNTAPPED OPPORTUNITIES

- New funding sources
- Cultivate existing/new partnerships
- DHIC's reputation in the community

### SWOT ANALYSIS: EXTERNAL THREATS



- Financial Instability/Diversified funding streams
- Competition from similar organizations
- Rising costs of construction, labor and land
- Community resistance to change or failure of public/private sector entities recognizing the need for affordable housing

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#### PRIORITIES TO PRESERVE

- Maintain DHIC's integrity and reputation within the community
- Keep homeownership as a part of the mission
- Maintain passion for mission
- Maintain being a quality service provider of homebuyer education, budgeting and foreclosure mitigation counseling and developing quality products for clients
- Being a well-organized organization with bright staff
- Maintain technology and financial systems
- Continue to receive tax credit awards





#### STAFF'S PERSPECTIVE

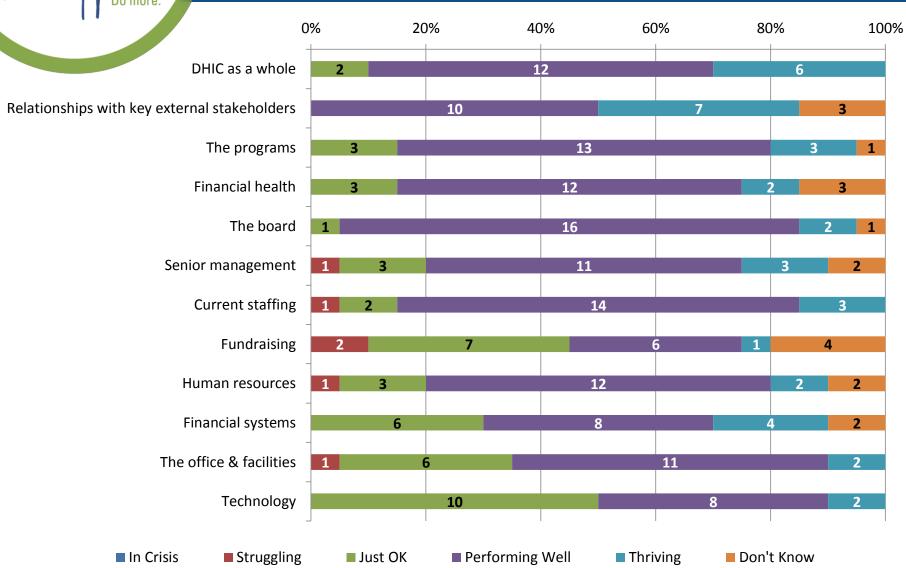
Financial Stability, Diversification, and Allocation of funds

 Planning for the transitions of key members of the staff and leadership

Maintain/Execute pipeline of projects

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### STAFF'S PERSPECTIVE: ORGANIZATIONAL HEALTH



Do more.

STAFF'S PERSPECTIVE: CLIMATE AND CULTURE ASSESSMENT REPORT Raya Do more.

### STAFF'S PERSPECTIVE: ORGANIZATIONAL CLIMATE

60%

80%

100%

40%

The organization mission and vision for the future are clearly defined and understood.

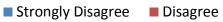
I have realistic goals and objectives that are linked to the fulfillment of our mission.

We review and evaluate our progress toward goals regularly.

Our leaders provide vision and direction for this organization.

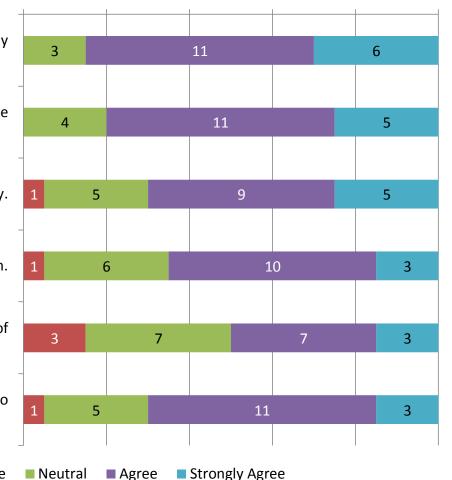
Management at all levels communicates clear expectations of performance.

I have a clear understanding what I am expected to accomplish, and I am held accountable



0%

20%





### STAFF'S PERSPECTIVE: ORGANIZATIONAL CLIMATE

60%

80%

100%

I receive regular, useful feedback on my performance.

Work processes are clearly defined, and changes in operating procedures are explained.

Work processes and procedures are continuously improved.

I have the time and resources I need to do high quality work.

Quality problems are investigated and resolved, and systems are improved.

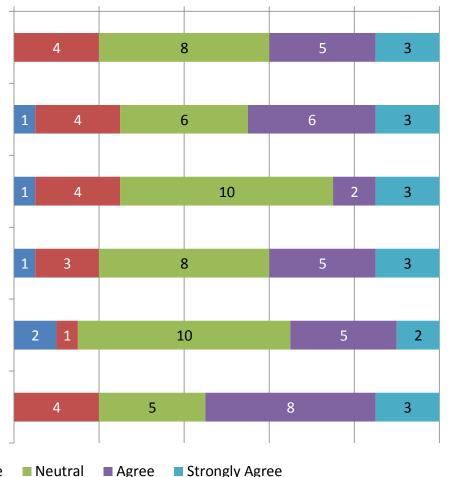
I receive timely and accurate information that I need to perform in my job.



0%

20%

40%



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### STAFF'S PERSPECTIVE: ORGANIZATIONAL CLIMATE

There is a good balance of verbal, written and computer information, and I can get information quickly if I need it.

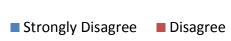
Rewards and promotions are based on competence, performance and results.

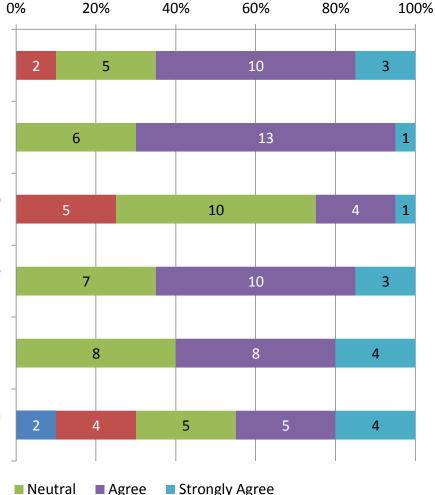
People are recognized for finding better ways to do their job and are rewarded for taking risks.

People are encouraged to learn new skills, and we are provided adequate training opportunities.

We are given job assignments that help us to grow and develop individually.

There is good communication and cooperation between departments.





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### STAFF'S PERSPECTIVE: ORGANIZATIONAL CLIMATE

Regardless in which department we work, we are all a part of the same team.

I am empowered to solve problems and make decisions as necessary.

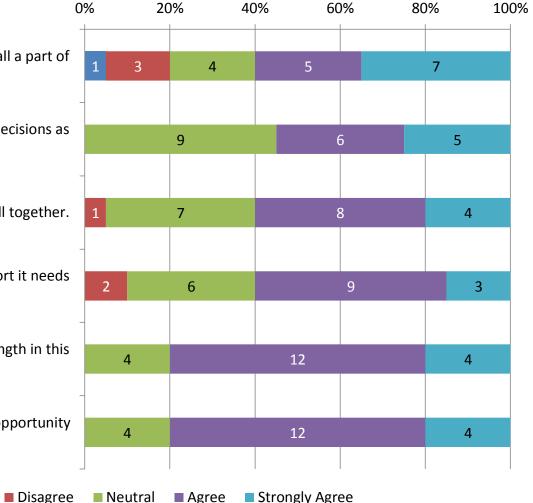
My team accomplishes its goals and works well together.

My team gets the training and management support it needs to perform well.

Diversity is valued and considered a strength in this organization.

■ Strongly Disagree

People of diverse backgrounds are given equal opportunity and are promoted.



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### STAFF'S PERSPECTIVE: ORGANIZATIONAL CLIMATE

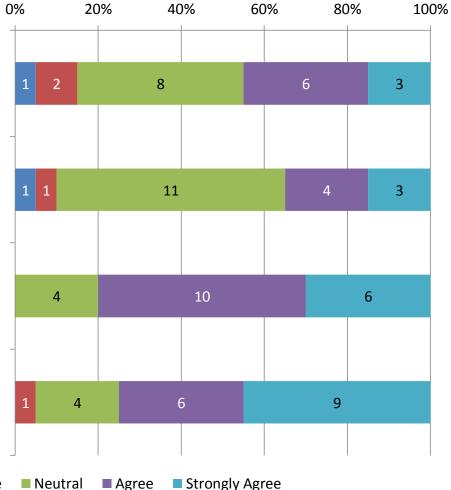
This organization views change as positive, and innovation is encouraged.

Forthcoming changes are communicated, and then they are implemented in a constructive way.

My work is interesting, challenging and fulfilling.

I feel and appreciated, and I am optimistic about my future here.

■ Strongly Disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly





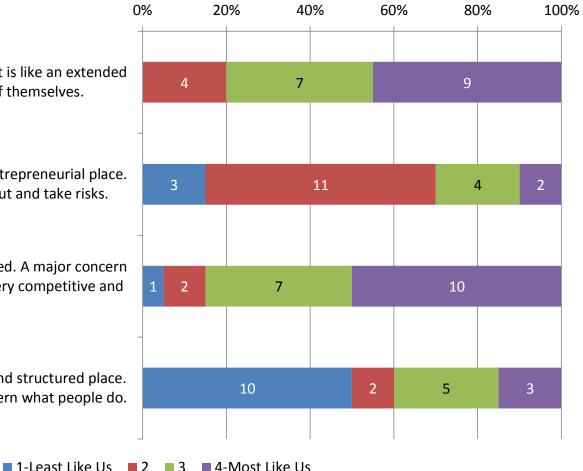
### STAFF'S CULTURE ASSESSMENT: OVERALL CHARACTERISTICS

The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.

The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.

The organization is very production oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.

The organization is a very formalized and structured place. Bureaucratic procedures generally govern what people do.





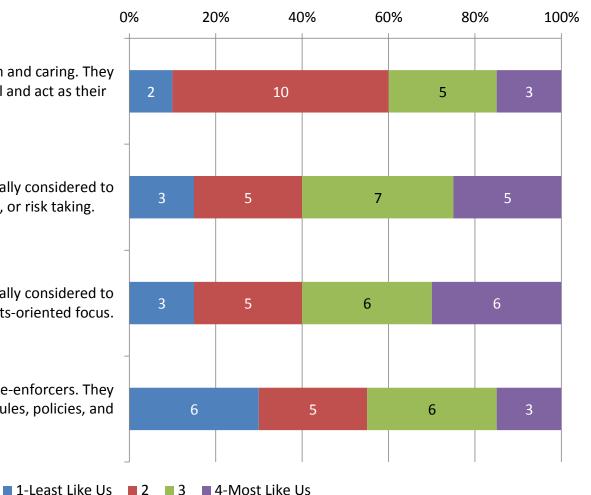
### ORGANIZATIONAL CULTURE ASSESSMENT: LEADERSHIP

The leadership in the organization is warm and caring. They seek to develop employees' full potential and act as their mentors or guides.

The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking.

The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.

The leadership in the organization are rule-enforcers. They expect employees to follow established rules, policies, and procedures.





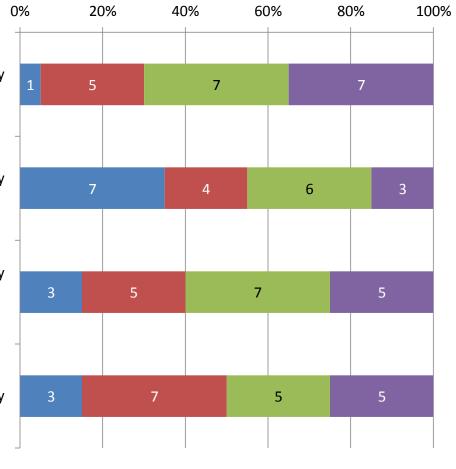
### ORGANIZATIONAL CULTURE ASSESSMENT: MANAGEMENT

The management style in the organization is characterized by teamwork, consensus, and participation.

The management style in the organization is characterized by individual risk-taking, innovation, freedom and uniqueness.

The management style in the organization is characterized by hard-driving competitiveness, high demands , and achievement.

The management style in the organization is characterized by security of employment, conformity, predictability and stability in relationships.



■ 1-Least Like Us ■ 2 ■ 3 ■ 4-Most Like Us



### ORGANIZATIONAL CULTURE ASSESSMENT: COHESION

The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.

The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.

The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.

The glue that holds the organization together is formal rules and policies. Maintaining a smooth- running organization is important.

■ 1-Least Like Us ■ 2 ■ 3 ■ 4-Most Like us





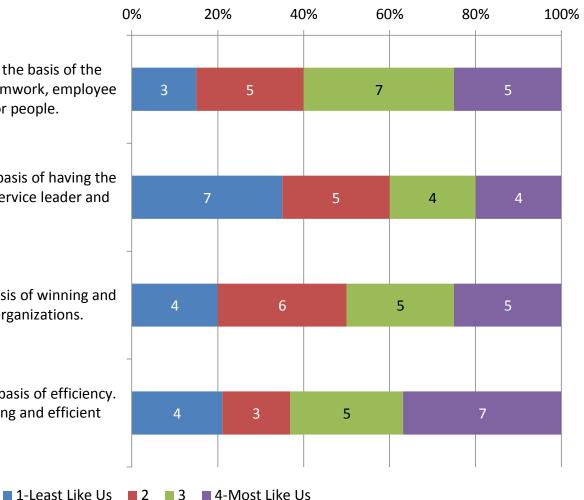
### ORGANIZATIONAL CULTURE ASSESSMENT: SUCCESS

The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.

The organization defines success on the basis of having the most unique or newest services. It is a service leader and innovator.

The organization defines success on the basis of winning and out pacing the competition or other organizations.

The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and efficient production are critical.





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