



CUSTOMER SPOTLIGHT

Housing Works

PILOT

www.pilot.coach

PILOT & HOUSING WORKS' BACKGROUND

Housing Works is a healing community for people living with and affected by HIV/AIDS. Their mission is to end the dual crises of homelessness and AIDS through relentless advocacy, the provision of lifesaving services, and entrepreneurial businesses that sustain their efforts. Housing Works' 1,000+ employees serve homeless and low-income New Yorkers living with and affected by HIV/AIDS. Learn more at www.housingworks.org

PILOT is an award-winning employee development program designed to retain and develop employees through consistent weekly reflection activities, guided manager feedback, executive fireside chats, and group coaching. Employees are grouped into intra-company cohorts and coached in an innovative curriculum focused on core career skills. PILOT's mission is to make everyone feel powerful at work, with a program that is virtual, accessible, scalable, and proven. Learn more at www.pilot.coach

PILOT was brought to Housing Works by President Matthew Bernardo, who was looking for a way to support high performers on the precipice of leadership roles. In 2017, Maria Salas-Fofanah, current Vice President of People, was a participant in the first ever cohort at Housing Works. At the time, Maria was the Associate Director of Fundraising Events, and leveraged her PILOT experience into a major career change into the HR/People space. She has continued to champion the program and is an enthusiastic advocate of the PILOT process for personal and professional growth.

At the end of 2023, Housing Works will have empowered approximately 170 employees across seven cohorts to take charge of their careers through the PILOT program. Additionally, 20 Housing Works Executives have dedicated their time to hour-long "Fireside Chat" sessions between the cohorts, and over 75 managers have provided pointed development feedback to their employees going through the program. Maria Salas-Fofanah continues to lead the strategy for PILOT along with Employee Experience Specialist, Jada Sanchez.

All employees who have participated in PILOT have been selected through a nomination process by Housing Works executives, managers, and PILOT alumni. Nominees range in level, title, and department from Housing Works but are expected to be enthusiastic about development opportunities. The nomination process has created energy, support, and accountability throughout the program.

"Reflection is always the best. The PILOT program, generally, challenges you to reflect on yourself and work towards being a more effective teammate at work."

2023 PILOT COHORT MEMBER,
HOUSING WORKS

THE IMPACT OF PILOT AT HOUSING WORKS

Over the course of the multi-year partnership, PILOT has developed employees across a variety of levels, titles, and departments. Housing Works' executive leadership team and managers are strong supporters of PILOT, resulting in steady engagement across the cohorts. Read on to see the aggregate of data of previous cohorts.

Nearly all graduated cohorts observed growth in all of PILOT's core competencies of career ownership.

The PILOT core competencies are: Inward Reflection, Soliciting Feedback, Self Advocacy, and Taking Action. Employees assess themselves at the beginning, middle and end of PILOT.

86% of surveyed respondents said being selected to participate in PILOT made them feel valued by Housing Works.

77% of Housing Works' Members Engaged Monthly with PILOT, above industry standard.

PILOT offers a variety of ways for members to engage and grow, allowing for the majority of participants to consistently receive guidance, learning, and support during the program. For comparison, L&D online Product Usage benchmark is 10-15%.

83% of Housing Works' Members were satisfied with their PILOT development, above industry standard. PILOT deploys Customer Satisfaction (CSAT) surveys after every completed activity. The Gold Standard for CSAT is 80%.

PILOT has built a strong, strategic partnership with leaders and managers at Housing Works.

Housing Works' President and COO actively attend progress meetings, participate in exclusive chats with each cohort, and are at the forefront of efforts to engage and nominate their employees. Their commitment to professional development being accessible across the company has led to a significant impact in the employee experience.

VP of People, Maria Salas-Fofanah, is at the center of initiating the PILOT program, setting expectations on engagement, and offering time to dig deeper into the members' learnings. The collaborative relationship between Maria, Housing Works alumni of the program, and the PILOT team has resulted in impactful developments in the product. The partnership has made powerful changes to the end of the program to make employee's insights more actionable and explicit beyond their six-month experience.



THE HOUSING WORKS AND PILOT PARTNERSHIP

Overall, Housing Works employees that went through PILOT have been consistently engaged in the program, note that topics are highly relevant to their career development, have charted notable self-growth, and have seen an overall value in participating in the program. Employees have consistently committed time to attending and participating in PILOT offerings, despite competing priorities. Employees also overwhelmingly noted that they felt valued and important to the organization by having the opportunity to participate in PILOT. For a company of this size with multiple roles, titles, levels, and areas included in the program, these results are **phenomenal**.

Over five years, PILOT has supported these development goals for Housing Works employees:

- Boost employees' perception of professional development opportunities internal to Housing Works
- Establish a consistent program to recognize and support high performers and support them in ascending to the next level
- Create a culture of "asking" through growth in the self-advocacy competency
- Increase awareness that Housing Works supports and rewards self-advocacy, innovation, and imagination about growth
- Encourage collaboration across levels and teams through PILOT cohort camaraderie

PILOT assists Housing Works employees across the organization in various levels and departments to elevate themselves, is an important tool to retain critical talent, and has been identified as a resource to help build a diverse leadership pipeline. The partnership has brought together a broad range of employees to help them feel valued and empowered, while encouraging them to take action in accelerating their careers.

"I feel honored to have been nominated and selected for PILOT. I feel seen in the work that I do for such a large organization."

2023 PILOT COHORT MEMBER,
HOUSING WORKS