



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410-3000

OFFICE OF THE CHIEF HUMAN CAPITAL OFFICER

APR 14 2016

MEMORANDUM FOR: Holly Salamido, President, AFGE Council of HUD Locals
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Mark Zaltman
FROM: Mark Zaltman, Chief, Branch 1, Employee and Labor
Relations Division, AHEDA
SUBJECT: New Training Strategy for Multifamily Asset Management

In accordance with Section 49.03(4) of the HUD/AFGE Agreement, this is to provide the Union with notification of a new training strategy for Multifamily Asset Management.

Change in a Policy or Past Practice.

(a) Copy or statement of the current policy or past practice;

Multifamily asset management policy is highly complex and layered, and it takes many years of research and experience to become an expert. It has become increasingly difficult for any single individual, no matter how experienced, to be an expert in all areas of asset management policy.

In the field offices, servicing portfolios is becoming increasingly challenging for the majority of staff due to the lack of expertise. According to a survey of Multifamily Housing asset management staff conducted in November 2015, 64% indicated that asking local colleagues and/or supervisor was an effective method of obtaining policy guidance. Yet 56% of respondents have had to implement policy before receiving clear direction. In the survey they described numerous challenges to obtaining clear direction that include difficulty finding an expert, lack of specificity in the written guidance, different interpretations, waiting to long for answers from those in authority.

Furthermore, only half of respondents indicated they had attended HQ-sponsored training on asset management topics, and only half of those who attended training rated it as effective or very effective. They expressed a desire for more interactive training in teams or small groups, training that reflects what staff actually have to contend with in the field, and training by people experienced with the actual work. Many new staff in particular expressed frustration with the challenges of finding the policy guidance they need to service assets.

(b) The nature, scope, and rationale for the proposed change;

The Office of Asset Management and Portfolio Oversight (OAMPO) plans to implement the recommendations of the Asset Management Policy Implementation Design Council, which consists of representatives (both management and employee) from the five Multifamily regions (regional, satellite, asset management servicing offices), and headquarters. These recommendations are based on the results of the survey conducted last November (see attached report of the design council on the survey results and recommendations).

Many of the recommendations call for more collaboration between the field and headquarters in areas such as policy training and policy clarification. The new field-headquarters collaboration model is designed to (1) grow policy expertise in all field offices and headquarters to achieve national consistency in implementing policy; (2) help staff feel confident in their decisions and actions related to policy implementation; (3) provide staff with easy and timely access to policy expertise and answers, such as lists of subject matter experts and FAQs for which there are approved answers; (4) increase opportunities for staff to actively participate in OAMPO training as students, trainers, and planners.

(c) A copy or statement of the proposed new policy or practice; and

The following are proposed new mechanisms to increase headquarters-field collaboration and grow policy expertise:

HQ-Field Training Committee: Standing committee of field and HQ employees serving 1-2 year terms, responsible for training strategy and implementation supported by Training Project Manager

Training Development Teams: For each new policy, field and HQ staff designated to create training concurrently with policy development, and subsequently deliver training

Designated SMEs: Field and HQ employees appointed to become go-to sources of clarification on specific policies; names are posted on OAMPO SharePoint site

Community of Practice: For selected policy topics, a standing working group of designated SMEs and other selected field and HQ employees responsible for growing expertise, improving consistency in application and creating guidance

(d) The proposed implementation date.

1. Dissemination of survey results and recommendations (attached report) to all asset management staff: No Later Than 4/15/16.
2. Begin implementation of field-HQ collaboration model: No Later Than 4/30/16.

Attached are the results of a survey, of which the Union was notified, regarding this matter.

The Union has fifteen (15) days from the date of this notice to demand to bargain and submit preliminary proposals. Negotiations should begin with ten (10) days of submission of bargaining proposals unless another time frame is mutually agreed upon.

Please address any response to this memorandum to me. I can be reached at (312) 913 8557 or mark.zaltman@hud.gov.

Attachment

Cc:

Union Officials Designated in Section 49.03(1) of the HUD/AFGE Agreement