



**NYCHA Coaching and Mentoring Leadership Academy
(CMLA)**

Mentee Toolkit

Cohort 1

January 2023 to May 2023

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1. Mission/Objectives

The Coaching & Mentoring Leadership Academy (CMLA) builds future leaders of NYCHA by empowering employees with training, coaching, and network building to succeed and grow their careers.

The coaching & mentoring pilot provides participants the opportunity to grow their leadership and management skills through training and direct mentorship with experienced leaders throughout NYCHA. This program aims to have 25 participants (mentees) in the pilot, who will receive leadership training and individualized mentoring to help them grow their careers.


Program participants will be full-time NYCHA employees working in the following titles:


- Property Managers
- Assistant Property Managers
- Property Maintenance Supervisor (Superintendent)
- Assistant Maintenance Supervisors (Assistant Superintendent)
- Supervisor of Housing Caretakers
- Supervising Housing Groundskeeper

This manual provides assignments and resources to guide participants through the CMLA program. The CMLA program should complement the career counseling relationship an employee may have with their supervisor. It is not intended to replace any of the formal or informal counseling/mentoring relationships that already exist within or outside a person's place of employment.

The program will be managed by the Employee Engagement Department in partnership with the Department of Learning and Development.

2. Program Participants

<p>Name: Shateina Haynes Title: Superintendent Development/Department: Castle Hill Houses</p>	
	<p>Short Professional Bio: I started to work in the Authority as a WEP worker in 2001. From there I held the titles of City Seasonal Aide, Caretaker J and Heating Plant Technician for 16 years (Civil Service). I began my supervisory position as an Assistant Superintendent in 2017 (Civil Service) and now Superintendent (Civil Service).</p> <p>Why Did You Join the CMLA? After hearing my story of being a public housing resident, it was suggested to me that I should apply to be a part of the program. After 21 years of service and three civil service titles held in the Housing Authority; I believe that I can serve as an example and provide guidance to others. There is always room to learn and grow.</p> <p>Which is your favorite borough in NYC? Why? Queens, I was born and raised most of my childhood in Astoria & Queensbridge Houses in Long Island City. I have a large family and they are scattered throughout the borough.</p> <p>If you could have any superpower, what would it be? To be invisible when needed. This way I could stand in rooms that I wouldn't be invited into because I am a woman and women of color. I would gather information and share for the betterment of my people. Each One Teach One.</p>
<p>Five words that best describe you:</p> <ol style="list-style-type: none"> 1. Tenacious 2. Assertive 3. Loving 4. Godly 5. Warrior 	

<p>Name: Neagia Drew Title: Deputy Director Development/Department: Quality Assurance</p>	
	<p>Short Professional Bio: I have worked for NYCHA for over 27 years. I started as a trainee in the Housing Youth Training Program in 1995. I became a Caretaker-J and a storeroom person where I worked for 6 years. I then worked as a Supervisor of Caretakers for 7 years, before becoming an Assistant Superintendent and Superintendent at Williamsburg. In 2012, I transferred to the Planning Unit, and I soon was promoted to Skilled Trades Administrator and later as Regional Asset Manager/Neighborhood Administrator for Brooklyn and Queens/SI. In 2021, I worked for Technical Services Department Work Order Reform as an Operations Support Manager before transferring to the Quality Assurance Department, Work Order Reform unit where I currently work.</p> <p>Why Did You Join the CMLA? I want to give back. If it wasn't for someone guiding me and giving me just a little bit of their time, knowledge, mentoring me, guiding me, and being my cheerleader, I would not be where I am at now. I want to pass the torch and pay it forward and share my knowledge and experience.</p> <p>Which is your favorite borough in NYC? Why? BROOKLYN! Born and raised.</p> <p>If you could have any superpower, what would it be? If I had a superpower, it would be mind control, so it would be easier to get people to do their jobs 😊</p>
<p>Five words that best describe you:</p> <ol style="list-style-type: none"> 1. Faithful 2. Resilient 3. Humanitarian 4. Creative 5. Rebellious 	

Name: Ivonne Fernandez

Title: Property Maintenance Supervisor **Development/Department:** Rutgers Houses



Short Professional Bio:

I came into NYCHA through the Housing Youth Training Program (HYTP), and I was hired full time in 1998. I have 24 years of service and throughout my career I have held several positions: Caretaker, Heating Plant Technician for 12 years. I served as an Assistant Property Maintenance Supervisor 11 years. For the last two months I have been a Superintendent. I enjoy being employed by the Housing Authority and servicing our residents since I am a resident myself.

Why Did You Join the CMLA?

I joined CMLA because I would like to be a better supervisor and to be able to expand for my future.

Five words that best describe you:

1. Loyal
2. Honest
3. Hard working
4. Passionate
5. Responsible

Which is your favorite borough in NYC? Why?

My favorite borough is Manhattan because I was born and raised in the city and all I know is Manhattan.

If you could have any superpower, what would it be?

If I could have any superpower, it would be Superhuman strength.

Name: Tara Lucas

Title: Skills Trades Administrator **Development/Department:** Brooklyn Property Management



Short Professional Bio:

I started my NYCHA career almost 25 years ago. I started work at NYCHA as a Secretary and then switched my career track to Caretaker. Afterwards, I became a Heating Plant Technician (HPT), an Advanced HPT, Maintenance Worker, and an Assistant Super.

Why Did You Join the CMLA?

I want to give back to the new generation of NYCHA employee. I want to share the knowledge I have from my years of experience, I know it will be beneficial.

Which is your favorite borough in NYC? Why?

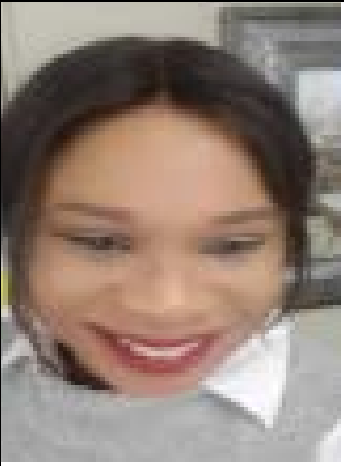
I am biased, I love me some Brooklyn! I can say that because I have worked in almost all the Boroughs. But Brooklyn by far is the best.


Five words that best describe you:



1. Helpful
2. Team Player
3. Energetic
4. Fun
5. Solution-oriented

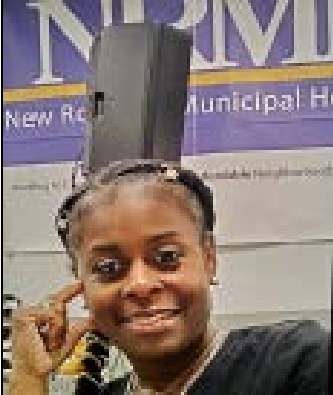
If you could have any superpower, what would it be?

I guess my superpower would be to have the ability read people's so that I will know what you are really thinking.

<p>Name: Ayodeji Festus Title: Property Manager Development/Department: Kingsborough Houses</p>	
 <p>Five words that best describe you:</p> <ol style="list-style-type: none"> 1. Energetic 2. Considerate 3. Educator 4. Firm 5. Empathetic 	<p>Short Professional Bio: I started with the Authority as a provisional Housing Assistant in 2002. I took a few civil service exams and worked my way to becoming a Property Manager. Prior working at the Authority, I worked with the Yonkers Board of Education as a substitute teacher and with the NYC Department of Education.</p> <p>Why Did You Join the CMLA? I need guidance, direction to improve upon my leadership skills with the goal of advancing my career.</p> <p>Which is your favorite borough in NYC? Why? I have no preference at this point since I have only worked in Brooklyn and Queens throughout my career, but I am leaning more to Queens because it is closer home and that would save me a lot of traveling time.</p> <p>If you could have any superpower, what would it be? I would like to be a butterfly so I can fly all over the world.</p>

<p>Name: Jacqueline Hipps Title: Neighborhood Administrator Development/Department: Brooklyn Property Management</p>	
 <p>Five words that best describe you:</p> <ol style="list-style-type: none"> 1. Curious 2. Collaborative 3. Service-minded 4. Positive 5. Solution-oriented 	<p>Short Professional Bio: I started my career at NYCHA in 1990 as a Community Associate working in a Community Center. I later became a Housing Assistant and was promoted to Assistant Manager and Housing Manager. I was a Housing Manager for 14 years and in 2014, I was promoted to an Administrative Housing Manager. I am currently a Neighborhood Administrator in the Brooklyn Property Management Department.</p> <p>Why Did You Join the CMLA? I joined CMLA to assist in ushering in the next generation of NYCHA leaders. I am interested in mentoring to help managers become the best they can be.</p> <p>Which is your favorite borough in NYC? Why? BK all day! Brooklyn is unique, the people, the atmosphere, the culture. I have spent most of my career in Brooklyn.</p> <p>If you could have any superpower, what would it be? I would love to be several places at the same time!</p>

<p>Name: Gloria Lopez Title: Assistant Housing Manager Development/Department: Leased Housing Department</p>	
 <p>Five words that best describe you:</p> <ol style="list-style-type: none"> 1. Creative 2. Emotional 3. Pessimistic 4. Passionate 5. Witty 	<p>Short Professional Bio: I have over 25 years of service at NYCHA and have worked in the Applications Tenancy Administration Department in various roles; processing resident transfers, coordinator for a DHS program, in addition to working at a NYCHA development. In my current role as an Assistant Property Manager, I supervise six employees and we handle the process when residents are converting from Public Housing to Section 8 as part of the PACT conversions.</p> <p>Why Did You Join the CMLA? I joined CMLA to become a better leader and supervisor. I want to expand my skills and use this opportunity to learn from others so that I can increase my knowledge.</p> <p>Which is your favorite borough in NYC? Why? Manhattan is my favorite. The excitement, culturally diverse neighborhoods, shopping, Broadway, the museums. Manhattan is truly the center of the universe!</p> <p>If you could have any superpower, what would it be? I would want enhanced senses and the ability to become invisible.</p>
<p>Name: Zobeira Martinez Title: Assistant Director Development/Department: Management Services Department</p>	
 <p>Five words that best describe you:</p> <ol style="list-style-type: none"> 1. Professional 2. Honest 3. Creative 4. Empathetic 5. Organized 	<p>Short Professional Bio: I have been a City employee for 28 years. As part of my professional career, I have been passionate about helping and connecting families to needed supportive services, with a great focus on Domestic Violent awareness and prevention. During my tenure at NYCHA I attended and graduated from the Hunter College School of Social Work. Currently, I oversee the Tenancy Administration, and Reasonable Accommodations Unit for NYCHA.</p> <p>Why Did You Join the CMLA? I was nominated to participate in the program. I'm flattered to be a part of this academy, that will provide me with a great platform to teach, influence, guide and advise another one of my colleagues. Through this opportunity I will be sure to assist the mentee to gain personal and professional growth, which will hopefully create a path for advancement at NYCHA.</p> <p>Which is your favorite borough in NYC? Why? My favorite borough is Manhattan, the Washington Heights neighborhood. It is a reminder of the where I come from, the-Dominican Republic and though it's very congested, I enjoy the seeing the people, hearing music blasting out of the windows Friday nights, the men playing dominos, the restaurant scene and food street vendors selling delicious foods.</p> <p>If you could have any superpower, what would it be? My superpower would be to have the ability to Teleport. One of my favorite hobbies is traveling and learning about new cultures. Teleporting would afford me the opportunity to go anywhere, anytime and give me the ability to travel thru time, learn history first-hand and possibly change outcomes.</p>

Name: Sheree Odums**Title:** Property Manager**Development/Department:** Johnson Houses**Five words that best describe you:**

1. Confident
2. Organized
3. Sociable
4. Firm
5. Humble

Short Professional Bio:

I have been a NYCHA employee for 29 years and it has been a great experience where I have met wonderful people. I started my career as a Housing Assistant in Polo Grounds and was then promoted to Assistant Manager in Leased Housing. I am currently a Property Manager, and the job is very demanding, but I enjoy learning new aspects of my job which I know will benefit me in future endeavors.

Why Did You Join the CMLA?

I joined the CMLA to meet my other colleagues who may be experiencing and feeling the way I do and to discuss options on how we can grow and be successful in our careers. I am an organized person but, I sometimes feel disorganized because of competing priorities. My goal is to come up with better strategies to work more effectively and efficiently.

Which is your favorite borough in NYC? Why?

I really don't have a favorite borough; all have different options to offer. Every time that I visit a different borough, I enjoy myself and encourage others to visit.

If you could have any superpower, what would it be?

My superpower would be blinking, so that all reports are completed and submitted on time and keep my residents safe.

Name: Cindy Anderson**Title:** VP, IT Service Management**Development/Department:** Information Technology**Five words that best describe you:**

1. Curious
2. Collaborative
3. Service-minded
4. Positive
5. Solution-oriented

Short Professional Bio:

Before joining NYCHA in 2021, I worked for a Natural Gas utility in Las Vegas, Nevada for over 8 years, holding multiple roles, including business analyst, help desk supervisor, and application team manager. Prior to that, I held network engineering and analyst positions for several telecommunication start-up companies in Las Vegas. My formal education is in International Business Administration.

Why Did You Join the CMLA?

I have been fortunate throughout my career to have mentors that took the time to coach and guide me to be a better leader, and I would like to pass that forward. In my short time at NYCHA, I have met so many talented people who just needed a small amount of coaching and encouragement to rise to really tap into their full potential. Our mission is so important; I want to ensure we grow great leaders to keep NYCHA on the path to continuously improving for our residents.

Which is your favorite borough in NYC? Why?

I would say Manhattan. I love Central Park, and all the great variety of buildings and architecture. And I especially like viewing the skyline at night from across the Hudson in New Jersey which is the best view! As I just moved here in Spring 2021, I am still learning NYC and all that every borough has to offer, so my favorite may change as I learn my way around more!

If you could have any superpower, what would it be?

The power to speak any language fluently. I love languages, travel, and meeting people from all over the world. I wish I could speak to anyone I meet in their native language. I think it would make the conversation so much richer!

Name: Rosalyn Perry

Title: Supervisor Housing Caretakers

Development/Department: Tilden Houses



Short Professional Bio:

In September I will make my 20 year anniversary with NYCHA, I started as a Caretaker J, until I was promoted to Supervisor of Caretakers in 2019. I love working with the residents and my fellow NYCHA colleagues.

Why Did You Join the CMLA?

I joined the Coaching and Mentoring Leadership Academy because I am interested in growing within NYCHA and in my personal development I understand that there is plenty I can learn which will help expand my knowledge and enable me to grow professionally.

Which is your favorite borough in NYC? Why?

Brooklyn! It's my favorite because this is where I was born and raised. I love the diversity of all the different neighborhoods and what they have to offer, like food!

If you could have any superpower, what would it be?

My superpower would be ability to bring my loved ones back to life, since I recently lost my son.

Five words that best describe you:

1. Fair
2. Team Player
3. Listener
4. Knowledgeable
5. Understanding

Name: Brian Harris

Title: Training Manager

Development/Department: Learning & Development Department



Short Professional Bio:

I have worked for NYCHA for 15 years, holding several civil service positions over the years; Heating Plant Technician, Maintenance Worker, Assistant Resident Building Superintendent, Resident Building Superintendent and lastly my current position, Technical Trainer for the Learning & Development Department. I take great work ethic and I always want to be a valuable asset to my team and use my experience where I can make a difference.

Why Did You Join the CMLA?

Mentorship is already a big part of what I do regularly while training incoming NYCHA Caretakers. Setting the tone early with new employees will ultimately shape the future of the agency and ensure success. Deciding to join CMLA is just a way to expand my reach to assist one of my colleagues to go further in their career.

Which is your favorite borough in NYC? Why?


Brooklyn is my favorite borough, for two reasons: 1. I'm from Brooklyn; born and raised and 2. There's a sense of comfort and pride no matter where I am because I am from Brooklyn.


If you could have any superpower, what would it be?

My superpower would be to read minds. It's never hard to know what I am thinking because I'm never afraid to say it, and I often wish that everyone would just speak their minds, unfortunately that does not happen as often as I'd like. So, if given the ability to read people's mind as it would give me the ability to engage with people accordingly.

Five words that best describe you:

1. Loyal
2. Dedicated
3. Nonchalant
4. Passionate
5. Ambitious

<p>Name: Angela Purcell Title: Supervisor of Caretakers Development/Department: Red Hook West Houses</p>	
 <p>Five words that best describe you:</p> <ol style="list-style-type: none"> 1. Ambition 2. Honest 3. Assertive 4. Flexible 5. Compassionate 	<p>Short Professional Bio: I am a newly appointed Supervisor of Caretakers in Red Hook West. I enjoyed my prior position as a Supervisor of Exterminators, but I was at the point that I felt it was time for a career change.</p> <p>Why Did You Join the CMLA? I am on a personal mission to help as many staff understand and learn workable concepts and skills that I have to offer from my many years of experience. I want them to get a better understanding of what it takes to be the best of the best in whatever position they hold and to represent the NYC Housing Authority, the largest and best housing authority in the nation with pride.</p> <p>Which is your favorite borough in NYC? Why? I don't have a favorite borough but what I can say is they all have a special way of making you feel like you are somewhere else</p> <p>If you could have any superpower, what would it be? The power to turn back time.</p>

<p>Name: Elizabeth Diaz Title: Neighborhood Planner Development/Department: Brooklyn Property Management</p>	
 <p>Five words that best describe you:</p> <ol style="list-style-type: none"> 1. Enthusiastic 2. Motivated 3. Understanding 4. Realist 5. Funny! Love to Laugh 	<p>Short Professional Bio: I have been with the Agency for over 23 years, working in several different departments and in several different positions and capacities. I started my career as a Caretaker, working my way up to Administrative Superintendent.</p> <p>Why Did You Join the CMLA? I joined CMLA, because I have a lot of knowledge and wisdom due to my experience and the various positions I have held. I believe with sharing your knowledge, focus, hard work and dedication you can accomplish whatever you set your mind out to do. I want to see my fellow colleagues succeed. Through encouragement and mentoring I can make that happen and this will be priceless.</p> <p>Which is your favorite borough in NYC? Why? Brooklyn is my favorite borough; it is where I was born and raised. I love the culture, and the development of Brooklyn.</p> <p>If you could have any superpower, what would it be? If I had a Superpower, it would be the ability to detect pain and to heal it with x-ray power (physical, emotional, and mental and spiritual pain).</p>

Name: Jaritza Vazquez
Title: Property Manager

Development/Department: Red Hook East Houses



Short Professional Bio:

I started my career at NYCHA 22 years as a Secretary. I progressively moved up and today I am a Property Manager at Red Hook East Houses in Brooklyn. While working, I attended college and graduated with a bachelor’s degree in Human Services Management. I take my position as a Property Manager very seriously; my constant goal is to make sure residents are provided with quality housing and a safe environment. Lastly, I am a proud member of NYCHA’s Employee Engagement Committee (EEC) and a NYCHA Change Ambassador.

Why Did You Join the CMLA?

I applied to be a part of the program because it will provide me with the opportunity to grow as a professional. I believe knowledge is power and I am always in the constant pursuit of self-growth both professionally and personally.

Which is your favorite borough in NYC? Why?

My favorite borough in NYC is Brooklyn. Brooklyn is very special to me because this is where I was raised, and most of my family still lives there.

If you could have any superpower, what would it be

It would be reading minds. Since our minds are the most powerful tool that we have. I always say our thoughts shape who we are and who we will become. I think the power to read minds could have an impact on improving communication.

Five words that best describe you:

1. Leader
2. Team player
3. Trustworthy
4. Determined
5. Skilled

Name: Erin Giventer

Title: Senior Director for Community Partnerships

Development/Department: Community Partnerships, RSPI



Short Professional Bio:

Getting my start as a professional dancer and then show and event producer, I developed my love of the arts into a career in diplomatic communications and cultural diplomacy. Having worked across the USA and internationally in corporate, educational, and arts institutions, I joined NYCHA with the goal of applying my communications and diplomacy background to government service in the city I love.

Why Did You Join the CMLA?

I had fantastic mentors early in my career, particularly females in leadership positions, who were generous with their knowledge, contacts, and support. Their lessons in brave, rather than armored, leadership gave me confidence to make mistakes, ask questions and grow as a steward to the staff I would then lead. I therefore take every opportunity I can to pay forward the gifts of their mentorship.

Which is your favorite borough in NYC? Why?

Manhattan, for the concentration of fine and performing arts venues on one single island, the myriad of waterfronts to enjoy, the many family memories I have attending Lincoln Center performances, and the joy my history-nerd-of-a-self feels every time I am south of Wall Street.


If you could have any superpower, what would it be?

The inexhaustible ability to solve any person's most troublesome problems successfully.

Five words that best describe you:

1. Curious
2. Artistic
3. Brave
4. Resilient
5. Grateful

Name: Georgena Campbell-Bland
Title: Property Manager
Development/Department: Rangel Houses



Short Professional Bio:
 Property Manager at Rangel Houses since 2022. I have worked as Assistant Manger at Butler Houses (2015-2022), Housing Assistant at several locations throughout the Bronx since February 1988. I started my supervisory career at Rangel as a provisional Assistant Manager (2014-2015) and highly recommend taking a provisional position to gain experience for a civil service position.

Why Did You Join the CMLA?
 I joined the CMLA as I would like to be fully developed in all aspects of my property management position. Having a mentor would help me be fore effective with planning and assisting residents and the community.


Which is your favorite borough in NYC? Why?
 I really enjoy the vibe of Harlem, NY and consider it to be my favorite.

If you could have any superpower, what would it be?
 If I could have a superpower, I would be able to speak and understand multiple languages fluently.

Five words that best describe you:

1. Prompt
2. Calm
3. Objective
4. Reliable
5. Confident

Name: Rudy Murillo
Title: Senior Director
Development/Department: Emergency Mgmt and Service Department



Short Professional Bio:
 In October 2018, I joined NYCHA as the Director of the Office of Emergency Management. In 2022, I was appointed as the acting Senior Director for Emergency Management & Services Dept (EMSD). EMSD is responsible for coordinating NYCHA’s emergency preparedness, response, and recovery efforts. Prior to joining NYCHA, I was at the NYC Emergency Management (NYCEM) for seven years. I am a proud U.S. Marine veteran who served in Operation Iraqi Freedom and Operation Enduring Freedom. I hold a bachelor’s degree in Homeland and Corporate Security, as well as a master’s degree in Homeland Security and Criminal Justice Leadership from St. John’s University.

Why Did You Join the CMLA?
 I have always been a huge supporter of mentoring and coaching - this allows me to provide guidance and assistance to the mentee but also forces me to evaluate myself. "Practice what you preach" kind of a thing.

Which is your favorite borough in NYC? Why?
 Queens. I currently live in Queens and appreciate the diversity; pseudo suburban feel it can offer - while being close to the city.

If you could have any superpower, what would it be?
 My superpower would be the ability to control time.

Five words that best describe you:

1. Dedicated
2. Trustworthy
3. Reliable
4. Driven
5. Collaborative

Name: Rigoberto Charriez

Title: Property Maintenance Supervisor

Development/Department: Berry Houses



Short Professional Bio:

I have been with NYCHA for 12 years. I started my career at NYCHA as a Caretaker J and worked my way up through the ranks to my current position of Resident Buildings Superintendent. I have worked in Brooklyn for most of my career with NYCHA but currently work in Staten Island.

Why Did You Join the CMLA?

I joined the CMLA to meet like-minded individuals to further my knowledge and skill set and network.

Which is your favorite borough in NYC? Why?

My favorite borough in NYC has to be Brooklyn hands down. I was born and raised in Brooklyn and the culture and experiences have shaped me into the man I am today.

Five words that best describe you:

1. Driven
2. Understanding
3. Focused
4. Kind
5. Loyal

If you could have any superpower, what would it be?

The superpower to be able to instantly complete any task. It gives you the ability to do anything and solve any problem.

Name: Paul Silvers

Title: Chief CCTV Unit

Development/Department: Safety & Security, CCTV Unit



Short Professional Bio:

My professional role here at NYCHA is to oversee and maintain the entire NYCHA portfolio of approximately 18,000 closed circuit cameras and equipment. My career at NYCHA started 30 years ago. I started as a Maintenance Worker, I was this position for 6 years and worked to obtain my Heating Plant Technician Civil Service Certification. I then became an Assistant Resident Building Superintendent for 3 years. From there I became a Resident Building Superintendent for 17 years. Currently, I hold the title of Chief which I had for the last 4 years. I have worked most of my career in the boroughs of Brooklyn, Queens and Staten Island.

Why Did You Join the CMLA?

I am on a personal mission to help as many staff understand and learn workable concepts and skills that I have to offer from my many years of experience. I want them to get a better understanding of what it takes to be the best of the best in whatever title they hold and to represent the NYC Housing Authority, the largest and best housing authority in the nation.

Which is your favorite borough in NYC? Why?

I don't have a favorite borough but what I can say is they all have a special way of making you feel like you are somewhere else.

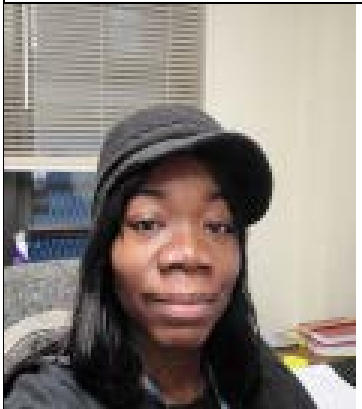
If you could have any superpower, what would it be?

The power to turn back time.

Five words that best describe you:

1. Persistent
2. Reliable
3. Hardworking
4. Responsive
5. Confident

Name: Latoya Hansley
Title: Property Manager
Development/Department: De Hostos Houses



Short Professional Bio:
 I started with the Authority in 2012 as a floating Housing Assistant for Mixed Finance. As part of my job, I had the opportunity to visit multiple developments and while doing so learned a little about what Housing Assistants did in conventional public housing developments. I then transferred over to the Leased Housing Department to become an Apartment Inspector. After two years, I was promoted to Assistant Housing Manager at Castle Hill Houses in the Bronx. Four year later I was promoted to Property Manager in 2020 and started work at De Hostos Houses in Manhattan.

Why Did You Join the CMLA?
 I want to become a better manager and have the support to learn from someone else. I also want to be a part of a network that will give me the opportunity to meet new people and that I can use as a resource to help me work through any issue that may arise.

Which is your favorite borough in NYC? Why?
 Manhattan of course. I lived in this borough all my life

If you could have any superpower, what would it be
 The power to see the future. I would like to know what's in stored for me so I can possibly prepare myself.

Five words that best describe you:

1. Loyal
2. Devoted
3. Hard working
4. Friendly
5. Shy

Name: Philip John
Title: Property Manager
Development/Department: Stapleton Houses



Short Professional Bio:
 I am a Property Manager with 18 years of property management/development experience. My goal is to lead by example, ensuring residents receive ultimate customer satisfaction and staff get the support they need to be successful in their jobs.

Why Did You Join the CMLA?
 To training, provide leadership and guidance to our future leaders. I want to pass down my knowledge and skills.

Which is your favorite borough in NYC? Why?'
 Staten Island. This is my hometown as I live and work within this small borough.

If you could have any superpower, what would it be?
 To make everyone happy and satisfied all the time

Five words that best describe you:

1. Hard working
2. Reliable
3. Friendly
4. Personable
5. Motivated

Name: Russell Hartfield

Title: Property Maintenance Supervisor

Development/Department: Isaacs Houses



Short Professional Bio:

My tenure with NYCHA started in 1991 as a City Seasonal Aide. Driven by encouragement, knowledge provided, and experiences learned from other higher-level supervisors I progressively promoted and excelled in several supervisory titles over the years before reaching one of the top civil service titles within NYCHA.

Why Did You Join the CMLA?

To develop and advance my supervisory skills while obtaining more knowledge and experience. As well as communicating and networking with other NYCHA professionals.

Which is your favorite borough in NYC? Why?

Manhattan! I was raised in Manhattan, and I worked at numerous NYCHA developments in this borough. I was also the Borough Supervisor of Caretakers for Manhattan Management for several years and became familiar with all Manhattan developments and Supervisors.

If you could have any superpower, what would it be

Chronogenesis, the ability to control and manipulate time.

Five words that best describe you:

1. Capable
2. Motivated
3. Charismatic
4. Cooperative
5. Optimistic

Name: Sergio Paneque

Title: Chief Procurement Officer

Development/Department: Procurement Department



Short Professional Bio:

Prior to joining NYCHA in 2020, I was an attorney in private practice providing advice and counsel to entities in both the public and private sectors. My government experience includes serving as the Chief Procurement Officer for the State of New York, City of New York, and the State of Michigan.

I hold a Juris Doctor from Western Michigan University's Cooley Law School and both a Bachelor of Arts in accounting and a Bachelor of Science in building construction management from Michigan State University.

Why Did You Join the CMLA?

CMLA provided an opportunity to share my government and private sector experience with colleagues who also want to grow individually and see NYCHA improve the way we serve our residents.

Which is your favorite borough in NYC? Why?'

Manhattan, because there is such a wide variety of people to see and things to do.

If you could have any superpower, what would it be?

Slow time down so you can get more things done.

Five words that best describe you:

1. Determined
2. Conscientious
3. Imaginative
4. Helpful
5. Troubleshooter

Name: Jonathan Kramer
Title: Property Manager

Development/Department: Justice Sonia Sotomayor Houses



Short Professional Bio:

I have been at NYCHA for over 13 years. I started out as a Housing Assistant and progressively moved my way to Property Manager. I have 15 years of experience overall in the field of property management. I am also a proud and active NYCHA Change Ambassador.

Why Did You Join the CMLA?

I was nominated to be a part of CMLA to enhance my leadership skills as well as to share my knowledge and experiences that I have gained over the years working at NCYHA.

Five words that best describe you:

1. Leader
2. Team player
3. Trustworthy
4. Determined
5. Skilled

Which is your favorite borough in NYC? Why?

Manhattan is my favorite borough, because of the activities, events and history that it offers.

If you could have any superpower, what would it be

Name: Rosanne Pisem

Title: Vice President and Deputy General Counsel **Development/Department:** Law Department



Short Professional Bio:

I have been in NYCHA's Law Department for more than 20 years, arriving here after clerking for a federal judge and litigating in a large law firm. I've been head of the Legal Counsel Division for 11 years. I was a member of NYCHA's litigating departments (Appeals; Commercial Litigation) before that. Law is my second career; I was a vocational and rehab counselor previously.

Why Did You Join the CMLA?

I want to help ease the transition into the managerial/supervisory role. Anyone who has been promoted to this role is very good at their work but maybe unfamiliar with being a manager or supervising staff. Managing involves a whole new set of skills. I think the program will help new managers and supervisors get some support and insight from someone who has done this for a while rather than learning on the job as I did.

Which is your favorite borough in NYC? Why?

Brooklyn - it's a great place to live.

If you could have any superpower, what would it be?

Granting wishes.

Five words that best describe you:

1. Committed
2. Serious
3. Hard worker
4. Encouraging
5. Good communicator

Name: Yukia Napoleon

Title: Assistant Property Manager

Development/Department: Beach 41st Houses



Short Professional Bio:

I have worked for NYCHA since 2019, I was a Housing Assistant for two and half years and was promoted to Assistant Property Manager six months ago. Before I joined NYCHA, I was as a case manager for nine years in various shelters and the District Attorney’s Office.

Why Did You Join the CMLA?

I joined the program so that I can obtain a better understanding of my position and have someone guide me on how to perform to the highest level. I also want to be able to ensure my staff get the best supervision, which can set them up for advancement in their careers, and more importantly give the residents the best service possible.

Which is your favorite borough in NYC? Why?

Brooklyn is my favorite borough because there is so much to do and so many different cultures to experience. Most importantly everything is at your fingertips.

If you could have any superpower, what would it be?

The one superpower that i would want is to be invisible.

Five words that best describe you:

1. Kind
2. Courteous
3. Determined
4. Upfront
5. Helpful

Name: Zatarsha Barrett

Title: Training Manager

Development/Department: Learning & Development Department



Short Professional Bio:

I am proud to have 29 years of professional service at NYCHA. In my current role as a training manager, I share knowledge, which I am very passionate about, and support employees in the roles they are in and the roles they aspire to attain. During my tenure I have had many various roles: Bookkeeper/Teller, Housing Assistant, Assistant Manager, Property Manager, Customer Information Representative Level III, WEP Coordinator, and Administrative Manager. I have also worked in many departments, such as Learning & Development, Property Management, Leased Housing/Section 8, Borough Offices, Customer Contact Center, and IT to name a few. My positions have prepared me, propelled me forward, and helped me become the accomplished individual I am today.

Why Did You Join the CMLA?

I joined the CMLA to give back! I am full of gratitude to have an opportunity to share my knowledge, and experience. I want to support my fellow colleagues on their journey to greatness! So often I hear employees feel unsupported, misguided, and lost in their jobs. I am excited to now be able to contribute and help pave a path to improve in the areas they may have challenges in. Ultimately the goal can be met, and they can provide better customer service to our residents, and leadership to their staff.

Which is your favorite borough in NYC? Why?

Brooklyn. This is where I was born and raised. I am a true Brooklynite!

If you could have any superpower, what would it be?

I would like to have the ability to prevent people from experiencing unnecessary trauma.

Five words that best describe you:

1. Honest
2. Generous
3. Intelligent
4. Reliable
5. High-spirited

Name: LeQuanda Nixon

Title: Assistant Property Manager

Development/Department: Lillian Wald Houses



Short Professional Bio:

I have nine years on the job and counting. I started as a City Seasonal Aide and then became a Caretaker J. I was promoted to a Housing Assistant and now I am an Assistant Housing Property Manager.

Why Did You Join the CMLA?

I joined CMLA as it will strengthen my management skills and to educate me on the different departments within the organization.

Which is your favorite borough in NYC? Why?

Even though I am a Queens native, Manhattan is my favorite borough. It is my favorite borough because it is always busy, and it is literally the heart of NYC!

If you could have any superpower, what would it be?

If I could have a superpower, it would be to read minds. I chose this superpower because it's always good to know what a person is thinking before any situation.

Five words that best describe you:

1. Resilient
2. Hard working
3. Honest
4. Dependable
5. Outspoken

Name: Edwin Reyes

Title: Property Manager

Development/Department: Alfred E. Smith Houses



Short Professional Bio:

I grew up in Public Housing in Williamsburg Houses in Brooklyn. I have worked with NYCHA since May 1995 and began with the Youth Training Program as a Clerical Associate and now I am a Property Manager at Smith Houses, one NYCHA's greatest developments and staff. My favorite saying that I like to use when interacting with my staff, residents and colleagues is "I once ran in a development and now I run a development". It is a blessing to be in the position God has allowed me to be in with NYCHA. Now I can directly help make NYCHA a better place to work and to assist our residents.

Why Did You Join the CMLA?

I joined the CMLA to help my fellow colleagues who can benefit from my experience and understanding of what we need as employees to make NYCHA a better place to work and live.

Which is your favorite borough in NYC? Why?

Brooklyn where I was born and raised and now the Lower East Side where I currently work.

If you could have any superpower, what would it be?

My superpower would be super strength.

Five words that best describe you:

1. Outgoing
2. Positive
3. Team player
4. Understanding
5. Caring

Name: Jessica Perez

Title: Assistant Property Manager

Development/Department: Whitman Houses



Short Professional Bio:

I have been with NYCHA for 23 years. I first was introduced to the agency through the Work Experience Program (W.E.P) at Cypress Hills Houses in 1998 shortly after I was hired as a Secretary in 1999. During my tenure I have served as a Secretary in various developments and departments throughout the Authority. In 2018, I was promoted to Housing Assistant at Wilson Houses. Four years later, I was promoted to Assistant Housing Manager at Marlboro Houses, and I am now currently assigned to Whitman Houses.

Why Did You Join the CMLA?

I joined the CMLA to enhance my professional growth and personal development. To be able to identify skills needed for advancement so that I can achieve my career goals and to increase my confidence in public speaking.

Five words that best describe you:

1. Attentive
2. Efficient
3. Reliable
4. Flexible
5. Loyal

Which is your favorite borough in NYC? Why?

My favorite borough to work in has been Brooklyn because although I grew up on the Lower East Side of Manhattan, I spent most of my adulthood in Brooklyn and feel the most comfortable there.

If you could have any superpower, what would it be?

To have a magical healing power, so that I could heal people from pain and suffering.

Name: Vivian Sifontes

Title: Property Manager

Development/Department: Woodson Houses



Short Professional Bio:

I started in NYCHA in 1987, as a Secretary for Resident Review & Counseling, I later became the Spanish Interpreter for Applicant Appeals, and then to the field where I became a Housing Assistant for the Manhattan Borough Office, Baruch Houses, Smith Houses, and the Law Department. I then became the Assistant Manager at Gompers Houses, Washington/Lexington, and Wald Houses. I was the Manager at Wise Towers, Saint Nicholas and now at my current location, Woodson Houses.

Why Did You Join the CMLA?

I joined the CMLA because I want to make a difference. I want staff to feel confident and secure of themselves when doing their jobs or making decisions. Many have what it takes, they just need a push in the right direction or just someone that believes in them.

Five words that best describe you:

1. Loyal
2. Passionate
3. Knowledge
4. Trustworthy
5. Compassionate

Which is your favorite borough in NYC? Why?

Manhattan. My 30 years in service has been in Manhattan. I feel like it's where all eyes are on, therefore, very competitive.

If you could have any superpower, what would it be?

To clone myself!

Name: Nickcole Rivera
Title: Assistant Property Manager **Development/Department:** Sumner Houses



Short Professional Bio:

I started working for NYCHA as Housing Assistant almost 17 years ago. I was just recently promoted to an Assistant Manager.

Why Did You Join the CMLA?

I joined CMLA to get guidance on becoming a better Assistant Manager so that I can better serve the residents. I want to gain more insight on how to be a strong leader with the goal of improving customer service to our residents and also assisting my fellow colleagues to do the same.

Five words that best describe you:

1. Intelligent
2. Determined
3. Hard working
4. Enthusiastic
5. Resourceful

Which is your favorite borough in NYC? Why?

This hard for me. I have two Staten Island and Brooklyn. I was born and raised in Staten Island. It is the suburb of the city. I also love Brooklyn. I worked in Brooklyn for 10 years. I have gained a lot of people and love from Brooklyn. It is in class all by itself. One of the reasons why I am happy to be back in Brooklyn serving my residents.

If you could have any superpower, what would it be

Insight

Name: Marlon Forbes
Title: Deputy Director **Development/Department:** Compliance Department



Short Professional Bio:

I'm a 16+ year veteran manager at NYCHA, who has worked in multiple and varied departments, work locations and boroughs in different managerial and supervisory capacities. I have considerable experience working with the staff, the buildings and the residents of NYCHA. The length and breadth of my experience at NYCHA has allowed me to develop a considerable historical and institutional knowledge of the Authority, from which I draw to perform my duties and responsibilities on a daily basis.

Why Did You Join the CMLA?

I joined the CLMA because I would not have been able to excel at NYCHA without the advice and guidance I consistently received from colleagues who mentored me over the years. CMLA represents an opportunity for me to return the favor, play it forward and support the development and growth of one of the mentees in the Academy.

Which is your favorite borough in NYC? Why?'

I'm Brooklyn born. I'm Brooklyn raised. I left the borough and came back. From Coney Island to DUMBO, the BQE to the Conduit – there's no place like it. It's the planet of Brooklyn for me.

If you could have any superpower, what would it be?

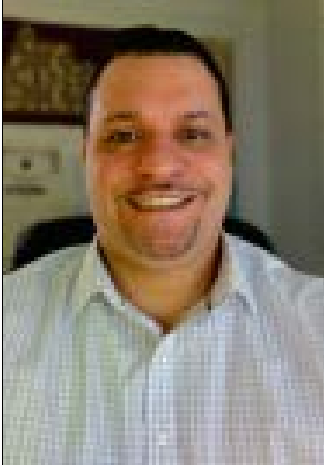
I'm a bit of a comic book fan. So, this one is a little challenging for me. I'll go with the ability to control and manipulate all molecules – a la Molecule Man.

Five words that best describe you:

1. Inquisitive
2. Developing
3. Complex
4. Fun-Loving
5. Active

Name: Oscar Rodriguez

Title: Property Maintenance Supervisor **Development/Department:** Red Hook West Houses



Short Professional Bio:

I started my career in NYCHA in 2012 as a Maintenance Worker where I work my way up the ladder to Assistant Superintendent in the Bronx and later Brooklyn where I would eventually become a Superintendent.

Why Did You Join the CMLA?

I joined the CMLA to become more well-rounded in all aspects of NYCHA's day to day operations. I want to gain knowledge that I would include in my arsenal to become better at my job and use these skills to help me grow professionally.

Five words that best describe you:

1. Ambitious
2. Punctual
3. Inquisitive
4. Outspoken
5. Focused

Which is your favorite borough in NYC? Why?

Brooklyn is my favorite borough because this is where I am from and I'm very proud to represent

If you could have any superpower, what would it be

If I would have a superpower, it would be to read a persons' mind to enable me to help them and understand them better.

Name: Vincent Chin

Title: Vice President for Strategic Services **Development/Department:** Asset and Capital Management



Short Professional Bio:

Prior to joining NYCHA, Vincent worked at the NYC Taxi and Limousine Commission where he most recently served as the agency's Chief Financial Officer and spearheaded a successful effort to launch a city-funded loan guaranty program which has achieved more than \$225 million in debt relief for taxi medallion owners. He previously worked for the NYC Department of Education supporting citywide operations on projects such as lead testing of school drinking water, insourcing of building maintenance staff, construction of new school-based health centers, and an expansion of the free lunch program.

Why Did You Join the CMLA?

My vision is to create a world of inspired and effective public servants committed to collaboration, creativity, and learning. Working in public service for nearly 20 years has been a meaningful experience because I have an opportunity to contribute to something bigger than myself daily. As a new member of the NYCHA team, I am eager to meet and connect with others across the organization.

Which is your favorite borough in NYC? Why?'

I have love for all boroughs of NYC. But I grew up in the Lower East Side, so I must stick with Manhattan. I also love walking and Manhattan is one of the most pedestrian-friendly boroughs.

If you could have any superpower, what would it be?

I'd want to be able to fly. Not only would it help me get places faster, but it would also be fun to see the world from different perspectives.

Five words that best describe you:

1. Open
2. Courageous
3. Responsible
4. Curious
5. Committed

Name: Latoya Shavers

Title: Assistant Property Manager

Development/Department: Edenwald Houses



Short Professional Bio:

I am currently an Assistant Manager at Edenwald. Prior to that I was a Housing Assistant at Morrisania Consolidated and Patterson Houses. I have held a variety of government positions; Case Manager with HPD, Mental Health Therapy Aid with NYS Health & Hygiene, School Safety Officer with NYPD, and a few others. I have a master's degree in accounting.

Why Did You Join the CMLA?

After jumping form agency to agency, I've finally found my forever home where I plan to stay for the remainder of my career. I am hoping to gain all the knowledge I can to continue advancing within NYCHA.

Which is your favorite borough in NYC? Why?

The Bronx is my favorite borough to work in mainly because it's the most convenient for me. However, Queens would be my favorite in reference to the cleanliness of the surrounding environment.

If you could have any superpower, what would it be?

My superpower would be to read and remember things with lightning speed.

Five words that best describe you:

1. Determined
2. Kindhearted
3. Sharp
4. Easy going
5. Analytical

Name: Sha-kema Peterson

Title: Skilled Trades Deputy Director

Development/Department: Bronx Property Management



Short Professional Bio:

I have 20+ years of achievement and demonstrated success at NYCHA. I am presently the Skilled Trades Deputy Director of the Bronx. I have had the opportunity to learn a lot from the various positions I held. NYCHA has trained me how to properly sweep and mop the corridor floors from being a caretaker, to how the heating system works to provide heat and hot water to our residents, from being a Heating Plant Technician, how to operate a computer but most importantly how to work efficiently with others. I strive to learn and grow daily.

Why Did You Join the CMLA?

My main objective for joining Coaching and Mentoring Learning Academy, is to be a vessel for someone who may need guidance, support, and encouragement in performing their duties and responsibilities.

Which is your favorite borough in NYC? Why?

My favorite borough is Brooklyn, I love Brooklyn because of the diversity and the creativity it brings to NYC. Plus, my favorite rapper was born in raised in Marcy Houses.

If you could have any superpower, what would it be?

I would like to have the ability to control someone's mind. I would use my superpower to make sure everyone is treated with respect, no judgement and to be helpful to others.

Five words that best describe you:

1. Dedicated
2. Resilient
3. Ambitious
4. Resourceful
5. Persistent

Name: Kevin Singleton

Title: Supervising Housing Groundskeeper

Development/Department: Wyckoff Gardens



Short Professional Bio:

It has been 12 years that I work for NYCHA.

Why Did You Join the CMLA?

I am open to learning as much as I can from people. I am a passionate person when it comes to certain issues and always try to see the best in people or situation. I can be a quick learner and I always like to learn new things and ask questions and I am a problem solver!

Which is your favorite borough in NYC? Why?

Brooklyn! It' the environment and energy you get from being around the people.

If you could have any superpower, what would it be

Sorry, but I just couldn't pick one! Teleportation or the ability to be the smartest person in the universe.

Five words that best describe you:

1. Shy
2. Introverted
3. Humble
4. Kind
5. Laid back

Name: Damonn McClarin

Title: Property Maintenance Supervisor

Development/Department: Van Dyke Houses



Short Professional Bio:

It was in 1998, when I graduated from the NYCHA Housing Youth Training Program that I started my career at NYCHA as a Caretaker J in Albany Houses. I then was promoted to a Heating Plant Technician working in both Manhattan and Brooklyn. From there, I was promoted to an Assistant Superintendent at Polo Grounds Houses in Manhattan. I was then transferred to Brooklyn as an Assistant Superintendent in Park Rock Houses and Cypress Hill Houses. Today, I currently hold the title of Property Maintenance Supervisor also known as Superintendent at Van Dyke Houses in Brooklyn.

Why Did You Join the CMLA?

Coming up in NYCHA I was fortunate enough to be trained by some very knowledgeable colleagues and supervisors. All that I learned has continued to benefit me until today in my career. If I can pass on some of the knowledge that I have learned since working here in NYCHA, it might benefit someone as well. Knowledge is best shared; it holds no true value when kept to oneself.

Which is your favorite borough in NYC? Why?

Brooklyn is my favorite, and that's because I was born and raised in it.

If you could have any superpower, what would it be?

Time travel.

Five words that best describe you:

1. Observant
2. Quiet
3. Direct
4. Empathetic
5. Patient

Name: Tequila Smith

Title: Assistant Property Maintenance Supervisor

Development/Department: Kingsborough Houses



Short Professional Bio:

I have been with the Authority for 23 years. I worked as an Exterminator, Supervisor of Caretakers. I am currently an Assistant Superintendent in Brooklyn

Why Did You Join the CMLA?

I joined the Coaching and Mentoring Leadership Academy to grow, network and learn from my colleagues so that we can all be better and improve upon doing our jobs.

Which is your favorite borough in NYC? Why?

Brooklyn! It's my favorite because this is where i was born and raised. It's diverse and I feel connected.

If you could have any superpower, what would it be?

My superpower would be to see problems before they rise.

Five words that best describe you:

1. Expressive
2. Caring
3. Loyal
4. Willing
5. Passionate

Name: Anya James

Title: Training Manager

Development/Department: Learning and Development Department



Short Professional Bio:

I have been with NYCHA for over 25 years. I have been in management for over 15 years. In my position as a Training Manager (Administrative Housing Superintendent), I enjoy building new relationships and identifying new opportunities to provide excellent customer services. I am empathic listener and like to tale others' concerns and use that information to make improvements that will benefit the Authority

Why Did You Join the CMLA?

I joined the CLMA to encourage and enable another person's professional or personal development. It has always been a personal goal of mine to mentor someone, with the hope of providing them with insight and information that will enable them to be successful.

Which is your favorite borough in NYC? Why?

Brooklyn happens to be my favorite, I was born and raised in here and it is my home. I also started my career in Brooklyn.

If you could have any superpower, what would it be?

My superpower would be x-ray vision. I have always had a knack for paying attention to the small details that most people don't pick up on. With x-ray vision this will help me to make informed decisions and helping someone seek their highest level of potential that they may not often see within themselves.

Five words that best describe you:

1. Influential
2. Loyal
3. Selfless
4. Dedicated
5. Determined

Name: Shanell Smith

Title: Assistant Property Maintenance Supervisor

Development/Department: Wald Houses



Short Professional Bio:

I began my career at NYCHA in 2015 as a Heating Plant Technician. In 2021 I was promoted to Assistant Superintendent. I like to inspire staff to perform at their best. I see myself as a troubleshooter who likes to offer solutions to issues that my arise. My goal is to maintain effective working relationships with my colleagues, subordinates, and the residents.

Why Did You Join the CMLA?

I joined CMLA to gain more knowledge in my career. I want to enhance my skills. I'm very eager to learn and grow professionally within NYCHA.

Which is your favorite borough in NYC? Why?

I don't have a favorite borough in NYC, because they all are unique in their own way. Manhattan has places like Chinatown, Little Italy, Times Square, Central Park with so much to see. Brooklyn has the beautiful bridge. Queens has mix of culture. The Bronx is where you find the biggest zoo. Staten Island is where you can find the oldest boiler rooms. I love New York and all it has to offer.

If you could have any superpower, what would it be

To fly I would love to just get up and fly to any place in the world or even out of space to be among the stars and galaxies.

Five words that best describe you:

1. Capable
2. Motivated
3. Charismatic
4. Cooperative
5. Optimistic

Name: Earl Lindsey

Title: Property Maintenance Supervisor

Development/Department: Management Service Department



Short Professional Bio:

I started in Housing in 1998 as a City Seasonal Aide and was hired to be a Caretaker after two months. While working I attended the Heating Plant Technician (HPT) course, and soon became a Heating Plant Technician. During the years I was progressively promoted to a Heating Maintenance Worker, Supervisor of Housing Caretakers, Assistant Superintendent and then Resident Building Superintendent. I currently work in the Management Services Department, where I am utilizing my experience and knowledge with PHAS.

Why Did You Join the CMLA?

I have always informally mentored fellow colleagues throughout my career at NYCHA. It is in my nature to help and encourage people so that they can advance and succeed in their career.

Which is your favorite borough in NYC? Why?

Staten Island, i live there, it's much quieter than the other boroughs, it is a great place to raise kids, there's plenty of beaches and beautiful park areas to relax and it's only a 25-minute ferry ride to downtown Manhattan.

If you could have any superpower, what would it be?

Teleportation, to be able to be anywhere that I choose at any moment instantly. Hawaii today, Madagascar tomorrow!

Five words that best describe you:

1. Determined
2. Conscientious
3. Imaginative
4. Helpful
5. Troubleshooter

Name: Toni Williams

Title: Assistant Property Manager

Development/Department: Morris Houses



Short Professional Bio:

I have been with the Authority almost 10 years. I started by career as a Housing Assistant in Adams Houses in the Bronx. I was promoted a year ago to Assistant Housing Manager at Morris Houses.

Why Did You Join the CMLA?

I joined the Coaching and Mentoring Leadership Academy to get a better understanding of policy and procedures to better help my staff.

Which is your favorite borough in NYC? Why?

Manhattan! I am grew up in King Towers in Harlem where I was raised. I like it because you have easy access to everywhere.

If you could have any superpower, what would it be?

My superpower would be endurance and speed so that I can handle all my work requests!

Five words that best describe you:

1. Easy going
2. Determined
3. Motivated
4. Trustworthy
5. Leader

Name: Gwendolyn Bell

Title: Property Maintenance Supervisor

Development/Department: Marlboro Houses



Short Professional Bio:

I started my career over 30 years ago with NYCHA through the HEYD program. In my 30+ years of service at NYCHA helping serve and advocate for both residents and employees has always been at the forefront and my passion.

Why Did You Join the CMLA?

I joined the CLMA to provide my fellow colleagues the same mentorship that I was fortunate to receive as I progressed in my career in the Authority.

Which is your favorite borough in NYC? Why?

Brooklyn is my favorite, I was born and raised in East New York and Bedford Stuyvesant. With the current beautification of the area, it is an amazing tourist spot.

If you could have any superpower, what would it be?

My superpower would be superhuman intelligence. Having the ability to solve any problem and having the intellect of a genius.

Five words that best describe you:

1. Bold
2. Caring
3. Fierce
4. Loving
5. Peacemaker

Name: Robert Victorian

Title: Assistant Property Maintenance Supervisor

Development/Department: Taft Houses



Short Professional Bio:

My NYCHA career started in 2006 as a temp worker in Human Resources. In 2012, I had the opportunity to join NYCHA as a full-time employee as a Caretaker J. During my tenure, I have progressively promoted to Caretaker X and Heating Plant Technician. In my current role I'm the Assistant Superintendent at Taft Houses. I am also happy to share that I will be graduating in May 2023 with a degree in Psychology.

Why Did You Join the CMLA?

I wanted to join this program because I love learning. I love being the best that I can be in any position. So, when I saw the email for coaching and mentoring for supervisor, I was excited and elated for this opportunity. Also, my old supervisor called me, and I hope you applied for this program if not I'm recommending you.

Which is your favorite borough in NYC? Why?

My favorite borough is ultimately Brooklyn; however, I have grown a special love for the Bronx and Manhattan

If you could have any superpower, what would it be?

My superpower I would be the ability to be invisible or read minds.

Five words that best describe you:

1. Loyal
2. Honest
3. Hard working
4. Passionate
5. Responsible

Name: Anthony Dingle

Title: Neighborhood Administrator

Development/Department: Manhattan Property Management



Short Professional Bio:

In 1990 I started my career with NYCHA as a Maintenance Worker. In 1992, I became an Assistant Superintendent. About eight years later I was promoted to Superintendent. In 2014, I was promoted to Neighborhood Administrator.

Why Did You Join the CMLA?

I joined the CMLA because I want to share my knowledge and expertise of NYCHA. I want to help our staff become better managers, supervisors, and leaders.

Which is your favorite borough in NYC? Why?

The Bronx because I live there.

If you could have any superpower, what would it be?

My superpower would be for me to be Superman!

Five words that best describe you:

1. Determined
2. Thoughtful
3. Helpful
4. Careful
5. A father

Name: Michael Wilkinson

Title: Assistant Property Maintenance Supervisor

Development/Department: Brownsville Houses



Short Professional Bio:

Caretaker J December 2014-sept 2016 Maintenance worker Sept 2016 - July 2022 APMS July 2022- Present

Why Did You Join the CMLA?

I joined CMLA because I look at NYCHA as place where I can have a lifelong career. I want to use this opportunity to meet more of my colleagues and learn new things from my colleagues that work in different departments within the Authority.

Five words that best describe you:

1. Loyal
2. Dedicated
3. Nonchalant
4. Passionate
5. Ambitious

Which is your favorite borough in NYC? Why?

Brooklyn! I grew up in Brooklyn and live there.

If you could have any superpower, what would it be?

My superpower would be Teleportation, I would love to be able to see the world in a blink of an eye.

Name: Charles Furrey

Title: Deputy Managing Attorney

Development/Department: Office of the General Counsel



Short Professional Bio:

I am the Deputy Managing Attorney in NYCHA's Law Department where I support the Managing Attorney (currently the Interim General Counsel) as well as the Law Department's Senior Counsel in managing the department and ensuring the effective delivery of legal services to the Authority. I began my career at the City's Taxi and Limousine Commission where I was an Assistant General Counsel and served as the agency's language access and plain language coordinator as well as a special advisor for strategic planning, before being named Deputy Chief of Staff in 2017. I graduated from the University of Toledo with a BS and MS in Biology and attended law school at the Cardozo School of Law.

Why Did You Join the CMLA?

I always enjoy meeting people, understanding the career journey they are on and sharing my experiences and what I've learned on my professional journey.

Which is your favorite borough in NYC? Why?

I feel like I have to say Manhattan because that's where I live but Brooklyn is a very close second.

If you could have any superpower, what would it be?

I have one but I can't say because that's how superpowers work 😊

Five words that best describe you:

1. Curious
2. Creative
3. Extrovert
4. Humble
5. Empathetic

Name: Johnny Wright

Title: Supervisor of Housing Groundskeepers **Development/Department:** Parkside Houses



Short Professional Bio:

I have been working for the Authority for 20 years and I take my job very seriously. I enjoy what I do, and I take pride in my position. I like to work with others, and I love to teach and train my staff all that is needed to be successful at their job

Why Did You Join the CMLA?

I joined the mentoring program so I can share the knowledge and skills that I will learn through both my years of experience and from my mentor. I want to pass down this information to new employees that are eager to learn.

Which is your favorite borough in NYC? Why?

The Bronx, I was raised in the Bronx and have worked in the Bronx all my life. The Bronx is my safe place.

If you could have any superpower, what would it be?

To be able to make this world a safe place and grant everyone health and happiness.

Five words that best describe you:

1. Dedicated
2. Hardworking
3. Loyal
4. Family oriented
5. Supportive

Name: Chaking Moore

Title: Neighborhood Administrator **Development/Department:** Manhattan Property Management



Short Professional Bio:

I have been with NYCHA for 27 years. I am a NYCHA Lifer! My career path has taken me to various departments, and I have held eight different titles during my tenure.

Why Did You Join the CMLA?

I joined the CMLA so I can mentor others who are in the same situation that I was in, at different points in my career – in a job trying to do the best. Unfortunately, at times there was no one to guide or teach me, so I could progress. I am paying it forward and imparting some of my knowledge and skills to the future leaders of NYCHA.

Which is your favorite borough in NYC? Why?

The Bronx, because I was born and raised there, and it helped me become the person I am today.

If you could have any superpower, what would it be?

The ability to stop time. Time is the most valuable thing to everyone.

Five words that best describe you:

1. Loyal
2. Kind
3. Leader
4. Motivator
5. Honest
6. Empathetic

3. Mentee Tips

As a mentee you should:

- Participate fully
- Share your goals
- Have fun!

Here are some tips as a mentee, to get the most out of this relationship:

Take action.

Your mentor isn't there to do the work for you, they're there to provide you guidance to help do your work better. If they've given you something to work on, make sure you do that in time for your next session. If they've opened doors for you, make sure you walk through them!

Ask questions.

Curiosity will serve you well as a mentee. You should be hungry to learn, improve, and grow. In a way, this relationship is almost entirely focused on you, so take advantage of that! Ask thought provoking questions that lead to discussions. Have a hearty debate over an issue you feel passionate about. Ask questions that only your mentor can answer about their careers and experiences at work.

Don't be afraid to disagree.

You shouldn't feel like you must take every single piece of advice your mentor gives you without question. If you disagree with something they've said, tell them. It will lead to a discussion with much more value than if you simply nodded your head in agreement.

Be open to feedback.

Your mentor is there to help you. They'd be doing you a disservice if they didn't provide honest, sometimes critical feedback. They aren't doing this to hurt you. You have to be open to being coached and stay receptive to the things your mentor tells you. Closing your mind off will hinder any progress you could be making.

Develop Trust.

Your mentorship does not automatically establish trust between you and your mentor. It must be developed and nurtured. You will both need to work to establish trust at the beginning of the relationship. Having trust can open up a channel of communication, which is important to the success of your mentorship.

Respect your mentor.

Respect is a two-way street, it should be both given and earned. This means showing up to meetings prepared and on time and understanding when things come up. Make sure you give them plenty of notice if you need to cancel or reschedule a session.

Be committed.

A mentor-mentee relationship can be an amazing and productive way to improve yourself. Take advantage of this relationship and learn as much as you can but be constantly aware of ways to better yourself and the relationship. Flexibility will help you be a better mentee in this regard. Go into it with a long-haul

mentality and commit to putting in the work. Being a great mentee means being dedicated to learning and practicing new skills. The more work you put into the relationship, the more you'll get out of it.

Take Appropriate Risks.

Your mentorship offers the opportunity to have someone else committed to your progress. They will help you remove barriers and pull you out of your comfort zone. Don't fight them on this. Leaving your comfort zone is often where the real work happens. Try new things and allow yourself to make mistakes.

4. Program Schedule & Syllabus

- **In-person meetings:** 8:30am to 12 noon at 90 Church Street, 5th Floor, Ceremonial Room
 - Session 1 - Tuesday, February 14, 2023
 - Session 2 - Tuesday, March 21, 2023* - All day session 8:30am to 4:30pm
 - Session 3 - Tuesday, April 11, 2023
 - Session 4 – Tuesday, May 9, 2023
 - Passing the torch celebration – Thursday, June 15, 2023 @ 9am to 11am
90 Church Street, 5th Floor, Ceremonial Room
- **Pre-work training:** (Due by Monday, February 6, 2023)
 - SMART (Specific, Measurable, Attainable, Relevant, Time-based) Goals
 - Leadership Playlist (*Optional*)
- **Self-guided training** (due by June 2, 2023)
 - Excel 101
 - Public Speaking
 - Writing Skills

Week 1 – Week of February 13

- **Event:** In-person session
- **Topics:**
 - Hot topics in property management
 - Emotional intelligence
 - Goal setting
 - Peer groups
- **Assignment:** Setting SMART goals worksheet

Week 2 – Week of February 20

- **Event:** 1-on-1 mentor session
- **Topics:**
 - Introductions and planning
 - Goals review and action plans
- **Assignment:** Finalize goals worksheet and fill out action plan

Week 3 – Week of February 27

- **Event:** Self-guided online learning
- **Topics:** Communication toolkit (see NYCHA University)
- **Assignment:** Communication toolkit worksheet

Week 4 – Week of March 6

- **Event:** 1-on-1 mentor session
- **Topics:**
 - Communication best practices
 - Communicating with staff
 - Communicating with residents
- **Assignment:** Check-in with Employee Engagement

Week 5 – Week of March 13

- **Event:** In-person session Thursday, March 16, 2023
- **Topics:**
 - Conflict resolution training with Office of Administrative Hearings (OATH)
- **Assignment:** Training evaluation

Week 6 – Week of March 20

- **Event:** 1-on-1 mentoring session
- **Topics:**
 - Conflict resolution
 - Progress on action plan
- **Assignment:** Personal reflection

Week 7 – Week of March 27

- **Event:** Self-guided online learning
- **Topics:** Customer service
- **Assignment:** Customer service worksheet

Week 8 – Week of April 3

- **Event:** 1-on-1 mentoring session
- **Topics:**
 - Putting customer service into action
 - Mid-point reflection
- **Assignment:** Mid-point goal reflections

Week 9 – Week of April 10

- **Event:** In-person session Tuesday, April 11, 2023
- **Topics:**
 - Diversity and inclusion
 - Peer groups
- **Assignment:** Training evaluation

Week 10 – Week of April 17

- **Event:** 1-on-1 mentoring session
- **Topics:**
 - Putting diversity and inclusion into action
 - Review networking goals
- **Assignment:** Outreach plan

Week 11 – Week of 24

- **Event:** Self-guided online learning
- **Topics:** Mental health playlist
 - Made for now: mental health – managers
 - Improve your mental wellness
 - Self-assess your mental wellness
 - Mental health – stress less micro-course
- **Assignment:** Mental health worksheet

Week 12 – May 1

- **Event:** 1-on-1 mentoring session
- **Topics:**
 - Self-care routines
 - Training check-in
- **Assignment:** Employee engagement check-in

Week 13 – Week of May 8

- **Event:** In-person session Tuesday, May 9, 2023
- **Topics:**
 - Career paths at NYCHA
 - Resume writing workshop
 - Peer groups
- **Assignment:** Training evaluation

Week 14 – Week of May 15

- **Event:** 1-on-1 mentoring session
- **Topics:**
 - Career goals
 - Resume writing
- **Assignment:** Personal Reflection

Week 15 – Week of May 22

- **Event:** Self-guided online training
- **Topics:** Time management
- **Assignment:** Time management worksheet

Week 16 – Week of May 29

- **Event:** 1-on-1 mentoring session
- **Topics:**
 - Staying connected
 - Reflection on CMLA
 - Next steps in goals
- **Assignment:** Self-evaluation and final evaluation

5. Assignments

5.1. Setting SMART Goals

How to Set SMART Goals

Goals may be personal (for example: developing stronger public speaking/presentation skills), property management specific (for example: deepening customer service skills when communicating with residents), or career focused (for example: connecting with senior leaders in a different department). Goals should be something you aspire to do, something inspiring to work towards that may require new skills or the further development of existing ones, while remaining focused enough that you can achieve them.

Goals may also change over time. It is okay to adjust your goals as you learn more about different roles at the Authority. For some, trainings may spark a new interest you did not know you had or talking to someone in a different department may make you realize you need a different skill. Once you draft your goals, your mentors will help you refine your goals, develop an action plan to achieve those goals, and check-in that the progress you are making is meaningful.

When writing goals, use the SMART goal model. Goal statements should be:



Specific – the goal statement should be concrete and action-oriented. What, specifically, are you trying to accomplish? Be clear about what you mean. Try to restate the goal to remove any misunderstanding. Make sure the goal starts with an action verb (for example: develop, improve, create).



Measurable – the goal should be something that you can know when it has been achieved. Ask yourself how you will track and measure progress and define success? For example, “become a better manager” is hard to quantify, however “improve my time management skills” can be measured through trainings, missed deeds, and completed checklists.



Attainable – the goal should require work but be achievable. Is the goal too big (for example, “meet every VP before the end of the 16-weeks” may be difficult to achieve with busy schedules) or too limited (for example, “implement agendas in meetings” probably does not require much work)?



Relevant – the goal should be something that relates to your work. You may want to learn a new instrument or develop better math skills, and while those might be worthwhile, they do not relate to property management or CMLA. They should also be realistic and geared towards something in your control and having to do with advancing your career at NYCHA.



Time-bounded – there should be a specific timeframe for achieving the goal to keep you accountable.

Goals

Now, it is your turn to write your own personal goals (at least three, no more than five). Remember to check each goal to ensure that it is SMART. Your mentor will help you refine these goals and develop the action plan. Keep in mind, not every goal needs to be accomplished within the 16-weeks, but you should be able to complete at least the first few steps of the action plan within the program.

Goals:
1.
2.
3.
4.
5.

Action Plan

With your mentor, review your goals, and create an action plan to achieve those goals. See an example below:

Goal: <i>Develop a new network of senior staff from other departments before the end of the 16-weeks.</i>
Action Steps: <ul style="list-style-type: none">• Identify and meet with 2-3 senior staff members outside of my direct supervisory line and schedule virtual chats to discuss their work and career path• Schedule at least one virtual 1-on-1 with each CMLA participant at my level• Join at least one employee association or affinity group
Goal 1:
Action Steps:
1.
2.
3.
4.
Goal 2:
Action Steps:
1.
2.
3.
4.

Goal 2:**Action Steps:**

1.

2.

3.

4.

Goal 3:**Action Steps:**

1.

2.

3.

4.

Goal 4:**Action Steps:**

1.

2.

3.

4.

Goal 5:**Action Steps:**

1.

2.

3.

4.

6) What are three communication channels you use in your work?



Personal reflection: The last questions ask you to think a little more about how you communicate and ways you could improve after watching the training. Fill out these questions and be prepared to talk about them with your mentor at your next check-in.

7) Think of one time your non-verbal communication came off more negatively than you intended. How did that impact the person you were talking to?

8) What are three things you could do to improve your communication? What are three things you think you already do well? Discuss with your mentor.

5.3. Customer Service Worksheet



Understanding: The questions below are things directly covered in Customer Service 101. They have right and wrong answers that can be found in the training.

1) Define an “internal” and an “external” customer.

2) What are the six “Steps for Success” identified in the training? In a sentence or two define at least three.

3) According to the training, how can you humanize customers?



Applying: The next set of questions ask you to take the material covered and think about how it works in your job.

4) The training highlights numerous groups who could be customers. List all your customers. Identify if they are “internal” or “external.”

5) What are three examples of when you are the customer at NYCHA?

6) The training talks about being proactive with customers. What is one way that property management is proactive with residents? What is one way that the staff at your development could be more proactive?



Personal reflection: The last questions ask you to think a little more about how you serve customers, internal and external, and ways you could improve after watching the training. Fill out these questions and be prepared to talk about them with your mentor at your next check-in.

7) After taking the training, what customer service skill(s) do you think you need to work on the most? What are two actions you could take to strengthen?

8) What is your greatest strength in connecting with customers (residents specifically)? What is one way you could be better? Identify specific actions with your mentor.

9) What are two things you could do to be “more resilient” with a “difficult customer”? What tools do you already use that you can leverage?

5.4. Mental Health Worksheet



Understanding: The questions below are things directly covered in the mental health playlist. They have right and wrong answers that can be found in the training.

1) What four questions can you ask to monitor your team's mental health?

2) What are five things you can do to improve your mental wellness?


3) Describe key characteristics of the "injured" phase of mental health. How is that different from "reactive"?



Applying: The next set of questions ask you to take the material covered and think about how it works in your job.

4) Is there one thing you do during the workday to support your mental wellness at work? What is it?

5) What do you do to take a break when you get stressed? What is one thing you can do?

 **Personal reflection:** The last questions ask you to think a little more about how you support your mental health and the mental health of your team. Given the sensitive nature of these trainings, you are not required to discuss with your mentor, however you are free to do so if you want.

6) What is one thing you could do as a manager to support your team’s mental health? What is one thing a manager has done in the past to support your mental health? What is one thing you wish they would have done?

7) What are two things from the “six ways to well-being” that could help reduce your stress? Be specific and make a plan.

8) Did you learn anything about yourself during the self-assessment or stress less micro-course? This is for your own personal reflection, there is absolutely no pressure to share with your mentor unless you want to.

5.5. Time Management Worksheet



Understanding: The questions below are things directly covered in Time Management. They have right and wrong answers that can be found in the training.

1) Define “life factor.” Give at least three examples.

2) What four things does prioritizing require you to think about?

3) Why is valuable to track to do’s that keep getting pushed off week after week?



Applying: The next set of questions ask you to take the material covered and think about how it works in your job.

4) Create a weekly to-do list for next week. Take the to-do list and prioritize it into A, B, C, and D items. (*Tip: see the appendix section for a weekly calendar template*).

5) Can you think of one wasted conversation you have had in the last month? Using tricks from the training, how could you have moved that conversation along?

6. Resources

A key to being a good manager/supervisor is to create a positive work environment for your team where everyone feels valued and empowered to succeed. To help with this, Employee Engagement has created a toolkit with tips and tricks that managers can use to create a more positive work environment for their teams. The toolkit includes:

- **Communicating Change:** Change can create a sense of unease, fear, and stress among employees. When organizational change occurs, it is important to communicate with employees early, regularly, and provide opportunities for two-way feedback and conversation.
- **Creating a Culture of Engagement:** Creating a culture of engagement is critical to employees' commitment to NYCHA and their departments. Engaged employees are more connected, proactive, motivated, creative, and positive.
- **Formal Employee Recognition:** Consider nominating staff for NYCHA recognition awards. Employee recognition is key to high morale, which supports productivity, engagement, motivation, and commitment to NYCHA.
- **Informal Employee Recognition:** Informal employee recognition is sincere, frequent, and personal appreciation of employees. Informal employee recognition generally requires little time and little to no funding to facilitate.
- **Informal Coaching & Mentoring:** Informal department/development-level coaching & mentoring supports employee empowerment and on-the-job confidence.
- **Running an Impactful Staff Meeting:** Regular department-level staff meetings empower staff with knowledge, provide staff a platform to ask questions, and provide an opportunity for leaders to team build. Consider hosting weekly or bi-weekly 30-minute staff meetings.
- **Support Staff During Change:** Garnering support to new initiatives is more than communications. A long-term strategic engagement of employees is critical to ensuring change is fully adopted.



Communicating Change

Change can create a sense of unease, fear, and stress among employees. When organizational change occurs, it is important to communicate with employees early and regularly and to provide opportunities for two-way feedback and conversation.

When communicating change, remember to...



Provide information in different channels: Since people absorb information differently, it's important to communicate through multiple channels. This could include in-person at staff meetings, email, or printed flyers. Changes should be shared regularly through clear, concise communications.



Connect the change to NYCHA's mission: Connecting the change to NYCHA's mission or the department's mission provides clear reasoning for the change. This encourages employees to support new or revised tools, processes, and knowledge.



Provide specifics: Providing employees as much information as early as possible helps alleviate fear and stress resulting from changes. Employees with more information will feel more empowered.



Reassure employees: Often employees are resistant to change because they fear that they will lose their job or benefits. It is important to clearly reassure employees and focus on promoting the positive side of the upcoming changes.



Provide space for feedback: Providing space for employees to voice concerns and frustrations and ask questions is critical. This could include "office hours" for employees to voice one-on-one concerns with leadership.



Provide recognition: Providing employees regular, frequent, and consistent thanks and recognition for implementing and committing to the Authority through change encourages team-building and morale.





Creating a Culture of Engagement

Creating a culture of engagement is critical to employees' commitment to NYCHA and their department's mission. Engaged employees are more connected, proactive, motivated, creative, and positive.

1

Lead with empathy

Empathy looks like listening, avoiding judgment, asking questions, and recognizing employees' feelings. Leading with empathy encourages employees to feel comfortable at work.

2

Invest in onboarding

Starting a new job can be overwhelming. Ensuring employees are properly trained and welcomed can ease stress and encourage commitment from new employees.

3

Set goals

Setting department goals and connecting them to the larger NYCHA mission helps employees feel like their work is contributing to the larger organization, motivating employees.

4

Recognize employees

Recognizing hard work makes employees feel seen and appreciated. Leaders can consult Employee Engagement to learn about formal and informal employee recognition opportunities.

5

Encourage development

Development and career mobility encourages employees to work hard to move upward and learn more. Encourage employees to join the mentoring program, post upcoming civil service exams, and celebrate promotions.

6

Don't micromanage

People don't do their best work when someone is standing over them. Micromanaging demoralizes employees. Remember: coaching and micromanaging are different.



NYCHA
AUTHORITY



Formal Employee Recognition

Consider nominating staff for NYCHA recognition awards. Employee recognition is key to high morale, which supports productivity, engagement, motivation, and commitment to NYCHA. Take advantage of the following NYCHA programs:

Eligibility:

- Demonstrates a culture of service
- Dedicated to team-building and empowering fellow colleagues
- Develops meaningful partnerships with residents, vendors, public officials, and other key stakeholders
- Completed probation in current title
- Has no disciplinary actions within the past 18 months

- **Educational Achievement** awards celebrate employees who completed an educational program outside of work hours while employed at NYCHA.
- **Community Service Volunteer** awards celebrate employees involved in their communities through voluntary support of programs that positively impact quality of life.
- **Service Pins** celebrate the long-term commitment employees make to NYCHA. Service pins are presented every 5 years.
- **The John DeCarlo Memorial Award** celebrates committed caretakers. Caretakers are eligible after 5 years of service in any caretaker title.
- **NYCHA Changemakers** celebrates employees who use NYCHA's core values to create meaningful, sustainable change in every aspect of their work.

To learn more about these programs or borough/Neighborhood/development-specific programs or to nominate someone for recognition, visit [the Employee Recognition Programs NYCHA Connect page](#).





Informal Employee Recognition

What is informal employee recognition?

Informal employee recognition is sincere, frequent, and personal appreciation of employees. Informal employee recognition generally requires little time and little to no funding to facilitate.

Why is informal recognition important?

Informal employee recognition can:

- Enhance supervisor/employee relationships
- Increase employee retention
- Increase employee morale
- Encourage productivity

Ideas for informal employee recognition

- **Use shout-outs:** Publicly recognizing individuals or teams at staff meetings or in online newsletters encourages employee productivity. NYCHA's Department of Communications channels such as NYCHANow and Connect can be used to publicly acknowledge and profile employees.
- **Create healthy competition:** Creating healthy competition encourages productivity. Simple awards like a rotating trophy can foster positive workplace culture.
- **Recognize work anniversaries:** Calling out work anniversaries ensures employees are recognized for their commitment to NYCHA and its mission (milestone anniversaries appear monthly in NYCHANow).
- **Celebrate holidays:** Celebrating holidays and birthdays by sending a festive email, providing light snacks, or putting up small decorations helps build teams/community and enhances employee commitment.
- **Say thank you:** Emailing or providing thanks in person to individuals or a team makes employees feel their work is seen and appreciated by supervisors. Make sure to reference the project or task.





Informal Coaching & Mentoring

NYCHA is working to create a formal coaching and mentoring program for employees. However, informal department/development-level coaching and mentoring supports employee empowerment and on-the-job confidence.

Informal coaching and mentoring should occur at all points of an employee's tenure at NYCHA

While onboarding...

Starting a new role is often stressful and overwhelming. Consider pairing a new employee with a seasoned employee in the same or similar role. This provides the new employee with a point person to ask questions to and shadow. Also, the seasoned employee gets the opportunity for leadership experience.

Monthly with supervisors...

Encourage supervisors to have monthly check-ins with their direct reports. These meetings can cover employee career goals and trajectory, provide an opportunity for supervisors to give feedback on job performance, and create a space for employees to ask questions and voice concerns.

Throughout their NYCHA tenure with mentors...

Encourage employees to set up coffee chats and network throughout the department and NYCHA. Coffee chats provide a space for employees to connect and learn more about various career paths from each other. They also help newer employees connect with seasoned employees for best practices and advice in advancing their career.





Running an Impactful Staff Meeting

Regular department-level staff meetings empower staff with knowledge, provide staff a platform to ask questions, and provide leaders an opportunity to team-build. Consider hosting weekly or bi-weekly 30-minute staff meetings.

Tips for an impactful staff meeting...

- **Schedule:** It's important to schedule meetings early and consistently. Having a recurring staff meeting at the same time and place creates consistency.
- **Set agenda:** Set and follow a defined agenda every meeting. Agendas help ensure the meeting stays on topic, has a clear focus, and has defined goals.
- **Celebrate:** Spending a few minutes celebrating individuals, teams, and project successes creates a positive work environment and can serve as a quick informal employee recognition opportunity.
- **Interact:** Making the meetings interactive can support employee focus and engagement. Try having live polls or facilitating ice breakers or team-building exercises.
- **Empower:** Encourage employees at all levels to speak up and share their opinions and actively participate in meetings. Follow up on employees' questions after the meeting. This helps employees feel heard.
- **Q+A:** Always leave a few minutes at the end for questions. Allowing room for questions helps diminish rumors and helps leaders understand their employees' main concerns.
- **Follow up:** It's important to follow up after each meeting. A brief email outlining action items and owners, answering questions not answered during the meeting, and information about the next meeting supports organization and outcomes. Send out any materials shared during the meeting.

Sample Agenda:

- Introduction and standout news
- Praise and recognition
- Follow-up from prior meeting
- NYCHA goals and updates
- Employee project updates
- Action items
- Wrap-up and Q+A



Supporting Staff During Change

Garnering support for new initiatives is more than communication. A long-term strategic engagement of employees is critical to ensuring change is fully adopted.

1. Engage early	Sharing information and updates about upcoming changes as soon as possible, even if it requires multiple updates, creates trust and transparency and puts staff at ease.
2. Collaborative decision-making	Where possible, bring impacted employees into the decision-making process. For example, hold focus groups with staff to talk through potential change options.
3. Two-way communication	Develop two-way communication channels. Bottom-up communications is just as important as top-down communications. Hold office hours for employees to ask questions and voice opinions about the upcoming changes.
4. Engage Change Ambassadors	Your department's Change Ambassadors can be engaged to champion change. They can provide feedback, help address rumors, and spread awareness of key NYCHA initiatives.
5. Measure transparently	Sharing performance data, celebrating wins, and supporting areas for improvement helps staff understand why and how decisions are being made.
6. Celebrate loudly	Loudly celebrating and supporting positive results of change initiatives is key to encouraging less enthusiastic employees to adopt and support change.
7. Recognize employees	Acknowledging employees' work during and after the change is implemented is critical to employees feeling supported and respected for their hard work and commitment. Reference the informal and formal employee recognition flyers for ideas.

7. Templates

7.1. Weekly Planning Template

	Monday	Tuesday	Wednesday	Thursday	Friday
8:00 AM					
9:00 AM					
10:00 AM					
11:00 AM					
12:00 PM					
1:00 PM					
2:00 PM					
3:00 PM					
4:00 PM					
5:00 PM					

9. Acknowledgements

The Coaching and Mentoring Leadership Academy came to fruition with the support and leadership of the following NYCHA team members. We deeply appreciate their input and commitment to empower NYCHA employees so that they can succeed and be the future leaders of NYCHA.

Lisa Bova-Hiatt, Interim Chief Executive Officer

Eva Trimble, Chief Operations Officer

Marvin Walton, Deputy Chief Operations Officer

Kerri Jew, Executive Vice President & Chief Administrative Officer

Cherry McCutchen, Director of Learning & Development, Human Resources Department

Daniel Townsend, Senior Deputy Director, Office of VP for Strategy & Operations

Andre Cirilo, Employee Engagement Manager, Employee Engagement Department

Andy Destin, Employee Engagement Coordinator, Employee Engagement Department

David Soto, Employee Engagement Coordinator, Employee Engagement Department