

DECEMBER 2013

Growing Our Human Capital

Human Capital Annual Report to Congress



Consumer Financial
Protection Bureau

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1. Introduction

1.1 About the CFPB

The Dodd-Frank Wall Street Reform and Consumer Protection Act (Dodd-Frank Act), signed into law on July 21, 2010 by President Obama, established the Consumer Financial Protection Bureau (CFPB or Bureau). To increase accountability for the supervision and enforcement of laws governing consumer financial products and services, the Dodd-Frank Act centralized (at the CFPB) consumer protection authorities formerly located throughout the government. The CFPB is tasked with protecting consumers by making markets for consumer financial products and services work for American families. The CFPB began operation July 21, 2011 and received its full authorities upon the appointment of the Director, Richard Cordray, on January 4, 2012, and his subsequent confirmation July 16, 2013.

1.2 Purpose of this report

Section 1067 of the Dodd-Frank Act requires the Bureau to submit an annual report to the Senate Committee on Banking, Housing, and Urban Affairs and the House Committee on Financial Services for the first five years of its existence that includes plans for:

- 1) Training and Workforce Development,
- 2) Workplace Flexibilities, and
- 3) Recruitment and Retention

To date, two of these five reports have been delivered:

- 1) On July 21, 2011, the CFPB provided Congress with the Bureau's first annual report titled "Developing our Human Capital"; and
- 2) On December 1, 2012, the CFPB gave updates in the second annual report titled "Growing our Human Capital."

This is the third of these reports, and continues to show the progress made in building the Bureau and developing the workforce needed to successfully accomplish the Bureau's mission.

1.3 Human capital key strategies

The Office of Human Capital (OHC) has identified three key human capital strategies for the Bureau:

1.3.1 Recruitment, engagement, and total rewards

Recruit and retain a high-quality, diverse staff through effective workforce planning and talent acquisition methods, strong engagement, diversity and inclusion programs, and a competitive total rewards package.

1.3.2 Learning, development, and performance management

Create and sustain a high-performing workforce through innovative workforce learning, development, and performance management programs.

1.3.3 Human capital infrastructure

Develop human capital infrastructure by creating human capital policies, improving human resource (HR) information systems, effectively allocating and prioritizing resources, and achieving desired human capital outcomes through mutual accountabilities.

2. Recruitment and retention plan

Under the Dodd-Frank Act, the CFPB Recruitment and Retention Plan must address the specific activities aimed at ensuring the Bureau effectively recruits and retains a high-quality and diverse workforce. Specifically, the Dodd-Frank Act requires that we describe our efforts in the following areas to the extent practicable:

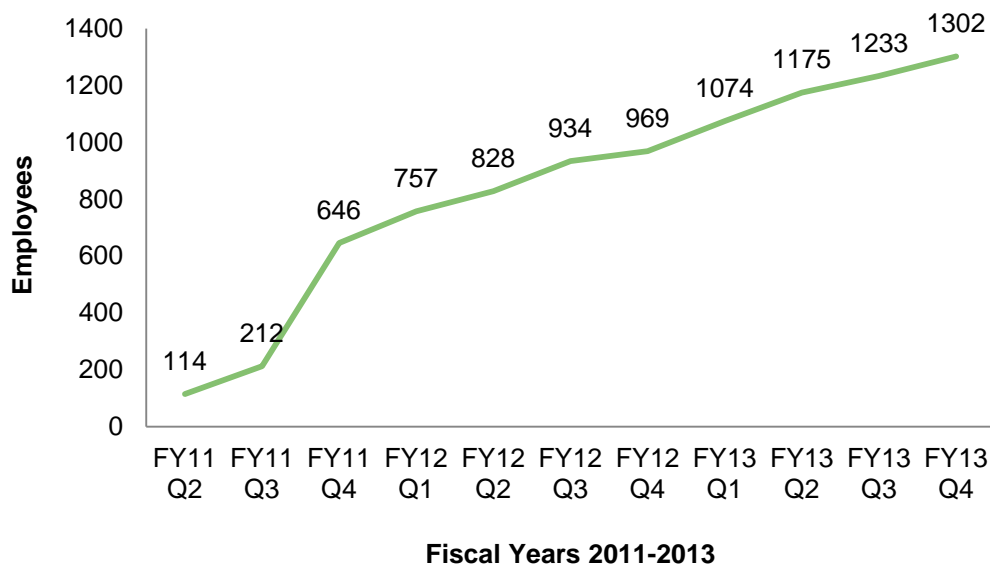
DODD-FRANK ACT §1067(B)(2)(C):	(i)	The steps necessary to target highly qualified applicant pools with diverse backgrounds
RECRUITMENT AND RETENTION PLAN	(ii)	Streamlined employment application processes
	(iii)	The provision of timely notification of the status of employment applications to applicants
	(iv)	The collection of information to measure indicators of hiring effectiveness

2.1 Current state

Over the past year, the CFPB continued to build its workforce by identifying and recruiting the best qualified people to meet immediate and long-term staffing needs. As of the end of FY 2013

Q4 (9/21/2013), the Bureau had 1,302 employees.^a The Bureau's growth since FY2011 is indicated in Figure 1.

FIGURE 1: WORKFORCE GROWTH



The Bureau's workforce represents diversity of gender, race, national origin, veteran status, age, and targeted disabilities. Table 1 shows a current snapshot of the Bureau's diversity. The Bureau exceeds FIRREA comparisons with respect to gender (47% female at the CFPB vs. 44% female at other FIRREA agencies) and minority employees (34% of staff self-identify as a minority at the CFPB vs. 29% of FIRREA employees)^b.

^a Onboard number, not including interns.

^b Comparison data as of June 2013(FIRREA) and September 21, 2013 (CFPB).

TABLE 1: DEMOGRAPHIC SNAPSHOT OF THE CFPB WORKFORCE AS OF SEPTEMBER 21, 2013

	DIVERSITY						
	Onboard	% Female	% Minority	% Veterans	<40	40+	Targeted Disabilities
BUREAU	1302	47%	34%	11%	51%	49%	2%
FIRREA	--	44%	29%	No Data	29%	71%	No Data

2.2 Key accomplishments

Over the past year, the CFPB enhanced its recruitment and hiring processes to meet the needs of the growing organization. The Bureau designed a robust workforce planning process, innovative recruitment strategies, and improvements to the hiring process including the development of tailored candidate assessment tools. Concurrently, the CFPB provided compensation and benefits policies, programs, and practices that allowed the Bureau to attract and retain a high-quality workforce.

2.2.1 Workforce planning

The CFPB created and implemented a comprehensive workforce planning process to improve planning and staffing of Bureau positions. This process aligns with the annual budget process and identifies workforce requirements to allow for proactive planning tied to mission-driven hiring needs. The workforce planning team conducted a structured organizational design analysis of each Division and then collaborated with representatives from the Divisions to develop, review, finalize, and implement organizational designs that adhered to established organizational design principles. These organizational designs provided the Bureau with detailed information on the positions to be filled through FY2014.

The CFPB completed the implementation of a new position management and position approval process, based on the completion of Bureau-wide organization charts. These tools allow for greater visibility into planned positions and can be used to ensure a consistent approach to recruitment, focus Bureau resources on critical hires, and provide oversight of any organizational change efforts. The effort also led to the development of a position management

tracking tool to analyze trends in fill and vacancy rates, position characteristics, and position distribution across the Bureau.

Additionally, the Office of Human Capital created a Workforce Planning Handbook for leadership and hiring managers. This handbook clearly outlines the parameters used to make workforce planning decisions, and put all memos and guidance in one concise and searchable handbook.

2.2.2 Recruitment

Evaluation of web analytics data shows a dramatic increase in candidate interest in job opportunities at the CFPB. This is due largely to the enhanced recruitment strategy implemented over the past year. This strategy involves external outreach which includes attending professional conferences and holding large-scale recruitment events for high-volume positions. The Talent Acquisition Team also leverages the power of social media and the web to reach diverse talent pools with the competencies to meet the Bureau's needs.

The CFPB participated in 67 recruiting events at colleges and conferences across the country, of which approximately 40% (27) were primarily focused on diversity hiring initiatives in partnership with the Office of Minority & Women Inclusion (OMWI). This represents a 50% increase in overall talent acquisition outreach while more than doubling the diversity-focused outreach from 2012.

Involving the Bureau's diverse set of current employees and leaders is also at the core of the Bureau's recruitment strategy. The CFPB has cultivated a recruitment culture to supplement its formal recruiting efforts (e.g., USAJobs and Bureau website posting of job announcements). This culture has resulted in a vibrant employee referral network featuring over 270 staff self-designated as recruiters and more than half of all staff following the CFPB on LinkedIn. This network shares and promotes key job opportunities across their professional and academic networks.

Specific recruitment programs and milestones include:

- Established a flagship jobs website to provide candidates with information about employment opportunities across CFPB divisions;
- Utilized over 270 existing staff as recruiters to share their experiences with potential employees, provided them with the tools, messages, and resources to reach out to their own professional networks;

- Used social media to connect with potential employees and spread information about employment opportunities at the CFPB;
- Enlisted senior leadership to host outreach events to attract people to the CFPB as a “best place to serve;”
- Created professional development programs to build a robust pipeline of talent to meet current and emerging workforce needs, including the new Pathways Program (to provide opportunities for recent graduates) and Presidential Management Fellows, resulting in a 68-person summer intern program;
- Partnered with diversity and professional groups such as the Hispanic National Bar Association and the Partnership for Public Service to conduct online and in-person information sessions about applying for careers with the CFPB and other Federal agencies; and
- Conducted broad-based marketing, reaching potential applicants where they are via social media, print, email, events, advertisements, search engines, and other internet technologies.

2.2.3 Hiring process

The CFPB’s hiring process progressed from focusing on immediate, high-impact hiring needs to an integrated, long-term hiring strategy, based on workforce-planning best practices. The CFPB’s OHC, Technology & Innovation Team, and shared service providers worked together to enhance the application process so that it is clear and applicants receive timely updates regarding the status of their application.

In addition, OHC created tailored assessment methods (e.g., structured interviews, work sample reviews) to support selections for specific positions. These candidate assessment strategies enhance the pool of highly-qualified candidates, enable hiring managers to make objective, data-driven employee selection decisions, and build a workforce that demonstrates the key competencies for success. Enhanced assessment strategies were used to select and hire positions such as: management and executives, Supervision Examiners, Consumer Response Specialists (Investigations), Policy Analysts, Management and Program Analysts, and Economists.

OHC began offering a survey to hiring managers to identify processes that are working well, as well as areas for improvement.

2.2.4 Retention

The CFPB's retention strategy includes employee engagement activities, which connect and enable Headquarters and the Bureau's distributed workforce to support a shared workforce commitment to the CFPB's mission and values. The Bureau recognizes that a truly diverse, inclusive, and engaged workforce is vital to our protection of American consumers and living our core values of Serve, Lead, and Innovate.

The CFPB administered its second OPM-directed Annual Employee Survey to solicit input from employees on their experiences at the CFPB. In response to the results of the survey, the Bureau has moved forward with some initial action plans and strategies to address survey findings while determining what long-term strategies are needed to better support the workforce. Additionally, the CFPB's Office of Minority and Women Inclusion (OMWI) has started implementing its plan to educate the workforce, maximize retention of a diverse, inclusive, and qualified workforce, and provide technical assistance to leadership.

The Bureau's retention strategy also includes constructing a competitive compensation and benefits package (mandated by the Dodd-Frank Act) that supports the Bureau's strategy to build a highly-skilled, flexible, and high-performing workforce. The Bureau accomplished this through the implementation of comprehensive benefits and work-life flexibility programs and the development and enhancement of the Bureau's compensation policies. In addition, the CFPB collaborated with The Federal Reserve Board and FIRREA peers to ensure that the CFPB's policies and practices were comparable.

In 2013, employees at the Bureau elected The National Treasury Employees Union (NTEU) to represent employee interests at the Bureau. In an effort to engage and retain Bureau employees the OHC and Bureau Leadership are committed to building and maintaining a collaborative relationship with NTEU.

2.3 Future action items^c

The CFPB will continue to develop, enhance, and implement workforce planning, recruitment, selection, and engagement strategies to ensure that the Bureau is effectively identifying, selecting, and retaining a highly-qualified and diverse workforce. Similarly, the CFPB will continue to refine its compensation and benefits packages and related policies and practices as needed in order to not only attract the best candidates from both the public and private sectors but to also motivate and retain the existing workforce. Specific efforts in recruitment and retention include the italicized items below and the corresponding activities under each item.

Conduct annual workforce planning processes, integrated with the annual budget process, to identify workforce gaps and proactively plan for mission-driven hiring needs

- Continue to consult with Bureau leadership on organization design and workforce planning efforts, to include instituting regular workforce planning activities with CFPB divisions and offices to identify new needs and coordinate candidate recruitment, assessment, and hiring actions; and
- Institute the use of structured interviews across the CFPB to ensure a fair, reliable, and data-driven selection process.

Design and launch strategic and innovative outreach practices and programs that maximize the ability to recruit from a broad spectrum of diverse potential applicants, including those from a variety of geographic regions, academic sources, professional disciplines, veterans, socioeconomic groups, and legally-protected classes (e.g., women, persons with disabilities, and people over 40)

- Continue to develop targeted communications highlighting the best aspects of a career at the Bureau;

^c Timeframes for completion of future action items vary.

- Continue to collaborate with stakeholders across the Bureau to enhance recruiting and outreach to diverse populations, professional organizations, affinity groups, and educational institutions; and
- Refine the Bureau’s talent pipeline by using the Pathways Program as a key source for entry-level professionals, thereby creating a continuous cycle of talent.

Streamline and enhance employment application processes while notifying applicants of the status of employment applications through the best means possible

- Develop the CFPB’s digital presence, including an enhanced user experience on consumerfinance.gov to provide candidates resources to assist in properly navigating the federal hiring process; and
- Expand candidate notification processes where warranted and feasible.

Identify and hire the best candidates through innovative and tailored assessment and selection strategies and processes

- Continue to identify candidate assessment opportunities and develop enhanced assessment strategies;
- Evaluate effectiveness of previously established assessment approaches and refine as necessary; and
- Evaluate the impact of enhanced assessment processes (e.g., time-to-fill, and other data points), analyzing the results from the recently-launched hiring manager survey to solicit and initiate improvements in the hiring process.

Provide compensation and benefits policies, programs, and practices that allow the Bureau to attract, retain, and sustain high-quality employees

- Continue to benchmark existing programs to peer agencies (including the FIRREAs) as outlined in the Dodd-Frank Act; and

- Evaluate current compensation and benefits programs and policies and revise as necessary.

Assess the Bureau's organizational culture and implement diversity and inclusion strategies

- Continue to conduct the annual employee, new hire, and exit surveys for Bureau employees to identify issues impacting organizational culture as well as diversity and inclusion efforts;
- Implement diversity and inclusion strategies including targeted recruitment, hiring, relationship building, and outreach; and
- Educate the workforce and provide technical assistance to leadership to maximize retention of a diverse, inclusive, and qualified workforce.

Create a data-driven engagement program that aligns with and promotes the CFPB's mission, vision, values, and strategy and supports the CFPB workforce through mutual accountabilities (e.g., human capital staff, hiring managers, senior leadership, etc.)

- Gather employee feedback through administration of the annual employee, new hire, and exit surveys; analyze, distribute, and act on survey results;
- Further refine and develop a targeted and robust engagement strategy (e.g., conduct a gap analysis and incorporate industry best practices);
- Develop and implement a communication strategy including a targeted strategy for the distributed workforce; and
- Partner with leadership throughout the CFPB to promote alignment and integration of both the engagement and communication strategy.

3. Training and workforce development plan

Under the Dodd-Frank Act, the Training and Workforce Development Plan must address the identification of skills and expertise necessary for an effective workforce and the development of a learning strategy to address those needs for all employees, including leadership. Specifically, the Dodd-Frank Act requires that we describe our efforts in the following areas to the extent practicable:

DODD-FRANK ACT §1067(B)(2)(A):	(i)	Identification of skill and technical expertise needed and actions taken to meet those requirements
TRAINING AND WORKFORCE DEVELOPMENT PLAN	(ii)	Steps taken to foster innovation and creativity
	(iii)	Leadership development and succession planning
	(iv)	Effective use of technology by employees

3.1 Current state

Training and workforce development has, to date, focused on programs such as employee orientation, immersion into the CFPB’s culture, and an Excellence through Communication and Collaboration (ECC) program. Concurrently, the CFPB’s learning and development programs have evolved over the past year in an effort to sustain the workforce and support the needs of the growing Bureau.

The CFPB cultivates a learning environment in which employees have a continuous, enhanced opportunity to develop through learning processes that are analyzed, monitored, developed, and aligned with goals and objectives. The CFPB accomplishes this by identifying and developing the technical skills and expertise of the workforce and fostering strong leadership, which ensures long-term excellence in management across the Bureau. The CFPB plans to move beyond its initial just-in-time training interventions toward broader curricula focused on organizational problem solving, innovation, and leadership development.

Specific to the Division of Supervision, Enforcement, and Fair Lending (SEFL), the CFPB's Supervision Learning & Development (SL&D) team is responsible for the training and commissioning program for the Bureau's field examination staff. Once the Bureau reaches a steady state, the primary vehicle for commissioning will be SL&D's Examiner Commissioning Program (ECP). In the meantime, SL&D is operating under an Interim Commissioning Policy (ICP), which allows regional directors to submit executive review nomination memos for highly experienced examiners and field managers (such as employees who are former state examiners or industry compliance professionals). In August of 2012, 89 staff members became CFPB commissioned examiners based on prior experience and commissioning at other federal agencies. Since that time, the Bureau has commissioned 35 additional staff members who either had received a commission from another federal agency or were appointed under the CFPB's Interim Commissioning Policy.

Furthermore, the CFPB as a whole is committed to supporting and developing a high-performing workforce through its merit-based performance management program driven by the values of service, leadership, and innovation and supported by ongoing feedback and development.

3.2 Key accomplishments

As the CFPB's workforce increased in number, the Bureau prioritized the creation of a comprehensive training and workforce development program to ensure that our workforce continued to grow in terms of job-related knowledge, skills, and abilities. Over the last year, the CFPB accomplished this by:

- Launching a competency modeling development project to identify the skills and expertise needed for mission-critical positions across the Bureau;
- Offering increased quantity and scope of learning programs for employees and leaders; and
- Continuing to focus on employee engagement and performance management.

Over the past year, the CFPB instituted the following training and workforce development initiatives:

- Launched the individual development planning process leveraging an individual development plan (IDP) template, related developmental guidance, a cross-reference to numerous off-the-shelf learning programs, as well as a career development workshop;
- Launched a core competency modeling development project to refine and expand the competency and technical expertise documentation for Bureau employees at all levels: Individual Contributors, Supervisors & Managers, and Executives;
- Initiated a job task and competency analysis for examiner positions to support development of specialized competency-based learning programs and the examiner commissioning program;
- Achieved the CFPB’s first annualized cycle for mandatory compliance training;
- Launched a two-year program requiring all supervisors and managers to attend 40 hours of basic supervisory training; 75% of managers are slated to complete courses by the end of December 2013;
- Implemented a comprehensive coaching program for the CFPB leadership;
- Offered a “Leading Through Growth” program to selected senior managers;
- Conducted employee focus groups and organizational development activities to assist managers in building healthy and high-functioning teams;

- Offered robust training programs in Consumer Response that aim to keep its employees current on the latest skills they need to be successful;
- Offered comprehensive technical instruction to Supervision staff;
- Conducted an Administrative Conference to provide learning opportunities for administrative staff, to share best practices, and to optimize administrative collaboration;
- Facilitated issues identification and problem-solving meetings for regional Supervision;
- Re-launched the “Culture Team,” which engages non-supervisory personnel in peer-to-peer learning and mission-reinforcing activities;
- Offered 25 Lunch and Learn educational sessions on topics of cross-functional interest which support the CFPB’s values of Serve, Lead, and Innovate and which foster successful achievement of our mission; and
- Hosted Diversity and Inclusion training events and a number of cultural awareness events to build awareness and skills necessary to attract the best, brightest, and most diverse group possible to carry out our mission.

The Bureau offers innovative and creative approaches to informal learning, and encourages employees to utilize technology for their learning and development needs. Highlights of new programs and product refinements in this past year include:

- Fully implemented a Learning Management System to automate the SF-182 training authorization process, and to track and report on compliance with orientation attendance, mandatory training completion, other online course completion, classroom training workshops, and on-the-job training events;
- Refined a catalog of dozens of online courses targeted to address the CFPB core competencies and basic supervisory skills, and added managerial learning references;
- Launched a library of online reference material; and

- Refined a variety of examination tools, including: a full catalog of computer-based training modules on consumer compliance laws and regulations and general banking topics, a series of job aids that summarize important regulatory requirements, and access to a Regulatory Compliance Manual, which provides helpful commentary and explanation of consumer compliance regulatory requirements.

In addition to learning programs, the CFPB focused on defining effective performance measures and managing employee performance in our second annual performance cycle. The Bureau implemented a merit-based performance management program in FY2013 based on the principle of ongoing feedback and development. This included collaborative performance planning processes, mid-year performance discussions, year-end self-assessments, and a multi-source narrative feedback gathering process at year-end.

The performance management program also included the creation of standard performance objectives for mission-critical jobs, implementing an automated performance management tool, conducting extensive performance management training, and facilitating management workshops to ensure consistent application of the program. Continuous evaluation and improvement of this program is essential to the development of the CFPB workforce.

In FY2013 we offered over 75 hours of management training and briefings on performance management to provide employees with clear performance plans and objectives, and meaningful feedback on their performance. We also revised the performance feedback automation to improve the manager's feedback gathering processes at the year end.

CFPB's Supervision Learning & Development (SL&D) team completed and fully implemented components of the ECP, including instructor-led classroom-based courses on *Operations and Deposits/Prepaid Products*, *Lending Principles*, and *Fair Lending Examination Techniques*. Additional instructor-led classroom-based courses will include: *Advanced Communications*, and *EIC Capstone – an examination management program*. SL&D is targeting the last quarter of the 2014 calendar year to have all components of the ECP completed and implemented.

3.3 Future action items

The CFPB strives to be a 21st century learning organization, which prioritizes the development of an organizational culture and values that support learning and result in an agile organization able to meet changing mission requirements. The CFPB will continue efforts to provide

employees with continuous, enhanced opportunities to learn, develop, and share knowledge to ensure that they have the technical competence to effectively regulate the complex consumer financial marketplace.

Learning and development strategies are building upon initial programs to explore and refine human capital metrics, explore competency and skill gaps based on performance management and other evolving data sources, and respond to those gaps with new learning programs, organizational development programs, and leadership strategies. Specific efforts in training and workforce development include the italicized items below and the corresponding activities under each item.

Identify mission-critical occupations and develop competency models to support recruiting, learning, and performance management

Competency model development is currently underway, including the:

- 1) Implementation of core competencies; and
- 2) Subsequent development of technical competency models for mission-critical positions, with examination positions as the highest priority.

Once the core model is completed and validated, we will begin communicating and implementing via a multi-year phased plan. The implementation plan will involve integration into processes such as candidate assessment, employee development, and performance management.

Multi-year phased creation and implementation of specific developmental strategies for key positions is underway. Implementation will involve:

- Continued analysis of current skills as mapped to new competency models;
- Documentation of resultant learning needs and competency gaps in mission-critical occupations;
- Development of learning strategies to close competency gaps for mission-critical occupations;

- Procurement of off-the-shelf programs, supplemented by the design, development, and production of customized programs, incorporating online references and resources (all as appropriate);
- Development and implementation of evaluation programs to assess learning outcomes and to foster continuous program improvement; and
- Establishment of career maps that leverage competency models to aid in individual development planning and learning program design.

We continue to implement an individual development planning process and will update recommended course lists to identify learning opportunities in each of the revised and new competency areas. We will begin a multi-year process of creating career maps for mission-critical occupations and utilize those maps to outline learning and development opportunities at each step in an occupational career map.

The Division of Supervision, Enforcement, and Fair Lending's SL&D is continuing to develop its training programs and examiner commissioning test, which will be based on the CFPB's examiner training strategy and components. Once the Bureau reaches a steady state, the primary vehicle for commissioning will be SL&D's Examiner Commissioning Program (ECP). When complete, the ECP will include instructor led classroom-based courses, a rotational assignment, formal on-the-job training (OJT) modules, and a comprehensive commissioning examination. Examiners who complete the training and pass the examination that the CFPB adopts will become commissioned CFPB examiners.

Develop and implement comprehensive and innovative managerial training for incumbent and new managers, as well as executive development programs

- Continue to leverage the coaching program for leadership development and the basic supervisory training services for new-hire supervisors and newly-promoted supervisors;
- Complete the managerial learning needs assessment and draft strategy for developmental programs;

- Launch the design, development, production and pilot of CFPB-specific management development programs aimed at supervisors, managers, and executives;
- Review managerial individual development plans and recommend individualized approaches for self-development, training, and on-the-job developmental activities; and
- Develop a multi-year approach to managerial workforce planning and succession planning.

Continually assess, monitor, and improve upon the performance management program and system

- Refine and improve upon performance management program and system implemented in FY2013; and
- Provide continuous guidance and training to the workforce on the performance management program and system.

4. Workplace flexibilities plan

Under the Dodd-Frank Act, the Workplace Flexibilities Plan must address the development and implementation of workforce flexibilities. Specifically, the Dodd-Frank Act requires that we describe our efforts in the following areas to the extent practicable:

DODD-FRANK ACT §1067(B)(2)(B):	(i) Telework
WORKPLACE FLEXIBILITIES PLAN	(ii) Flexible work schedules
	(iii) Phased retirement
	(iv) Reemployed annuitants
	(v) Part-time work
	(vi) Job Sharing
	(vii) Parental leave benefits and childcare assistance
	(viii) Domestic partner benefits
	(ix) Other workplace flexibilities

4.1 Current state

The CFPB continues to offer extensive and innovative workplace programs and flexibilities that enhance the health, morale, commitment, and productivity of the workforce, increase business efficiencies, and promote the Bureau's mission.

OHC ensures that our workforce programs are developed based on thorough analyses of available flexibilities, as well as private- and public-sector benchmarking, where relevant. The Bureau recognizes that an integrated approach to workplace flexibility will promote employee engagement and productivity, a healthy environment and healthy workers, continuity of operations, and economic efficiencies.

4.2 Key accomplishments

In addition to providing baseline benefits and workforce flexibilities available across Executive branch agencies, since early 2011 the CFPB has developed, implemented, and revised workplace policies and programs that adhere to the Dodd-Frank Act as well as enhance the workplace for all employees. Specific offerings include:

- Telework program, offering situational, recurring, and extended situational telework options;
- Alternative work schedules program, offering two flexible work schedules;
- Policy on reemployed annuitants;
- Policy on part-time work;
- Sick leave policy, which includes expanded use of sick leave for the birth or adoption of a child;
- Enhanced annual leave policy;
- Voluntary leave transfer program to assist employees affected by their own or a family member's medical emergency;

- Short-term and long-term disability insurance;
- Nationwide emergency childcare services;
- Onsite childcare services for headquarters employees;
- Lactation rooms in all Washington, DC office buildings;
- Domestic partner benefits for CFPB-specific vision, dental, and life insurance;
- Domestic partner subsidy for health benefits; and
- Contribution to flexible spending account up to a defined income limit.

4.3 Future action items

The CFPB is committed to providing and continuously improving workplace flexibilities in an effort to attract, engage, and retain the Bureau’s workforce and enhance the workplace. OHC will collaborate with management and staff to explore additional workforce flexibilities and “best practices” in the public and private sectors. Planned efforts to enhance workplace flexibilities include the italicized items below and the corresponding activities under each item.

Provide and manage relevant and desirable work-life flexibilities (e.g., telework, flexible work schedules, enhanced leave benefits, support for nursing mothers, and emergency dependent-care services) tailored to the CFPB’s mission needs

- Implement a nursing mothers’ policy, outlining additional guidance on space and time available for lactation purposes, as well as guidance for employees in the field; and
- Promote availability of an extensive network of in-home and center-based providers of care for children and dependent adults.

Develop and implement workplace flexibilities that leverage critical skills and experiences and retain mission-critical expertise

- Assess the need to expand the reemployed annuitants program for special initiatives (i.e., retired Examiners); and
- Assess and implement additional staffing flexibilities to the extent that they further the Bureau's mission and strategic goals (e.g., a job-sharing program and increased opportunities for part-time staff) where appropriate.