



Office of Federal Housing Enterprise Oversight
Strategic Recruitment & Outreach Agency Plan



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The Office of Human Resources Management is dedicated to collaborating as a strategic partner in achieving OFHEO's regulatory mission by proactively determining human capital needs in order to recruit and retain a world-class workforce that is diverse, motivated and committed to excellence.

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Introduction

The Office of Federal Housing Enterprise Oversight (OFHEO) is committed to conducting strategic recruitment and outreach in search of a world-class workforce that is diverse, motivated, and committed to excellence. OFHEO's Recruitment and Outreach activities are guided by three plans: 1) the Strategic Recruitment & Outreach Agency Plan, 2) the Annual Recruitment & Outreach Action Plan, and 3) a comprehensive Recruitment Resources Guide.

To ensure the successful operations of OFHEO's mission critical functions, human resources staff and all supervisors must work collaboratively to recruit talented applicants and fill vacancies as quickly as possible. Because recruitment should be an activity practiced by every employee, this Agency Plan is intended for use by all OFHEO personnel. The ultimate goal is to increase the size of quality applicant pools, increase the number of minority applicants applying for and being referred for OFHEO vacancies, and decrease the amount of time it takes to find, refer and hire high quality applicants.

The Agency Plan aligns with OFHEO's current Strategic, Performance, and Human Capital Plans, as follows:

- Strategic Plan Performance Goal 4.1 - Maintain a diverse workforce that is skilled, flexible, and performance-oriented to fulfill the goals of the agency.
- Performance Measure 4.1(1) – Fill seventy percent of vacancies within OPM's 45-day time-to-hire standard.
- Performance Measure 4.1 (4) - Maintain a diverse workforce by increasing the number of minority, women, and disabled applicants by 10% over 2007 baseline for open vacancy announcements.
- Human Capital Plan Strategic Objective 3.5 - OHRM staff will conduct a review of possible sources for diversity recruitment.

This plan also directly supports the Office of Human Resources Management's (OHRM) mission and vision.

OHRM Mission Statement

The Office of Human Resources Management is dedicated to collaborating as a strategic partner in achieving OFHEO's regulatory mission by proactively determining human capital needs and recruiting, developing and retaining a world-class workforce that is diverse, motivated and committed to excellence.

OHRM Vision

Our vision is to become a strategic partner that provides exceptional consultation to address human capital needs and create and maintain employee satisfaction and promote OFHEO as an employer of choice.

This Agency Plan fulfills one of the President's Management Agenda requirements to implement a comprehensive strategy for improving the agency's hiring process, and is based on a series of beliefs that provide a platform for determining the recruitment activities that will ensure that OFHEO meets its mission, as follows:

- There is an untapped market of qualified individuals that have not been introduced to our agency's mission or employment opportunities.
- We appreciate the advantages and desire to maintain a diverse workforce.
- We must continue a recruiting culture that focuses on targeted outreach.

Background

The purpose of this Plan is to address OFHEO's recruitment challenges and provide solutions for strengthening OFHEO's current world-class workforce. It provides broad strategies for attracting talented applicants from diverse backgrounds while supporting OFHEO's efforts to become an employer of choice.

Prior to the development of this Plan, OHRM conducted a market analysis to determine how we differ from our competitors in areas such as quality of work/life programs, retirement plans and student loan programs. We conducted this comparison to the Federal Deposit Insurance Corporation (FDIC), Federal Housing Finance Board (FHFB), Federal Reserve Board (FRB), Office of the Comptroller of the Currency (OCC), Office of Thrift Supervision (OTS), Farm Credit Administration (FCA), National Credit Union Administration (NCUA), Commodity Futures Trading Commission (CFTC) and the Securities and Exchange Commission (SEC).

We also conducted a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. The recruitment strategies that were developed capitalize on OFHEO's strengths and opportunities as identified in both of these analyses, such as OFHEO's competitive salaries and the minimal to no travel requirements needed to perform the mission critical jobs.

OFHEO's recruitment challenges include the need to:

- increase the number of quality applicants,
- attract under-represented populations for all vacancies,
- particularly increase the number of women and minority applicants for executive positions; and
- establish a pipeline of future applicants for OFHEO vacancies



Program Overview

The actions currently in place and the strategies and step-by-step guidelines outlined in both the Agency Plan and the Annual Action Plan will enable OFHEO to meet staffing challenges and ensure that the agency's mission is achieved through the work of a world-class workforce that is diverse, motivated, and committed to excellence.

OFHEO Mission Statement

To promote housing and a strong national housing finance system by ensuring the safety and soundness of Fannie Mae (Federal National Mortgage Association) and Freddie Mac (Federal Home Loan Mortgage Corporation).

The three components of OFHEO's recruitment program are designed to complement each other. This Agency plan provides a broad overview of OFHEO's recruitment and outreach programs. The Action Plan will list all recruitment and outreach initiatives planned for each fiscal year, and will be updated annually based on current staffing requirements. The Recruitment Resource Guide is a comprehensive handbook of recruitment and outreach resources that will be used by Human Resources staff and made available to hiring managers during recruitment counseling sessions. The Guide will be updated on a regular basis as new resources are discovered.

Career Patterns



Federal agencies are facing increasing competition in attracting and retaining talented men and women to work in the civilian workforce. To meet this challenge, the Office of Personnel Management (OPM) developed the Career Patterns initiative - a new approach for bringing the next generation of employees into Federal Government positions.

As the workforce continues to change, it will be increasingly more important to market/advertise alternative work flexibilities to attract and hire the best candidates.

OFHEO has begun to incorporate Career Patterns into its vacancy announcements. The Career Patterns approach allows the agency to attract a wider range of potential employees. And, we must make sure our managers and leaders have the specific competencies to supervise and manage in nontraditional work settings. Using this new approach, OFHEO's human resources office will shape the agency's workforce planning efforts to build and operate in a broad range of employer-employee arrangements where, for example:

Retired accountants from private sector firms bring their skills to the agency as a commitment to public service.

Mid-career technology experts spend a few years on a groundbreaking project before rotating back out to work in the private or non-profit sector.

Former banking officials review key areas from home at any hour of the day or night.

Formerly retired technicians and financial modeling experts develop and test the agency's financial simulation model on a part-time basis.

Many of the alternative work arrangements that will attract and retain talent are already permissible and in use in many agencies. With a Career Patterns mindset, we will come to think about those different arrangements - telework, flexible work schedules, and varied appointment types - as natural and regular ways of getting work done and not as aberrations.

Ensuring the agency continues to have an effective workforce is an achievable goal. But our success will be greatest if we take a proactive, 21st century approach, which is the Career Patterns approach to hiring. Career Patterns will be a driving force in OFHEO's recruitment and outreach activities.

The career guides developed at OFHEO align with the Career Patterns initiative. Learning and developmental opportunities within OFHEO are linked to job performance through individual development plans. Occupation guides serve as roadmaps for career development and progression and may be used in recruitment to attract high caliber candidates seeking professional growth and advancement.

45-Day Hiring Process Model

OFHEO has adopted OPM's 45-day Hiring Process Model, as reflected on the following page. The purpose of the model is to improve the timeliness of the Federal hiring process. It provides the recommended timeframes for each step in the hiring process, and has proven to be a useful tool for ensuring hiring efficiencies, and reducing the chance of losing high-quality candidates due to procedural delays.

OFHEO has also incorporated a category-based rating system as a means to shorten the time it takes to hire a new employee. Category-based rating is an alternative way to assess job applicants for positions filled through the competitive examining process. It's a flexible system that most often allows for a larger pool of qualified candidates to be considered by the hiring manager than when using the typical competitive process which only allows a maximum of three candidates to be considered. Category-based rating is just one of the hiring flexibilities developed by the Office of Personnel Management. All of the hiring flexibilities are discussed in more detail in the Recruitment Resources Guide.

45-Day HIRING MODEL			
Screening and Selection Process	Owner	Recommended Guidelines	
		# of Days	
Screen Applicants, review ratings, validate veteran's preference	OHRM	1-15	15
Review Applications	Hiring Manager	1-5	20
Schedule and Conduct Panel Interviews	Administrative Assistant/ Interview Panel	1-15	35
Check References	Hiring Manager	1-5	40
Make Selections	Selecting Official	1	41
Review OF-306, Run salary model, create and route memo, extend job offer	OHRM	1-4	45

Understanding OFHEO's recruitment and outreach goals, the market in which it operates, and the hiring flexibilities available for use today, allows agency hiring officials to incorporate strategies to achieve a more diverse workforce.

Creating a Diverse Workforce – Recruitment & Outreach

OFHEO is committed to creating a diverse workforce. We plan to increase diversity of our applicant pool by increasing brand awareness, enhancing public relations, participating at job fairs, and placing advertisements in print and on-line. To accomplish this, we will:

- attend at least 4 career fairs annually.
- post on-line and print advertisements in support of critical vacancies.
- ensure all advertisements are written clearly and in plain English and if photos are used, accurately reflect OFHEO's commitment to diversity.
- research opportunities that will highlight OFHEO as a 'Featured Employer'.
- update the Strategic Recruitment & Outreach Action Plan annually to ensure it addresses current challenges and focuses on diversity.

- continually update the Recruitment Resources Guide to reflect new outreach opportunities.
- create and disseminate appropriate marketing material to our target markets.
- maintain contact with minority organizations within banking/financial professional groups or disciplines.
- create a recruiting culture in which every manager is responsible.
- ensure the best candidate is hired for the position.
- educate managers on the importance of hiring veterans and share with them the recruitment tools available to assist them.
- share the comprehensive Recruitment Resources Guide with hiring managers during recruitment counseling sessions.
- hold an annual brown bag luncheon to educate all interested employees on the agency's three recruitment program components.
- Ensure that the OHRM staff keeps abreast of the latest recruitment trends by attending training sessions, reading trade magazines and attending job fairs at industry conferences.
- partner with OFHEO's Diversity Council.



Creating a balance between branding, general and targeted recruitment, public relations, and promotional material distribution should result in a more diverse pool of qualified applicants. Although the Office of Human Resources Management will take the lead on implementing these strategies, it will take participation from all offices within OFHEO to achieve them. A more detailed action plan for implementing these strategies can be found in the Recruitment & Outreach Annual Action Plan. Action items will capitalize on OFHEO's strengths and opportunities.

Program Assessment

To track progress, the Office of Human Resources Management (OHRM) will monitor recruitment efforts in a number of ways. We will:

- review applicant pools for each vacancy (number, demographics, quality) and provide a quarterly report to the CHCO.
- develop a quarterly report of filled vacancies with relevant statistics for tracking.
- track our success in notifying applicants within 45 days of the closing date of announcements.

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- conduct return-on-investment (ROI) reviews to determine which recruitment activities are the most cost effective and successful.
- review results of the applicant survey to determine which recruitment method attracted them to the vacancy.
- review results of the managerial survey of the quality of referred applicants and develop a plan of action to address issues as needed and appropriate.
- conduct a trend analysis of aggregate applicant pool statistics.
- conduct annual training for supervisors on recruitment.

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Date: 6/19/08

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