

# NCSHA 2016 Annual Awards Entry Form

(Complete one form for each entry)

**Deadline: Wednesday, June 15, 2016**

Visit [ncsha.org/awards](http://ncsha.org/awards) to view the Annual Awards Call for Entries.

**Instructions:** Type entry information into the form and save it as a PDF. Do not write on or scan the form. If you have any questions contact [awards@ncsha.org](mailto:awards@ncsha.org) or 202-624-7710.

Fill out the entry name *exactly* as you want it listed in the program.

**Entry Name:** \_\_\_\_\_

**HFA:** \_\_\_\_\_

**Submission Contact:** (Must be HFA Staff Member) \_\_\_\_\_ **Email:** \_\_\_\_\_

Please provide a 15-word (maximum) description of your nomination to appear on the NCSHA website.

\_\_\_\_\_

Use this header on the upper right corner of each page:

**HFA:** \_\_\_\_\_

**Entry Name:** \_\_\_\_\_

**Select the appropriate subcategory of your entry and indicate if you are providing visual aids.**

<b>Communications</b>	<b>Homeownership</b>	<b>Legislative Advocacy</b>	<b>Management Innovation</b>
Annual Report	Empowering New Buyers	Federal Advocacy	Financial
Creative Media	Encouraging New Production	State Advocacy	Human Resources
Promotional Materials and Newsletters	Home Improvement and Rehabilitation		Operations
			Technology
<b>Rental Housing</b>	<b>Special Needs Housing</b>	<b>Special Achievement</b>	Are you providing visual aids?
Encouraging New Production	Combating Homelessness	Special Achievement	Yes
Multifamily Management	Housing for Persons with Special Needs		No
Preservation and Rehabilitation			

## Customizing Millennial Recruitment for *Your* HFA

### **Description and Background:**

In the Spring of 2015, the Maryland Department of Housing and Community Development (MD-DHCD) moved its headquarters 25 miles south, from Annapolis to the Washington DC suburbs. It is anticipated that by next year, MD-DHCD will lose up to 25 percent of its employees due to the longer commute. Adding to this, over the next five years, due to the "silver tsunami," MD-DHCD could lose up to 40 percent of its employees in a wave of retirements. The egress has already started, including some in key senior positions.

However, with many of the "Baby Boomer" generation retiring, the incoming "Millennial" generation (born between 1981-1997) is poised to come into the workforce. There is much research on the Millennial generation and their characteristics, yet it does little to help employers distinguish themselves from each other when trying to recruit Millennials. Therefore MD-DHCD teamed up its Housing & Research Office (HERO) with Human Resources (HR) to come up with a solid strategy to help MD-DHCD attract talent that not only identifies with MD-DHCD's work and mission but will be more likely to stay.

### **How it Works:**

HERO routinely conducts research on Millennials to help tailor and market MD-DHCD's mortgage and other products to this growing segment of the population. With the challenge of agency retirements and the interest to recruit Millennials to the agency, HERO worked with HR to conduct two Millennial focus groups made up of 15-20 participants. One group was made up of Millennials who already work at MD-DHCD and the second group, or control group, was not familiar with MD-DHCD (students obtained through partnership with the University of Maryland for the second focus group). Some key elements of the focus group include:

- questions were reviewed to ensure no bias was added in the way questions were asked
- questions with multiple choice were recorded by a show of hands for each choice
- two note-takers were on-hand but were trained not to comment or make side gestures that could inadvertently sway or deter answers
- nebulous answers, such as "the website sucks" is followed up by a question "how so?" in order to get tangible feedback.

The questions for the second group were more general about employment and gave HR/HERO a better understanding of how Millennials who chose MD-DHCD differ from the general Millennial population.

Once the focus groups concluded, feedback was tallied and reported. A SWOT (Strengths /Weakness/ Opportunities/ Threats) analysis was created based on research and focus group information. Unlike traditional SWOTs that allow only for a listing of SWOT items, HERO used a format that allows for these elements to be brought together to create strategic action items, and in priority of green / yellow/ red.

The intersection of Opportunities and Strengths (green) are the best options and provide areas that can be applied right away. Yellow are secondary items that can be reviewed to see what can be done

quickly/easily and what may take more time and resources. These items combine Strengths with Threats and Weaknesses with Opportunities. The red area are items that combine Weaknesses with Threats and are longer term actions or very difficult to achieve. (See attachment #1 for MD-DHCD strategic SWOT.)

Strategic SWOT Analysis	Opportunities	Threats
Strengths		
Weaknesses		

Based on the SWOT and focus group input, a strategy and action items were produced to recruit Millennials. The strategy and focus group will be repeated each summer to see if progress has been made or if other issues arise that need to be addressed. The first year set the baseline for HR to measure its success.

**Results:**

There were a number of areas where Millennials at MD-DHCD differ from the control group. Most notably, the mission of an employer and learning from others on the job were more important to the intern group than to the control group that stated salary was most important. Social Value Creation - balancing profits with public good - appeals to most MD-DHCD Millennial employees as well as the ability to learn from more senior employees who enjoy mentoring new talent. MD-DHCD has a strong mission of making a positive difference in the lives of Maryland residents while utilizing financial skills - a message that MD-DHCD will be using in its recruiting efforts and departmental branding.

There were other findings from the focus groups and SWOT analysis that were surprising and also very helpful to HR such as:

- MD-DHCD website described as "cumbersome" and "hard to navigate" - Website has been redone in a cleaner/clearer format
- Technology too slow/ no WiFi - Adjustments have been made to wiring since the department moved to a new building and WiFi is now installed
- Employer review sites, such as "Glassdoor" are used by Millennials to check out employers' ratings by employees - MD-DHCD had one negative review at the time but now HR is reviewing such websites and there are more positive, balanced reviews of the department
- No entry level jobs for interns to work after graduation - HR created trainee positions requiring no work experience
- Videos of daily work life at an employer - MD-DHCD is putting together segments for the website
- Orientation for interns - HR has created orientation for interns so they understand their function at work and how they fit into the department's structure
- Personalization in recruiting - Millennials want to know they are valued, so less form letters and more personal outreach from HR using buzzwords such as "career progression" and "flexibility" in work life

- Externships - short 2 day "internships" where a Millennial can experience the agency without a huge time commitment

**Merits:**

Innovative: By having MD-DHCD's HERO and HR offices team up, MD-DHCD was able to utilize research and marketing tools to better understand and meet challenges/ exploit opportunities in recruiting Millennials to MD-DHCD. By conducting two focus groups - MD-DHCD interns and Millennials not familiar with MD-DHCD- HR is able to see what segment of Millennials gravitate to the department - what differentiates them from other Millennials looking for jobs - so that HR can better target messaging for this segment. It also helped us understand from the Millennials' perspective what are facets of MD-DHCD that are attractive and where there is more work to do. Finally, by pairing up the expertise of HERO with HR, HR was able to learn new skill sets that can be utilized in conducting future focus groups and SWOT analyses.

Replicable: Any HFA can use and customize the templates for both the focus groups and the SWOT analyses designed to produce action items in a prioritized manner. For these tools to be a successful, the focus group and SWOT should be repeated each year so that there is a benchmark to see progress. (See attachment #2 for Internal/Intern Focus Group Template.)

Respond to a management challenge or opportunity: Increasing our recruitment of new talent to the agency directly responds to the mass retirements MD-DHCD is facing. By identifying and targeting a specific Millennial market segment, HR will be able to better refine recruitment messaging and save time/ money by honing in on potential employees that will most likely fit with the culture of the agency. At a cost of \$15,000-\$25,000 to replace each lost employee (Pew 2010), it is cost effective to bring in talent that will find satisfaction with the work at MD-DHCD, instead of using a scatter-shot approach.

Achieve measurable improvement in agency operation: The proof of the success of the program will be to see how many new employees we are able to bring in with our HR plan for Millennials and the retention rate. In the past year, HR created about half a dozen trainee jobs that have been filled with Millennials. More telling of successful messaging is that there were over 2,000 students that applied for the summer internship in 2016, compared to only about 100 students just two years ago.

Demonstrate effective use of resources: MD-DHCD was able to put together a strategy to recruit Millennials by combining the talents of two of our divisions that do not usually have occasion to work together. HERO used research tools utilized to promote our programs and turned them inward to help HR better respond to the need to bring new employees into the agency quickly. In addition, MD-DHCD interns participated in helping improve recruiting. If an outside resource were hired to conduct this work, it would be at significant cost. (See attachment #3 for presentation of results.)

Achieve strategic objectives: DHCD wants to bring in employees who are passionate about our mission and work. By knowing what Millennials who work for us now like about MD-DHCD and what could be improved, we can use our strengths to attract the caliber of employees that will most likely want to stay and grow with the agency.

# MD-DHCD SWOT Analysis for Millennial Recruitment

	Opportunities	Threats
<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Department's Mission/ Social Value Creation</li> <li>• Paid Internships</li> <li>• Benefits (Full time Employees Only)</li> <li>• Financially Strong organization – over \$3 Billion in Single and Multifamily investments</li> </ul>	<ul style="list-style-type: none"> <li>• Close proximity to college and universities</li> <li>• Large number of millennials in the immediate region</li> <li>• Close proximity to Virginia and D.C.</li> <li>• Engage in more career fairs at local colleges and universities to explain what DHCD does</li> <li>• Set up internship programs and MOU's with academic institutions with students in our target market</li> <li>• Create Extremship opportunities</li> <li>• Create pipeline of students we should target via positive referrals from former employees</li> <li>• Attract regional talent who want to be a part of something that creates social value and/or a part of a strong financial organization</li> </ul>	<ul style="list-style-type: none"> <li>• Negative opinion/impressions about government</li> <li>• Competition from top tier financial institutions</li> <li>• Close proximity to Virginia and D.C.</li> <li>• Market the department more as a financial agency that as a government entity</li> <li>• Place emphasis on the aspect of Social Value Creation – millennials care about making a difference</li> <li>• Personalize the recruitment on an individual basis</li> <li>• Place more emphasis on the size of the portfolio</li> <li>• DHCD has – show the department's capabilities, attempt to compete with large financial corporations</li> <li>• Understand that DHCD will not attract the talent that wants private sector experience – DHCD can target market segment that are interested in Social Value Creation</li> </ul>
<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Technology challenges</li> <li>• Social Media presence</li> <li>• Website flow</li> <li>• Lack of orientation to department</li> <li>• Lack of Benefits for Contracted Workers</li> <li>• Employer review sites such as "Glassdoor" not favorable</li> <li>• Lack of a DHCD Brand</li> </ul>	<ul style="list-style-type: none"> <li>• Improve technology – add Wi-Fi capability and give employees the ability to use personal laptops</li> <li>• Improve the website look and overall navigation to become more user friendly</li> <li>• Improve the message and content on social media - it should grab millennial attention</li> <li>• Create orientation for interns that is fun and exciting/ hands-on and also explain the intern's place and function within the organization</li> <li>• Include/ create videos about internship experiences and daily life of employees - show DHCD's culture</li> <li>• Branding for public recognition; slogan that gives a general idea of what we do – Example "Building for Tomorrow"</li> </ul>	<ul style="list-style-type: none"> <li>• Difficult to change our identity as a government entity</li> <li>• Changes in office technology have to go through the Maryland State Procurement regulations - difficult for DHCD to change statewide procurement procedures</li> <li>• Salaries tend to be lower than what is offered in the private sector</li> <li>• Use of contracted workers who are not able to receive benefits from DHCD/ limited number of full time position slots due to state allocation</li> </ul>

# DHCD Focus Group

DATE: July 13<sup>th</sup>, 2015

# Introduction

- Please, introduce yourself by telling us your:
  - Name
  - Division
  - College/University you currently attend
  - Classification (Freshman, Sophomore, Junior, Senior)
  - Major

# What Is A Focus Group?

A focus group is a form of qualitative research where a group of people are asked about their perceptions, opinions, beliefs and attitudes toward a product, service, concept, advertisement or idea.



# A Focus Group Is Not:

- A debate
- Group therapy
- A conflict resolution session
- A problem solving session
- An opportunity to collaborate
- An education session

# Goal for this Focus Group

As the facilitator of this focus group, it's my goal to ensure that:

- you are fully engaged and give honest feedback
- a positive experience is created for you
- we maximize input from the focus group to become more competitive as an employer of choice for the potential job seekers in the housing and finance industry

# Ground Rules

- Please put all smartphones away
- Don't hold back. It is safe for you to freely express your opinions without consequence.
- We allow new ideas on the table and let them develop. (There's no such thing as a bad idea!)
- We will engage in constructive/productive dialogue and feedback
- We will allow no sidebars (separate conversations, or body language sidebars like eye rolling, etc.)
- Participants will respectfully disagree openly with each other - not passively or to others.
- Participants have the right to challenge, and/or disagree during the decision/discussion
- Participants have the right to question for clarity and the responsibility to give honest answers.

# Career Opportunities

1. What field of work would you be looking for employment?
2. What do you think motivates young professionals in your respective field?
3. If you received an offer from an employer in your field, what could they offer you to get your attention?

## Career Opportunities (Cont.)

4. If the job is outside of your field, what other elements may entice you?
  - Salary
  - Location
  - Culture of the Organization
  - Mission
  - Opportunity for professional growth
  - Other

# Advertisement

1. What sources do you use to search for jobs in the labor market?
  - Career/Job Fair at School
  - A job opening website (Monster.com, etc)
  - Newspaper listings
  - Surfing the internet
  - Referral from friend/mentor/professor
  - Other (Please specify)

# Advertisement (Cont.)

2. What elements do you search for when looking for an employer?
  - Size of the company
  - Job description
  - Website
  - Promotional opportunity
  - Public/Private Sector
  - Work Environment
  - Other
  
3. Do you belong to or know of any professional groups that advertise positions, if so which ones?

# Advertisement (Cont.)

4. Would you be “more likely” or “less likely” to do the following before accepting a job...
  - Do background research on the place of employment?
  - Glance over the company website?
  - Watch videos the employer has about daily life, employee interviews, etc?
  - Search for the entity on social media to follow and keep up with them?
  - Other (Please specify)



# Important Factors

1. Which are important deciding factors when accepting a job?
  - a. Flexibility
  - b. Mission
  - c. Culture of Organization
  - d. Career Progression (Training and Development)
  - e. Ability to make a Difference/Impact
  - f. Size of the Company
  - g. Location
  - h. Salary
  - i. Entry Level Position (No experience necessary)
  - j. Other (Please specify)

# DHCD Experience

1. With respect to the DHCD application process:
  - What did you like regarding the process?
  - What didn't you like?
  - What do you wish they did better and why?
  - Is there anything you wished they offered?

## DHCD Experience (Cont.)

2. How likely would you be to recommend DHCD to family members and friends?
3. What would you say to convince your family members and friends to apply?
4. What do you enjoy most about your job?
5. What challenges do you have with your job?
6. Is there anything you find unappealing about DHCD?

## DHCD Experience (Cont.)

7. Please rate on a scale from 1 to 10, where 1 is extremely dissatisfied and 10 is extremely satisfied, the following:
- a. Job Announcement
  - b. Application process
  - c. DHCD website
  - d. DHCD orientation
  - e. Employee/Supervisor Relationship

# DHCD Experience

8. What were your expectations about working at DHCD?
9. Did DHCD meet your expectations?
10. What can we do to meet expectations in the future?
11. Would you come back next summer?

# Impressions

True or False....

- I. DHCD operates like a community bank with a portfolio of over \$3 Billion in Single and Multifamily loans.
- II. DHCD is able to revitalize communities through loans to small business and financing affordable rental housing.
- III. DHCD is a self supporting agency with less than 1% of its operating budget coming from state budget funds?
- IV. DHCD has a product specifically tailored to help millennials purchase their first home?



Thank you for your time and input!



Wednesday, August 12,  
2015

# Recruiting “Millennials” to DHCD

Housing and Economic Research Office





## *PURPOSE*

- Over the next two years, through 2017, DHCD could lose up to 23% of its employees just due to possible retirements.
- Additionally it costs \$15,000 to \$25,000 to replace each lost employee (Pew, 2010)
- HERO was asked to undertake research on attracting new employees, particularly millennials, so that DHCD can become more competitive in recruiting an exceptional work force.



## *WHAT IS A MILLENNIAL?*

- “Millennials” is the generation born between 1981 to 1997 ranging in age from about 18 to 34 years old in the year 2015.
- Technology improvements and ever increasing technology efficiency are elements Millennials have grown up with
  - smartphones, Internet accessibility and computer innovations



## MOTIVATIONS FOR MILLENNIALS

- Expect everything to move with them, at their speedy pace (Puri, 2015)
- Millennials are on course to become the most educated generation in American history
- Millennials overwhelmingly want to feel (Puri, 2015)
  - Valued
  - Appreciated
  - Respected



## *WHERE CAN MILLENNIALS BE FOUND?*

- Millennials are online.
- About 84% of millennials say that they receive their news and information from online sources such as Twitter, Facebook or news websites
- 78% of the millennial population have a social media account
- 92% of companies using social media for marketing said they saw an increase in public exposure and 80% said that saw an increase in website traffic. (Stelzner, 2014)



## *FOCUS GROUP STUDIES*

- As part of ongoing research conducted by DHCD on Millennial recruitment and retention, the Housing and Economic Research Office (HERO) under DHCD conducted two focus groups with Millennials: one external and one internal.
- The purpose of the internal focus group was to find out what the interns really think about their time here at DHCD.
- The external focus group was a new concept in order to compare thoughts from a group who have been exposed to DHCD to a group that knew nothing about the agency.



## *INTERNAL FOCUS GROUP – KEY FINDINGS - STRENGTHS*

- LEARNING: The fact that at DHCD employees are enthusiastic and experienced, and willing to teach interns is something that the interns enjoyed most about their time here
- MISSION: An employer's mission is the most important aspect to a job for Millennials – even over salary.
- EXPERIENCE: When asked if they'd come back, all but one said that they would in fact come back next summer.



## *INTERNAL FOCUS GROUP - KEY FINDINGS - CHALLENGES*

- WEBSITE: The DHCD website was described as “cumbersome”, “distracting” and “hard to navigate.”
- TECHNOLOGY: Beyond the interface of the website, interns were also not too fond of the technology, or lack thereof, believing that it was very slow and outdated.



## *EXTERNAL FOCUS GROUP – KEY FINDINGS*

- SALARY: The most powerful aspect of any job is the salary that comes with it.
- GROWTH: The opportunity for professional growth is second.
- CHANNELS: When looking for jobs the channels most used are the career and job fairs at colleges/universities and referrals from friends or mentors.





*EXTERNAL FOCUS GROUP (CONT.)*

- VIDEOS: Videos on company websites about daily work life help a lot in the process of finding a job and could be a tell-tale sign of what kind of organizational culture that they have.
- EMPLOYEE REVIEW SITES: Millennials actively seek out employee reviews on sites like [Glassdoor.com](https://www.glassdoor.com)





## Maryland Department of Housing and Community Development

7 2

Reviews Interviews Benefits Jobs

10

7

Salaries

Interviews

Overview

### Maryland Department of Housing and Community Development Overview

Website	<a href="http://dhcd.maryland.gov">dhcd.maryland.gov</a>	Headquarters	Lanham, MD
Size	201 to 500 employees	Founded	1987
Type	Government	Industry	Finance
Revenue	Unknown / Non-Applicable	Competitors	Unknown

Welcome to the Maryland Department of Housing and Community Development's website. Through our work in revitalizing communities, assisting families in buying and preserving their homes and creating safe, affordable rental housing, we believe DHCD has contributed to ... Read more

**Mission:** The Maryland Department of Housing and Community Development works with partners to finance housing opportunities and revitalize great places for Maryland citizens to live, work and prosper.

### Maryland Department of Housing and Community Development Reviews See All

3.5

Rating Trends



Kenneth C. Holt  
1 Rating



# DHCD MILLENNIAL RECRUITING SWOT ANALYSIS

## DHCD Millennial Recruiting SWOT Analysis

	Opportunities	Threats
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Mission of Social Value Creation</li> <li>• Paid Internships</li> <li>• Benefits (Full time Employees Only)</li> <li>• Financially Strong organization – over \$3 Billion in Single and Multifamily investments</li> </ul>	<ul style="list-style-type: none"> <li>• Close proximity to colleges and universities</li> <li>• Close proximity to Virginia and D.C</li> <li>• Large number of millennials in the immediate region</li> <li>• Millennials utilize job review sites to determine if they could see themselves working at the place of employment</li> <li>• <b>Recruiting</b> : Utilize key words ("Career Progression", "Flexibility")</li> <li>• Career fairs at local colleges and universities</li> <li>• Internship programs and MOU's</li> <li>• Externship opportunities</li> <li>• Manage review on job websites to attract employees</li> <li>• "Message" to attract regional talent who want to be a part of something that creates social value and/or a part of a strong financial organization</li> <li>• Improve technology – add Wi-Fi capability and give employees the ability to use personal laptops</li> <li>• Improve the website look and overall navigation to become more user friendly – see Delaware State Housing Agency (DSHA) and Virginia Housing Development Agency websites for great examples</li> <li>• Improve the message and content on social media, it should grab millennial attention – see DSHA Facebook page for a great example</li> <li>• Orientation: Fun and exciting, hands-on and also explain the intern's place and function within the organization</li> <li>• Include/Create videos about internship experiences and daily life of employees, show DHCD's culture</li> <li>• Branding for public recognition, slogan that gives a general idea of what we do – Example "Building for Tomorrow"</li> </ul>	<ul style="list-style-type: none"> <li>• Negative opinions/impressions about government</li> <li>• Close proximity to Virginia and D.C</li> <li>• Competition from top tier financial institutions, competing HFAs and local jurisdictions</li> <li>• Market the department more as a financial agency than as a government entity</li> <li>• Place emphasis on the aspect of Social Value Creation that DHCD has – millennials care about making a difference</li> <li>• Personalize the recruitment on an individual basis</li> <li>• Place more emphasis on the size of the portfolio DHCD has – show the departments capabilities, attempt to compete with large financial corporations</li> <li>• Segmentation: Understand that DHCD will not attract the talent that wants private sector – push Social Value Creation to the next tier that doesn't care as much about public/private</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Older technology</li> <li>• Social Media presence</li> <li>• Website flow and complexity</li> <li>• Lack of orientation</li> <li>• Lack of Benefits for Contracted Workers</li> <li>• Lack of DHCD Brand</li> <li>• Inconsistent tracking job reviews/ exit reviews</li> </ul>		<ul style="list-style-type: none"> <li>• DHCD is a government entity</li> <li>• Changes in office technology have to go through the Maryland State Department of IT and DHCD is also unable to change the procedures regarding the procurement office</li> <li>• DHCD's salaries often tend to be lower than the private sector's and competing HFAs in the region/local jurisdictions</li> <li>• Use of contracted workers who are not able to receive benefits from DHCD and thus leave after receiving experience</li> </ul>

## THE DHCD MESSAGE

- The Maryland Department of Housing and Community Development (DHCD) prides itself on “enhancing the quality of life for families throughout our state.”
- The agency believes in “making a difference” and being a part of a rapidly changing division during an exciting time – including moving to a brand new building.



## *RECOMMENDATIONS*

- SOCIAL VALUE CREATION: DHCD has a strong message - the ability to make a difference in the lives of others while utilizing financial skills
- WORK ENVIRONMENT: DHCD has a positive work environment characterized by mentoring and “less stress”



## RECOMMENDATIONS (CONT.)

- SLOGAN: The department should look into some type of slogan that sticks (Example: “Building for Tomorrow”)
- MESSAGING/BRANDING: The department here prides itself on making a difference and it is that social value that excites and retains its employees.
- WEBSITE: The company’s website needs vast improvement and should be attended to quickly.
  - It is the company’s first impression and many times could lead to someone applying or not applying for a job.



## *RECOMMENDATIONS (CONT.)*

- RECRUITING – CAREER FAIRS: The department should increase presence at college career fairs.
- RECRUITING - KEY WORDS: Exploiting key buzzwords such as “career progression” and “flexibility”
- RECRUITING – GLASSDOOR: Monitor job review sites such as [glassdoor.com](http://glassdoor.com)
- RECRUITING - PERSONALIZATION: When recruiting, DHCD should become more flexible and understanding who they are working with on an individual basis



## *RECOMMENDATIONS (CONT.)*

- VIDEOS: Show the work environment that DHCD has as well as intern experiences
- SOCIAL MEDIA: Post regularly with meaningful content to all the social media accounts DHCD has





*RECOMMENDATIONS (CONT.)*

- EXTERNSHIP: Based on feedback and comments regarding government work such as “inefficient”, “impersonal” and “bureaucratic” externships could be a great way to rid the department of these stereotypes
- MENTORSHIP: It is an opportunity that DHCD has to help younger people develop over their critical younger years in the workforce.



*RECOMMENDATIONS (CONT.)*

- ORIENTATION: An intern only orientation. Make the experience fun and exciting and not so much like a college lecture.



# QUESTIONS?

- Thank you for your time and attention!



<sup>20</sup>Wedne



Maryland Department of Housing  
and Community Development  
Secretary Kenneth C. Holt