

Contents

MFT Mission and Overview 3

1. Why is Multifamily transforming? 3

2. What does *MFT* change? 3

Streamlining the Organizational Structure 4

3. What will the field structure look like for Multifamily under the new model? 4

4. What does the new Headquarters organization structure look like under the new business model? 5

5. How does the new field model improve Multifamily Housing operations? 5

6. What is the updated projected timeline for the remaining waves? 5

7. What criteria were used to select the Regional Center and Satellite Offices? 6

8. What is the future of Asset Management in the field offices? 6

9. How much money will HUD save under the approved plan for *MFT*? 6

Workload Sharing 6

10. What is the scanning project and is it part of *MFT*? 6

11. Who are Alpine Companies and Summit LLC and what are they doing? 7

12. What is workload sharing and how will it improve the work of Multifamily 7

The Account Executive Model 7

13. What is the *Account Executive Model*? 7

The Underwriter Model 7

14. What is the *Underwriter Model* and Risk-Based Processing in Production? 7

15. How will the *Underwriter Model* improve the work of Multifamily? 8

Relocations/Reassignments 8

16. What is the *MFT* Resume Bank program? 8

17. What is the *MFT* Job Exchange program? 8

18. Can Asset Management employees participate in voluntary relocation? 8

19. Is HUD offering relocation assistance to employees? 9

20. I am interested in relocating ahead of my wave. Is early relocation an option for me? 9

21. Is there a point of contact in my future office that can assist me with transitioning to a new city? 9

22. I am interested in relocating ahead of my wave. Is early relocation an option for me? 9

23. Will we be asked to move to a new position if we are not being asked to relocate? 9

24. Will my current grade and step be transferred with me to the new position within my new office? 9

25. If I am not eligible to retire, do not take a buyout, and decide to decline a directed reassignment to another local commuting area, what will occur? 10

26. If I choose to relocate and it proves unworkable, can I opt for a buyout? 10

27. What happens if I do not relocate and I do not report to my new duty station? 10

28. What are the benefits of selecting Involuntary Separation on the response to my reassignment letter (Enclosure 2)? 10

29. When will I know what my position will be in the new model? 11

30. How will my position be determined in the new model? 11

31. How are supervisory grades shifting under the new model, and how will reassignments take place for current GS-13 supervisors? 11

32. Why doesn't *MFT* constitute a RIF? 11

Buyouts (VSIP/VERA) 11

33. Who will be eligible for a buyout? 11

34. How much time will employees have to consider relocation benefits, buyouts, and retirement? 12

35. If I select the option to receive a buyout (for VSIP/VERA) on the response to my reassignment letter (Enclosure 2) but later wish to remain, when will I have to move? 12

36. You mentioned up to \$25,000 buyouts. Is this the amount everyone will receive? 13

37. If I do accept a buyout offer, how long will I have to change my mind to stay with the Department? 13

38. If too many people choose the buyout, won't MFH be shorthanded? 13

39. If I did not receive an invitation to apply for the buyout, can I still be eligible for VERA? 13

40. What will the separation window be after the buyout window closes? 13

MFT Training 13

41. What am I going to learn in *MFT* training? 13

42. Who will deliver the training for *MFT*? 14

43. If I am an Asset Management employee located outside of a Regional Center or Satellite office, how will training be delivered to me? 14

MFT Reference Page 15



MFT Mission and Overview

Q1.) Why is Multifamily transforming?

Since its creation in 1934, Multifamily has supported FHA and HUD in achieving the shared mission of creating strong, sustainable, inclusive communities and quality affordable homes for all. Multifamily has a longstanding track record of supporting the development of affordable, privately-owned apartments for the elderly, the disabled and low-income Americans as well as serving traditionally under-served markets across the country.

Following the 2008 financial crisis, Multifamily experienced unprecedented demand for services in a challenging fiscal environment. Between 2008 and 2013, Multifamily experienced an increase in originations from \$3 billion nationally to almost \$18 billion-- a six-fold increase in total volume. In addition, the complexity of the work increased. As a result, application processing times stood in excess of 9 months, with some customers experiencing wait times of nearly 2 years. Offices and staff were overwhelmed by the high volumes of new and complex assets.

Significant improvements were made through *Breaking Ground* in Production and *Sustaining our Investments* in Asset Management, however, challenges remain across the country, including geographic fragmentation, workload imbalances, inconsistent customer service, and operational practices that do not effectively manage risk or utilize the talent of employees. Based on academic research and means-tested practices of industry peer organizations, Multifamily is adopting a more effective operating model that allows employees to accomplish more mission-related work at a higher quality, with less effort and fewer resources.

Q2.) What does Multifamily for Tomorrow (MFT) change?

MFT consists of four components, all of which are consistent with GAO guidance and industry best practices. It introduces the following:

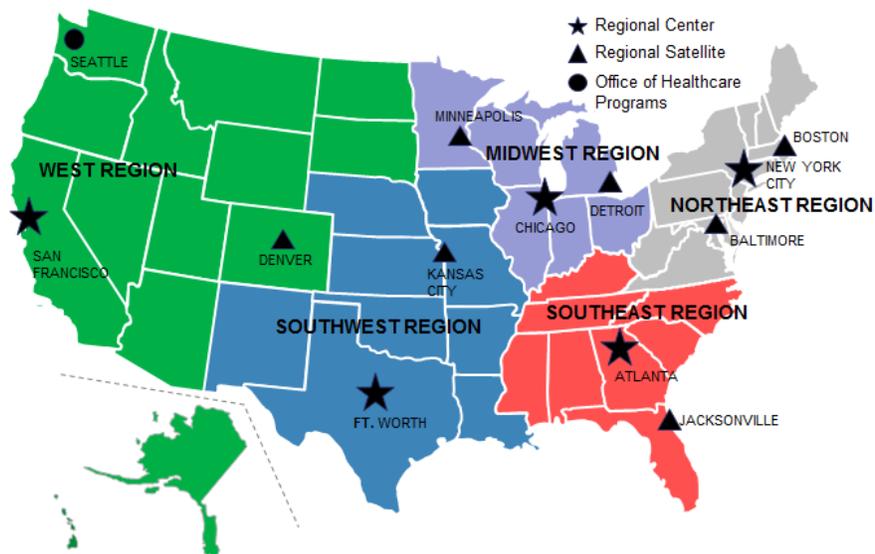
- 1. National Workload Sharing:** The Multifamily Production and Asset Management workload is being electronically digitized and distributed evenly across the country. This ensures greater consistency by alleviating pressure on staff and reducing wait times and backlogs for customers.
- 2. The Underwriter Model in Production:** A new system is in place that segments applications according to risk and complexity for assignment to the appropriate underwriter. A single underwriter will manage the end-to-end review of the application, drawing in technical experts, such as Construction Analysts and Appraisers as needed. This will increase the efficiency of processing applications, provide improved customer service, and help better manage risk.
- 3. The Account Executive Model in Asset Management:** Three specialized roles have been established: Account Executives to manage non-troubled assets, Senior Account Executives to manage more complex and potentially troubled assets, and Asset Resolution Specialists to manage the most complex, risky, or troubled assets. These changes improve risk management and increase efficiency through alignment of the portfolio with staff expertise.
- 4. Streamlining the organizational structure:** Multifamily is consolidating its 17 Hubs into 5 new Regions and has established four new offices in headquarters (more details are below). This enhances communication, consistency, accountability, and to simplifies the decision-making process.



Streamlining the Organizational Structure

Q3.) What will the field structure look like for Multifamily under the new model?

Multifamily is moving from 17 “hubs” nationwide into five new regions. Each of the five regions will include one Regional Center and one or two Regional Satellite Offices. Asset Management staff has the option of remaining in existing locations nationwide. Staff in the existing Seattle Hub will join the Office of Healthcare Programs. The future regional model will be as follows:



1. **Southwest Region (Wave 1):** Fort Worth (Regional Center) and Kansas City (Regional Satellite Office)
(Asset Management : Albuquerque, Des Moines, Houston, Little Rock, New Orleans, Oklahoma City, Omaha, St. Louis, San Antonio, Shreveport, Tulsa)
2. **Midwest Region (Wave 2):** Chicago (Regional Center), Detroit, and Minneapolis (Regional Satellite Offices)
(Asset Management: Cleveland, Columbus, Indianapolis, Milwaukee)
3. **Southeast Region (Wave 3):** Atlanta (Regional Center) and Jacksonville (Regional Satellite Office)
(Asset Management: Birmingham, Caribbean, Columbia, Greensboro, Jackson, Knoxville, Louisville, Miami, Nashville)
4. **Northeast Region (Wave 4):** New York (Regional Center) Boston, and Baltimore (Regional Satellite Offices)
(Asset Management: Buffalo, Charleston, Hartford, Manchester, Newark, Philadelphia, Pittsburgh, Providence, Richmond, Washington)
5. **West Region (Wave 5):** San Francisco (Regional Center) and Denver (Regional Satellite Office)
(Asset Management: Honolulu, Las Vegas, Los Angeles, Phoenix)
*Offices in the existing Seattle Hub will become part of the Office of Healthcare Programs

Each Region in the streamlined structure will roll out on its own schedule or “wave”. During each wave, Production and other non-Asset Management positions will be consolidated in the Regional Center and Satellite Offices. Asset

Management employees may continue to remain in place, with future organizational growth targeted to the five Regional Centers and seven Regional Satellite Offices.

Q4.) How does the new field model improve Multifamily Housing operations?

By streamlining the Multifamily field structure into a five-region model with five Regional Centers and seven Regional Satellite Offices, Multifamily is facilitating clear communication, consistency, and the flexibility needed to effectively execute the mission.

Multifamily’s historic field structure was highly decentralized with over 50 locations organized into 17 regional “hubs.” This large reporting structure made it difficult for Multifamily to maintain consistent program delivery, which negatively impacted our employees and led to inconsistent customer service. This also inhibited risk management and created unnecessarily complex logistical hurdles to implementing and sustaining large-scale initiatives.

Q5.) What does the new Headquarters organization structure look like under the new business model?

In Headquarters, Multifamily has reorganized into the following four offices:

- **The Office of Multifamily Production**, which oversees policy supporting Multifamily’s mortgage insurance programs. This office is formerly known as the Office of Asset Development.
- **The Office of Asset Management and Portfolio Oversight**, which is responsible for the quality oversight and risk management of Multifamily assets. This office incorporates the offices formerly known as Asset Management, Housing Assistance and Grants Administration, Housing Assistance Contract Administration Oversight, and the Lender Quality and Monitoring Division.
- **The Office of Recapitalization**, which supports the recapitalization and preservation involving the most complex affordable housing programs such as 236, 202 Direct Loan, and the Rental Assistance Demonstration. This office was formerly known as the Office of Affordable Housing Preservation (OAHP).
- **The Office of Field Support and Operations**, which is a new office that will provide dedicated support to Multifamily’s field offices while facilitating improved human capital, performance management, and procurement activities across the organization.

Q6.) What is the updated projected timeline for the remaining waves?

Wave 1 and the HQ wave are complete, with Waves 2 and 3 underway. With each wave, there are budgeting considerations that can cause the dates of future waves to fluctuate. Therefore all projected dates are tentative and subject to change.

We recognize that staff in Waves 4 and 5 would like to begin planning for *MFT* and are curious about the specific timelines. We’re working hard to finalize these dates for you, which are still in flux due to the logistics of the budget. We previously communicated a fall start date for Wave 4 and a start date in the spring for Wave 5. We hope to have clarification on the timelines for Waves 4 and 5 by February 27, 2015. Thanks for your patience.

	<u>Buyout Invitations</u>	<u>Frontline Report to Duty</u>	<u>Training Complete</u>
1. Wave 1 (Southwest Region)	COMPLETE	COMPLETE	COMPLETE

2. Wave 2 (Midwest Region):	COMPLETE	February 23, 2015	June 1, 2015
3. Wave 3 (Southeast Region):	March 2, 2015	July 13, 2015	October 19, 2015
4. Wave 4 (Northeast Region):	~Fall 2015	-	-
5. Wave 5 (Western Region):	~Spring 2016	-	-

Q7.) What criteria were used to select the Regional Center and Satellite Offices?

To select the Regional Center and Regional Satellite Offices Multifamily considered the following criteria for each of the existing 17 hubs:

1. Asset Management workload (total assets) and Production workload (the historical 5-year average of annual firm commitments)
2. FTE count in each office location
3. FPM Regional Administrator presence
4. Geographic dispersion between offices within a region

An in-depth analysis the office selection process and the data used in the decision-making process are contained in the Multifamily Housing Transformation Report to Congress, which DAS Metcalf shared with employees on February 14, 2014. This report is available for employees on Yammer at: https://www.yammer.com/hud.gov/uploaded_files/27972475.

Q8.) What is the future of Asset Management in the field offices?

Asset Management employees located outside the Regional Center and Satellite offices may remain in place and will not be required to relocate during the transformation. However, new hires for Multifamily will continue to be targeted towards the new Regional Center and Satellite offices. Employees in these locations can expect to participate fully in the training modules and to be productively engaged in the newly established roles. Employees in Asset Management who planned to voluntarily relocate to a Regional Center or Satellite office will still have the opportunity to do so. Staff located in the Seattle hub will join the Office of Healthcare Programs. As MFT progresses, HUD will be evaluating the impact of the changes to ensure that the objectives of MFT are being met.

Q9.) How much money will HUD save as a result of the approved plan for MFT?

Under the transformation plan approved by Congress, the Office of Multifamily Housing Programs expects to save approximately \$30M annually or \$300M over a 10-year period.



Workload Sharing

Q10.) What is workload sharing and how will it improve the work of Multifamily?

Workload Sharing is a process that allows offices, teams, and managers to evenly distribute the Production and Asset Management workload across the country. When a particular office requires additional support due to a spike in volume, another office will be able to assist by sharing the workload.

Today, the work of Multifamily is distributed across offices in a manner that is often imbalanced and unfair. Some hubs currently manage more than four times the Production workload and more than three times the Asset Management workload of other hubs. As a result, some hubs have experienced long queues, while others have been underutilized. Through workload sharing, the work of Multifamily will be distributed across the country in an equitable and balanced manner, meaning a more consistent and reasonable workload for everyone. Workload Sharing is already being used in several offices, and is receiving positive feedback from both employees and customers.

Q11.) Who are Alpine Companies and Summit LLC and what are they doing?

Alpine Companies Inc. and Summit LLC are third party vendors that have been contracted to support Multifamily offices during the transformation by managing a small portion of the workload. These contractors will step in to ease logistical and capacity challenges as employees transition into their new positions and undergo training in the new business model. After each wave is completed, the contractors will return the workload to Multifamily Housing staff.

Q12.) What is the scanning project and is it part of the MFT?

Multifamily Housing is digitizing all Asset Management files to facilitate workload sharing and to increase overall efficiency with the use of available technology. This is a big step towards achieving a modern work environment for portfolio management. The scanning project is taking place in the order of each of the five waves. Multifamily Housing completed the digitization of over 9300 assets as part of Waves 1 and 2. The scanning process for Wave 3 is underway.



Account Executive Model

Q13.) What is the Account Executive Model?

The *Account Executive Model* improves Multifamily operations by aligning the Asset Management portfolio according to staff expertise. Three different roles will be established under this model to manage assets based on the risk and complexity: Account Executive, Senior Account Executive, and Asset Resolution Specialist.

Account Executives will be responsible for managing the non-troubled portfolio; Senior Account Executives will handle potentially troubled and more complex, non-troubled assets; and Asset Resolution Specialists will focus on Multifamily's most risky, complex, or troubled assets.

By implementing specialized roles in Asset Management, Multifamily will improve the risk management process, increase its efficiency, and create clear paths for career development for Asset Management staff.



Underwriter Model

Q14.) What is the *Underwriter Model* and Risk-Based Processing in Production?

The *Underwriter Model* will improve operational efficiency and effectiveness through the specialized processing of incoming applications based on risk and complexity.

Production applications will be segmented according to risk and complexity and then assigned to the appropriate underwriter. More experienced Senior Underwriters will process riskier, more complex applications. The underwriter will manage the end-to-end review of each application, drawing in technical experts such as construction analysts and appraisers, as needed. This approach will increase the efficiency of application processing through employee specialization, provide improved customer service, and better manage risk.

This process complements tools introduced in *Breaking Ground* like the Early Warning System, which allowed Production staff to rapidly identify applications that required further review before being processed.

Q15.) How will the *Underwriter Model* improve the work of Multifamily?

Under the former business model, Multifamily maintained a “one-size-fits-all” approach to Production, where all applications were assigned to a group rather than an individual, without consideration of an application’s risk profile or group expertise. This meant that no single person held full responsibility for the application review or knowledge of its risk profile.

The *Underwriter Model* improves the Multifamily business model by focusing expert attention on the most challenging applications to improve risk management, providing clear points of contact and streamlined processing to improve customer service, and increasing the overall efficiency of Multifamily’s Production operations.



Relocations / Reassignments

Q16.) What is the *MFT* Job Exchange program?

To mitigate the impact of relocations under *MFT*, the Office of the Chief Human Capital Officer and Multifamily leadership have developed a job exchange program to allow employees to exchange positions with other comparably qualified HUD employees in a different program area or in Asset Management in the same geographic location. The job exchange runs for each wave and opens approximately 6-8 weeks prior to the buyout window opening. For questions or additional information about the job exchange, please visit <http://hudatwork.hud.gov/HUD/chco/po/arh/MFTjobexchange>

Q17.) What is the *MFT* Resume Bank program?

The *MFT* Resume Bank is a temporary program designed to facilitate placement of impacted Multifamily employees into positions with other program offices in the same geographic location. The program allows other program office officials to identify specific vacancies for which they would like to consider qualified candidates impacted by *MFT*. For questions or additional information about the *MFT* resume bank program, please visit <http://hudatwork.hud.gov/HUD/chco/po/arh/MFTResumeBank>.

Q18.) Can Asset Management employees participate in voluntary relocation?

Yes. Paid voluntary relocation will be available to Asset Management employees who wish to relocate to one of the Regional Center or Satellite offices. Employees who choose to voluntarily relocate will do so along with the applicable wave based on the preference survey results.

Q19.) Is HUD offering relocation assistance to employees?

Yes, Multifamily is covering relocation for employees who accept directed reassignments or who choose to voluntarily relocate to their preferred Regional Center or Satellite location. Relocation is also available for MFT-impacted employees who accept merit staffing opportunities in the Regional Center or Satellite offices.

A national relocation guide is available at the following link:

<http://hudatwork.hud.gov/HUD/cfo/po/f/relocation/toc>. GSA also provides significant information on federal relocation policies at the following link: <http://www.gsa.gov/portal/category/21283>. For individual questions regarding relocation benefits, employees contact the Bureau of the Fiscal Service (BFS), Administrative Resource Center (ARC) at 304-480-8469.

Q20.) I am interested in relocating ahead of my wave. Is early relocation an option for me?

It may be possible for you to relocate to your targeted location ahead of the Report to Duty date for your wave, contingent upon available space and funding. Priority will be given to employees who are required to relocate, though we may have seats available for Asset Management employees who are voluntarily relocating. If you are interested in early relocation, please send an email to reassignment.MFT@hud.gov identifying your first preference location and include any supporting justification you have for the early move.

Q21.) Is there a point of contact in my future office that can assist me with transitioning to a new city?

Each new office has a hospitality coordinator to help facilitate a smooth transition for impacted employees who will be relocating to a new city. The following individuals are designated as hospitality coordinators for employees who are relocating to the Southeast Region: Atlanta: Marcia Ringo (marcia.d.ringo@hud.gov); Jacksonville: Patricia Braun (Patricia.R.Braun@hud.gov).

Q22.) I am interested in relocating ahead of my wave. Is early relocation an option for me?

It may be possible for you to relocate to your target location ahead of the report to duty date for your wave, contingent upon available space and funding. If you are interested in early relocation, please send an email to reassignment.MFT@hud.gov identifying your first preference location and include any supporting justification you have for the early move

Q23.) Will we be asked to move to a new position if we are not being asked to relocate?

As part of MFT there will be reassignments to new positions in addition to new locations. Many employees will be reassigned to a new position even if relocation is not involved. Reassignment will depend on your current position.

Q24.) Will my current grade and step be transferred with me to the new position within my new office?

Yes. There will be no changes to an employee's current grade or step due to reassignment to a new position or location.

Q25.) If I am not eligible to retire, do not take a buyout, and decide to decline a directed reassignment to another local commuting area, what will occur? Will I be considered ICTAP-eligible when seeking other federal employment?

We understand that the Transformation may require location or career changes that our Multifamily employees cannot make.

If a directed reassignment outside of the commuting area is declined, an involuntary separation will be initiated. If an employee is involuntarily separated, programs such as ICTAP, CTAP, and/or severance pay will be offered based on program-specific eligibilities.

Additional details about eligibility are available at the following link, with ICTAP starting on page 15:

http://www.opm.gov/policy-data-oversight/workforce-restructuring/employee-guide-to-career-transition/ctap_guideline.pdf

Q26.) If I choose to relocate and it proves unworkable, can I opt for a buyout?

Employees may only apply for the buyout window in which they are eligible. If you accept your directed reassignment and the Department incurred relocation costs to move you to your new office, you will not be eligible for a buyout for one year from the effective date of the relocation. Authority allows HUD to offer lump-sum payments to employees who are in surplus positions or have skills that are no longer needed in the workforce, as an incentive to separate. Under VSIP, agencies may pay up to \$25,000, or an amount equal to the amount of severance pay an employee would be entitled to receive, whichever is less. Employees may separate to accept VSIP by resignation, optional retirement, or by voluntary early retirement, if authorized.

Q27.) What happens if I do not relocate and I do not report to my new duty station?

An employee's failure to report to their new duty station by the designated report-to-duty date will result in disciplinary action that may include termination of employment. Employees subject to termination of employment will not be eligible for any severance pay and will not be eligible for the Career Transition Assistance Program (CTAP).

To avoid disciplinary action, employees who do not intend to relocate and who are not separating on a voluntary basis should select option 3, involuntary separation, on the response to their reassignment letter (Enclosure 2). If you have already submitted your response to your reassignment letter (Enclosure 2), and you wish to change your selection to option 3, involuntary separation, at this time, you may send a new Enclosure 2 to reassignment.MFT@hud.gov.

Q28.) What are the benefits of selecting Involuntary Separation on the response to my reassignment letter (Enclosure 2)?

Employees who choose Involuntary Separation may be eligible for severance pay and will be able to participate in the Career Transition Assistance Program (CTAP). Employees who wish to learn more about the benefits associated with involuntary separation are encouraged to contact a BFS Benefits Specialist by phone at (304)480-8275 or by email at benefits@bpd.treas.gov.

Q29.) When will I know what my position will be in the new model?

Employees will receive their new position when they receive their reassignment letter. Employees who are part of Wave 3 (Southeast Region) will receive this letter on March 2, 2015. The Wave 3 Resource Manual contains detailed information about possible positions for reassignment. Employees are encouraged to discuss individual reassignment questions or requests with their immediate supervisor.

Q30.) How will my position be determined in the new model?

Employees will work in roles that make sense given the work they currently perform. While the job title may not be identical, and while some new training will be provided to get everyone up to speed, the new position should not be unfamiliar or in a completely new line of work. To get the right people in the right places, Multifamily plans to have individuals move into positions that most closely align with the work they currently perform. A detailed description of the new model positions and an existing position crosswalk chart are available in the Field Resource Manual.

Q31.) How are supervisory grades shifting under the new model, and how will reassignments take place for current GS-13 supervisors?

As part of *MFT*, there will be an increase in the number of non-supervisory GS-13 positions in Asset Management and Production. This reflects HUD's commitment to specialized positions with clear paths for employee advancement. As a result, all supervisory positions in the new model will be at the GS-14 level and above. Current GS-14 supervisors may be reassigned into these positions, and current GS-13 supervisors can choose to apply for these positions through merit staffing. If not selected for a GS-14 supervisory position, a current GS-13 supervisor will be reassigned into a GS-13 specialist position, such as Senior Underwriter, Senior Account Executive, or Asset Resolution Specialist. All employees, including supervisors, will retain their same grade and promotion potential after new model reassignments take place.

Q32.) Why doesn't *MFT* constitute a RIF?

The goal of *MFT* is not to reduce the workforce. In fact, all employees are encouraged to remain with Multifamily through *MFT*. The goal of *MFT* is to balance the workload, improve the effectiveness of our models for underwriting and asset management, and create a streamlined organization that supports these goals. While it is possible that at the conclusion of *MFT*, we will see a reduction in the overall number of employees, the purpose of *MFT* is not to reduce the number of Multifamily employees.



Buyouts / VSIP / VERA

Q33.) Who will be eligible for a buyout?

OPM eligibility requirements specify that employees must meet certain eligibility requirements to receive a buyout. The requirements can be accessed here: <http://www.opm.gov/policy-data-oversight/workforce-restructuring/voluntary-separation-incentive-payments/>

To be eligible for a buyout, an employee must:

- Be serving in an appointment without time limit;
- Be currently employed by the Executive Branch of the Federal Government for a continuous period of at least 3 years;
- Be serving in a position covered by an agency VSIP plan (i.e., in the specific geographic area, organization, series and grade);
- Apply for and receive approval for a VSIP from the agency making the VSIP offer; and
- Not be included in any of the ineligibility categories listed below.

Employees in the following categories are not eligible for a VSIP:

- Are reemployed annuitants;
- Have a disability such that the individual is or would be eligible for disability retirement;
- Have received a decision notice of involuntary separation for misconduct or poor performance;
- Previously received any VSIP from the Federal Government;
- During the 36-month period preceding the date of separation, performed service for which a student loan repayment benefit was paid, or is to be paid;
- During the 24-month period preceding the date of separation, performed service for which a recruitment or relocation incentive was paid, or is to be paid; and
- During the 12-month period preceding the date of separation, performed service for which a retention incentive was paid, or is to be paid.

Q34.) How much time will employees have to consider relocation benefits, buyouts, and retirement?

The length of time for decision making will vary throughout the process depending on the options available to you. The standard time allotted for each stage of the process are outlined below:

- **Buyouts:**
 - When an employee is notified that a buyout (VSIP) and early out (VERA) window is open, he/she will have **15 calendar days** to submit applications for VSIP and/or VERA.
 - Within **15 calendar days** from submitting an application, employees will receive notice of their VSIP and/or VERA offers, if eligible.
 - Once notified of their VSIP and/or VERA offers, employees will have **5 business days** to accept or reject their buyout or early out offer.
 - If the employee accepts a buyout and/or early out, he/she will have up to **94 calendar days** to separate from the department after the last possible day to accept a buyout.
- **Directed Reassignment Letters:**
 - Employees who receive a directed reassignment to either a new job and/or a new duty station will have **two weeks** to accept or decline their directed reassignment.

- Employees who accept their directed reassignment will have **90 days** from the date the directed reassignment letter is delivered via email to report to duty at their new location.

Q35.) If I select the option to receive a buyout (for VSIP/VERA) on the response to my reassignment letter (Enclosure 2) but later wish to remain, when will I have to move?

Employees who select the buyout option but do not leave HUD by the later of the date on their buyout application or their designated report-to-duty date will be asked to relocate by the first day of the next pay period. Detailed instructions on the reassignment process are in your reassignment letter.

Q36.) You mentioned up to \$25,000 buyouts. Is this the amount everyone will receive?

The regulation allows for Voluntary Separation Incentive Payments (VSIP) of up to \$25,000. The amount of the buyout will be the lesser of an amount equal to severance pay or an amount determined by the Department head, not to exceed \$25,000. Performance is not a factor in the calculation of the buyout amount. Additional information about the computation of VSIP payments is available at <http://www.opm.gov/policy-data-oversight/workforce-restructuring/voluntary-separation-incentive-payments/>.

Q37.) If too many people choose the buyout, won't MFH be shorthanded?

To prevent staffing and workload concerns, *MFT* was carefully planned to take place in five waves over the course of two years, and we are implementing national Workload Sharing, which will ensure an even and fair distribution of workload across offices during the transformation. Multifamily Housing is ensuring that the new model is fully staffed through relocation, reassignment, merit staffing, or hiring. *MFT* will help Multifamily offices to operate with greater levels of consistency, less duplication, and streamlined processes for applications and asset servicing, which should allow us to do more work with the resources we have.

Q38.) If I did not receive an invitation to apply for the buyout, can I still be eligible for VERA?

Under OPM guidelines, the same requirements that apply for offering VSIP also apply to offering VERA. Therefore, if you did not receive the buyout invitation, you are not eligible to receive the VERA benefit at this time.

Q39.) What will the separation window be after the buyout window closes?

Buyout (VSIP/VERA) applicants will be notified within fifteen (15) days after the buyout window closes whether their application was approved. Employees must be off the rolls no later than 94 days after the last day to accept the buyout offer.

Q40.) If I do accept a buyout offer, how long will I have to change my mind to stay with the Department?

Employees who accept a buyout offer may reverse their decision at any point up until the date that the employee separates from Federal employment.

Employees who wish to rescind their buyout acceptance may do so by sending appropriate notification to BFS (benefits@bpd.treas.gov) and to Kim Byrd with OCHCO (Kimberly.M.Byrd@hud.gov).



MFT Training

Q41.) What am I going to learn in *MFT* training?

MFT training will run for 90 days, and includes five weeks of classroom training. The training will cover key changes to the business models in asset management and production, including the new roles and responsibilities of frontline staff. Developed by experts in headquarters and the field, the training will provide an overview of Multifamily Housing programs, asset management servicing actions, and standard work processes for production. A syllabus of the training agenda for the Midwest Region is available upon request to MFT@hud.gov.

Q42.) Who will deliver the training for *MFT*?

MFT training courses will be led by a team of “Navigators” who are Multifamily employees selected from field offices around the country. Subject matter experts will also assist with the delivery of the *MFT* training modules. The training is designed to provide staff with a strong foundation for the continued on-the-job training that employees will receive from your leadership after the classroom training ends.

Q43.) If I am an Asset Management employee located outside of a Regional Center or Satellite office, how will training be delivered to me?

Asset Management staff located outside the Regional Center and Satellite offices will have the opportunity to travel to the location of their respective branch chief or division director for the weeks of intensive asset management training (Weeks 1-3 of classroom training for the Midwest Region). During that time there will many team building opportunities with co-workers and supervisors. For the remaining weeks, (Weeks 4-5 of classroom training for the Midwest Region) remote Asset Management staff will participate fully in the training courses via LiveMeeting.

MFT Reference Chart: Regulations, Guidance, and Points of Contact:	
RELOCATION	
National Relocation Guide:	<ul style="list-style-type: none"> • http://hudatwork.hud.gov/HUD/cfo/po/f/relocation/toc
Relocation and Travel Contact:	<ul style="list-style-type: none"> • Bureau of the Fiscal Service (BFS), Administrative Resource Center (ARC): 304-480-8469.
REGULAR RETIREMENT WITH BUYOUT INCENTIVE	
OPM Guidance on VSIP:	<ul style="list-style-type: none"> • OPM Guidance: http://www.opm.gov/policy-data-oversight/workforce-restructuring/voluntary-separation-incentive-payments/ • PDF Handbook: http://www.opm.gov/policy-data-oversight/workforce-restructuring/voluntary-separation-incentive-payments/guide.pdf
HUD Contacts for Housing employees:	<ul style="list-style-type: none"> • Bureau of the Fiscal Service (BFS) Benefits Call Center <ul style="list-style-type: none"> ○ benefits@bpd.treas.gov or 304-480-8275
EARLY RETIREMENT WITH BUYOUT INCENTIVE	
OPM Information on Voluntary Early Retirement Authority (VERA)	<ul style="list-style-type: none"> • OPM Information on VERA (website): http://www.opm.gov/policy-data-oversight/workforce-restructuring/voluntary-early-retirement-authority/ • OPM Guide to VERA Regulations (PDF): http://www.opm.gov/policy-data-oversight/workforce-restructuring/voluntary-early-retirement-authority/vera_guide.pdf
HUD Contacts for Housing Employees:	<ul style="list-style-type: none"> • Bureau of the Fiscal Service (BFS) Benefits Call Center: benefits@bpd.treas.gov or 304-480-8275
MFT RESUME BANK	
MFT Resume Bank Website	<ul style="list-style-type: none"> • http://hudatwork.hud.gov/HUD/chco/po/arh/MFTresumebank
HARDSHIP TRANSFERS	
HUD Hardship Reassignment Handbook:	<ul style="list-style-type: none"> • http://portal.hud.gov/hudportal/HUD?src=/program_offices/administrati on/hudclips/handbooks/admh/650.1
Hardship Reassignment Application and Agreement	<ul style="list-style-type: none"> • http://portal.hud.gov/hudportal/HUD?src=/program_offices/administrati on/hudclips/handbooks/admh/650.1
MFT JOB EXCHANGE	
MFT Job Exchange Website	<ul style="list-style-type: none"> • http://hudatwork.hud.gov/HUD/chco/po/arh/MFTjobexchange
SEEKING OUTSIDE EMPLOYMENT	
OGC Ethics Guidance	<ul style="list-style-type: none"> • http://hudatwork.hud.gov/HUD/gc/po/c/ethics

Post-Employment Restrictions	<ul style="list-style-type: none"> • http://hudatwork.hud.gov/po/c/Documents/Post%20Employment.pdf
Seeking Outside Employment	<ul style="list-style-type: none"> • http://hudatwork.hud.gov/po/c/Documents/Seeking%20Outside%20Employment.pdf
Free Resume-Writing Webinars	<ul style="list-style-type: none"> • The Resume-Place: free webinars for federal employees on writing resumes, executive core qualification (ECG) statements, and more. Available at http://www.resume-place.com/services/free-webinars-7-tips-to-a-federal-job/
FOR MORE INFORMATION ABOUT MFT	
MFT Inbox	<ul style="list-style-type: none"> • MFT@hud.gov
MFT Yammer / HUDConnect Webpage	<ul style="list-style-type: none"> • https://www.yammer.com/hud.gov/#/threads/inGroup?type=in_group&feedId=5045461