



NCUA
National Credit Union Administration

Office of Minority and Women Inclusion 2019 Annual Report to Congress

March 2020

Message from the Chairmaniii

Introduction 1

 National Credit Union Administration..... 1

 Office of Minority and Women Inclusion..... 1

Highlights from 2019 2

 First Annual Diversity, Equity, and Inclusion Summit..... 2

 Employee Resource Group Forum..... 4

 Continued Success in Supplier Diversity 4

 First Joint OMWI Symposium 5

Workforce Diversity and Inclusion..... 6

 Demographics of Current Agency Workforce..... 6

 Accomplishments..... 13

 Opportunities and Next Steps 24

Supplier Diversity..... 26

 Contracting Metrics..... 26

 Outreach..... 28

 Partnerships 29

 Accomplishments..... 30

 Opportunities and Next Steps 31

 Asset Management and Assistance Center 31

Regulated Entities 35

 Current State 35

 Assessing Diversity Policies and Practices..... 36

 Education and Outreach 39

 Opportunities and Next Steps 41

Financial Inclusion Outreach 42

 Accomplishments..... 42

 Outreach and Partnerships 43

 Opportunities and Next Steps 44

APPENDIX I: 2019 NCUA Diversity, Equity, and Inclusion Summit Agenda	45
APPENDIX II: 2019 FIRREA OMWI Symposium Agenda.....	47
APPENDIX III: NCUA Workforce Diversity Data.....	49
APPENDIX IV: 2019 Policy Statement on Diversity and Inclusion	50
APPENDIX V: 2018 Policy Statement on Equal Employment Opportunity.....	51
APPENDIX VI: 2019 Federal Employee Viewpoint Survey New Inclusion Quotient Index Scores	52
APPENDIX VII: Quarterly Diversity and Inclusion Dashboards	53
APPENDIX VIII: NCUA Supplier Diversity Data	55
APPENDIX IX: 2019 Credit Union Diversity Self-Assessment Results	56

Message from the Chairman



I am pleased to present the National Credit Union Administration's 2019 Office of Minority and Women Inclusion Annual Report. Diversity and inclusion are strategic imperatives for the NCUA. They are part of who we are and how we operate. I am proud to lead an agency whose core values embrace the tenets of diversity, equity, and inclusion.

This report captures the agency's comprehensive diversity and inclusion programming. It includes a number of ongoing activities, along with an array of weekly, monthly, and annual events that provide a broad spectrum of engagement and awareness that contribute to the agency's ability to foster inclusion and to build a diverse workforce. One of our key achievements in 2019 was the establishment of the Culture, Diversity, and Inclusion Council

which will serve for years to come as an important advisory and policy making role within the agency to ensure that inclusion and equity are top priorities.

I firmly believe that diversity and inclusion drive success, and help achieve NCUA's core mission. They are critical to our talent, acquisition, and retention strategy, and they are woven throughout our strategic plan. To that point, I am pleased to note that results from the Federal Employee Viewpoint Survey show the agency improved its score for support for diversity by 4.5 percentage points, exceeding the government average by a margin of 18.5 percent.

Diversity and inclusion are also important to our procurement activities. A diverse supplier network helps us obtain the best value and most innovative solutions. Moreover, the NCUA continues to demonstrate its commitment to supplier diversity, awarding 43.0 percent of 2019 contracts to minority and women-owned businesses.

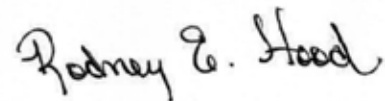
Since I was sworn in as Chairman, I have made financial inclusion a priority. In speeches I have given around the country, I have talked to thousands of credit union leaders, employees, regulators, and members about the importance of diversity, equity, and inclusion. I have described financial inclusion as the civil rights issue of our time. I am heartened and reassured that this message is so well-received everywhere I go.

I want these principles to be viewed as forces that bring us together. Diversity, equity, and inclusion should be sources of enrichment, strength and unity, not division.

Diversity and inclusion in credit unions lead to growth, and they position credit unions to better meet the needs of their members. The credit union industry boasts historic leadership on the issues of diversity, equity, and inclusion. I believe credit unions can, and should, continue being the leading

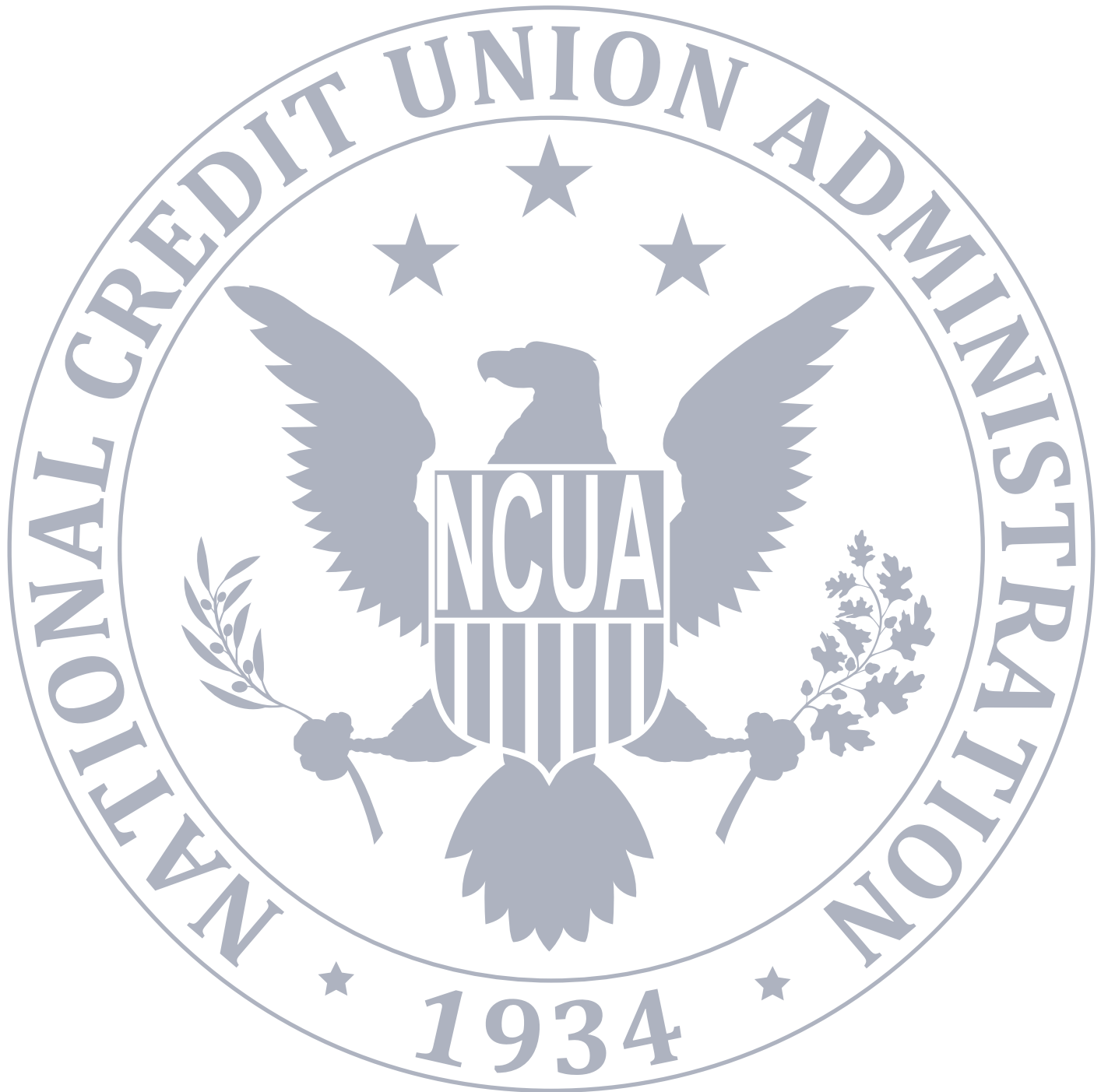
edge on this front, and they can continue to serve as a model for other industries. I am pleased with the credit unions' long and honorable commitment to these principles throughout their history.

But we must take that longstanding commitment as a challenge to go further and to continue doing better. Simply put, the commitment to diversity, equity, and inclusion must be part of the agency's cherished value of "people helping people." I look forward to continuing to lead the progress we are making in this important work.

A handwritten signature in black ink that reads "Rodney E. Hood". The signature is written in a cursive style with a large initial 'R' and 'H'.

Rodney E. Hood
Chairman

Page intentionally left blank.



Introduction

The NCUA's Office of Minority and Women Inclusion is pleased to present this annual report to Congress in accordance with Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act. The report includes an overview of the agency's efforts to:

- Increase workforce diversity and build a more inclusive environment within its workplaces;
- Ensure fair and inclusive business practices in procurement, contracting, and other business activities; and
- Assess the diversity policies and practices of entities regulated by the NCUA.

National Credit Union Administration

The NCUA is an independent federal agency created by the U.S. Congress to regulate, charter, and supervise federal credit unions and insure the majority of deposits in both federal and state-chartered credit unions. The agency's mission is to provide, through regulation and supervision, a safe and sound credit union system which promotes confidence in the national system of cooperative credit.

Office of Minority and Women Inclusion

The NCUA's Office of Minority and Women Inclusion is responsible for measuring, monitoring, and establishing policies for diversity and inclusion in the agency's management, employment, and business activities. The office is also responsible for assessing the diversity in the NCUA's regulated entities. In addition, the office manages the agency's equal employment opportunity programs.

The NCUA's Office of Minority and Women Inclusion reports directly to the NCUA's Chairman.

Office of Minority and Women Inclusion

VISION

An inclusive culture where differences are leveraged to ensure a safe and sound credit union system.

MISSION

The Office of Minority and Women Inclusion promotes diversity within the NCUA and the credit union system and ensures equal opportunity in the NCUA's employment and business activities.

VALUES

- Respect differences
- Intentionally include
- Realize the power of people
- Embrace change
- Drive innovation

Highlights from 2019



First Annual Diversity, Equity, and Inclusion Summit

On November 6, 2019, more than 150 credit union professionals attended the NCUA's Diversity, Equity, and Inclusion Summit in Alexandria, Virginia. This was the first industry event of its kind, bringing together credit union professionals to: promote the value of diversity, equity, and inclusion for credit unions; share best diversity, equity, and inclusion practices; develop solutions to industry-specific challenges; and discuss best methods for diversity data collection.

All three NCUA Board members addressed the audience to express their personal commitment to diversity, equity, and inclusion and their belief that it is imperative for the industry to make diversity, equity, and inclusion a priority.

Credit union industry professionals shared their insights, best practices, accomplishments, strategies, and challenges during the daylong event. Participants participated in a think tank exercise where they formed groups to discuss challenges and develop solutions around topics such as:

- Credit union data collection
- Disability inclusion and accessibility
- Financial inclusion
- LGBTQ+ inclusion
- Minority Depository Institutions
- Supplier diversity
- Technology
- Workforce diversity, equity and inclusion

Highlights from 2019 continued



The NCUA also provided a “Credit Union Diversity Self-Assessment Quick Start” booth so that credit union representatives could learn about, experience, and start their credit unions’ diversity self-assessments at the summit. Participant feedback was overwhelmingly positive, with 100 percent of respondents saying the presentations were useful for their organizations; the speakers were knowledgeable; they would recommend others to come to the summit in the future; and the summit overall was a good use of their time. See Appendix I on pages 45–46 for the full agenda from the summit.



Highlights from 2019 continued

Employee Resource Group Forum

The NCUA hosted its first-ever Employee Resource Group Forum on April 3-4, 2019, providing the groups with a foundation for growth and learning. Officers and ERG members from all over the country and representing all of the groups met in Alexandria, Virginia, to learn best practices from ERG professionals and practitioners. The forum also included time for strategic planning, networking, and recruiting new members. Read more on pages 15–17.



Continued Success in Supplier Diversity

Continuing five years of progress, 2019 was another strong year for the NCUA's supplier diversity performance. By year-end, the agency had awarded 43.0 percent of its reportable contract dollars to minority- and women-owned businesses. Read more on pages 26–31.

- Contract dollars to all firms designated as women-owned increased 25.0 percent, from \$17.2 million in 2018 to \$21.6 million in 2019.
- The NCUA's top vendor for total awarded contract dollars was a woman-owned firm providing support to the Office of the Chief Information Officer.
- The NCUA awarded \$22.5 million, or 44.8 percent, of its technology contracts to minority- and women-owned businesses.
- The NCUA's Office of the Chief Financial Officer awarded 66.7 percent of its \$9.8 million in contracts to minority- and women-owned businesses.

Highlights from 2019 continued

First Joint OMWI Symposium

The NCUA spearheaded and led the planning and execution of the first Joint OMWI Symposium held on May 15, 2019, at the Constitution Center in Washington, DC. Staff from the Offices of Minority and Women Inclusion at the eight financial regulatory agencies convened to discuss the shared challenges and identify best practices, brainstorm new approaches, and improve collaboration among agency OMWIs to advance the goals of Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act. The event included two general sessions and three training sessions within four educational tracks: Equal Employment Opportunity, Workforce Diversity, Supplier Diversity, and Diversity in the Regulated Entities. The following distinguished guests welcomed and addressed the attendees:

- Chairwoman Joyce Beatty, U.S. House Financial Services Subcommittee on Diversity and Inclusion
- Ranking Member Ann Wagner, U.S. House Financial Services Subcommittee on Diversity and Inclusion
- Kathy Kraninger, Director, Consumer Financial Protection Bureau
- Joseph Otting, Comptroller of the Currency
- Mark Calabria, Director, Federal Financial Housing Administration

The Financial Institutions Reform, Recovery, and Enforcement Act OMWIs determined to make this symposium a biennial event. See Appendix II for the 2019 joint OMWI Symposium's agenda.



Workforce Diversity and Inclusion

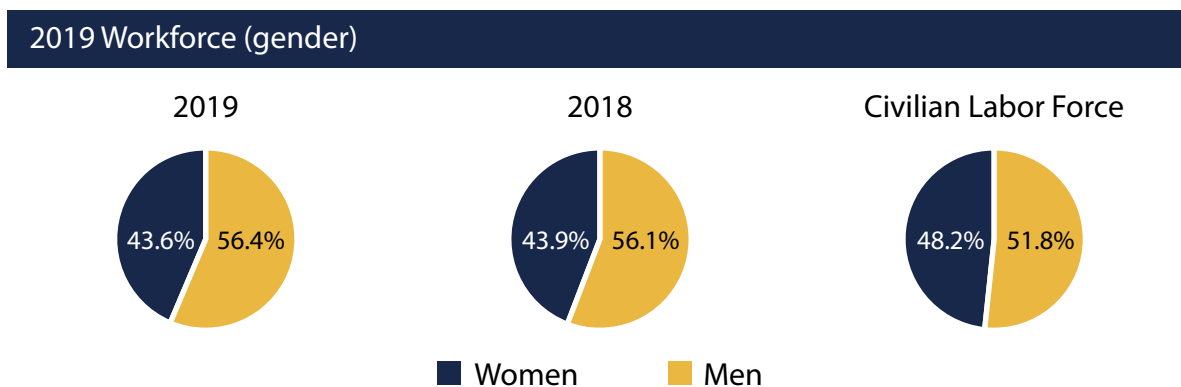
Demographics of Current Agency Workforce

The NCUA benchmarks its workforce composition against the national Civilian Labor Force as defined by the Equal Employment Opportunity Commission. The national Civilian Labor Force uses the most recently available U.S. Census data, currently from 2010. It reflects people 16 years of age and older, employed or actively seeking employment, but not serving in the military or institutionalized. The agency also uses Occupational Civilian Labor Force data for benchmarking. The Occupational Civilian Labor Force uses census data that is comparable to the occupational population of financial examiners, which is the largest portion of the NCUA’s workforce. Although these measures are not exact comparisons to the NCUA’s workforce, they provide a useful and widely accepted benchmark.

NCUA Workforce

The NCUA’s workforce consisted of 1,129 employees as of December 31, 2019. This represents a 1.4 percent increase compared to the same time last year.

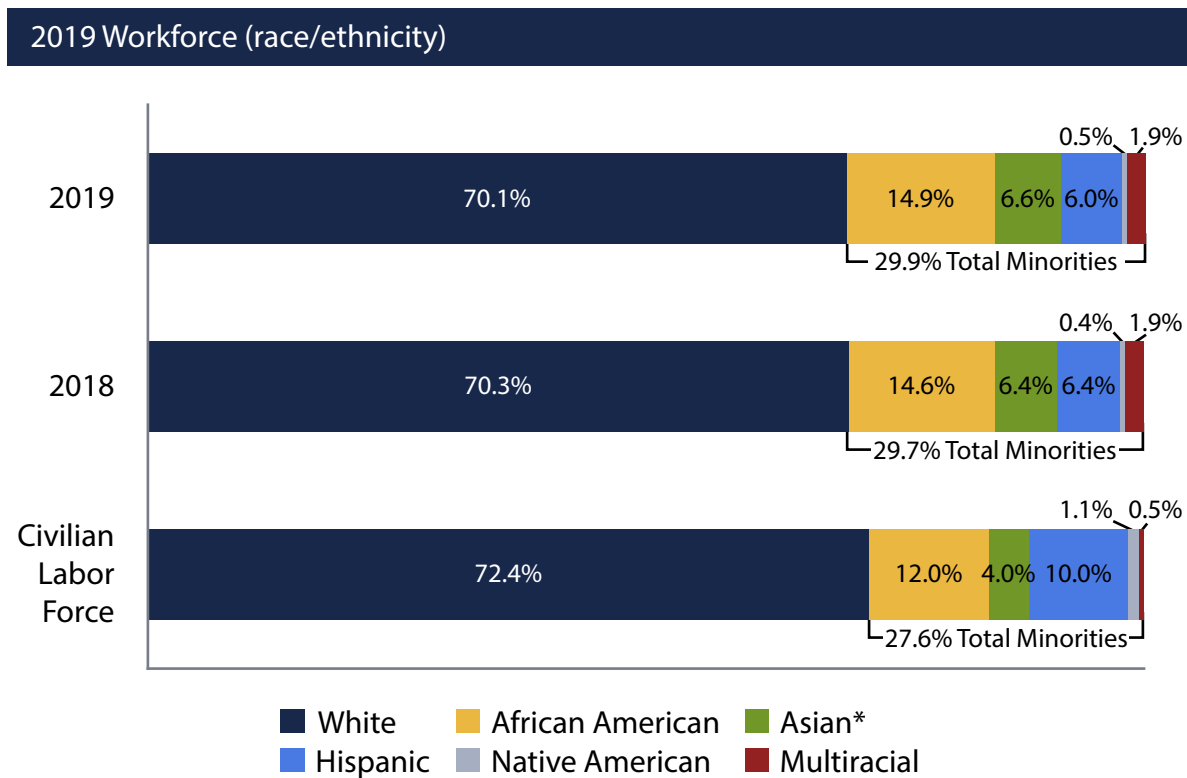
Gender: As shown in Figure 1, the NCUA’s workforce is comprised of 43.6 percent women, compared to 43.9 percent last year. This is below the EEOC’s Civilian Labor Force benchmark of 48.2 percent. Comparing the ratio of females to males, the NCUA ratio of 0.77 is lower than the Civilian Labor Force ratio of 0.93, indicating a lower proportion of females within the NCUA workforce than would be expected considering available civilian workforce composition.



Source : NCUA

Figure 1

Race and Ethnicity: Minority representation was comparable in 2019, with a 0.2 percent increase from 2018 (see Figure 2). Notably, the NCUA continues to exceed the Civilian Labor Force in the African American, Asian, and Multiracial groups. The NCUA’s Hispanic population continues to be the agency’s most underrepresented group, experiencing a slight decrease of 0.4 percentage points. Other groups in the agency showing a less-than-expected workforce representation when compared to the Civilian Labor Force are American Indians or Alaska Natives and Native Hawaiians or Other Pacific Islanders. Whites also continue to show a less-than-expected onboard percentage. Markedly, this group experienced the largest number of retirements and resignations in 2019.



*Asian includes Native Hawaiian or Other Pacific Islander

Source : NCUA

Figure 2

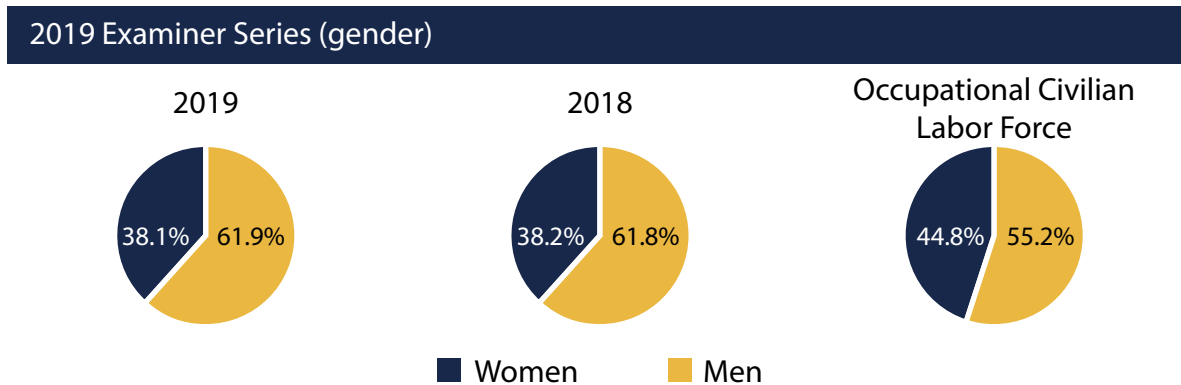
Major Occupation

The credit union examiner series is the principal occupation at the NCUA and accounts for 67.6 percent of the agency’s workforce – similar to last year’s reported 67.8 percent.

Figures 3 and 4 compare the percentages of employees in the credit union examiner series based on gender and race or ethnicity, respectively, in 2018 and 2019. These figures compare the percentages of

employees in the credit union examiner series against the Occupational Civilian Labor Force, which provides a relevant comparison of occupations similar to those in the examiner series.

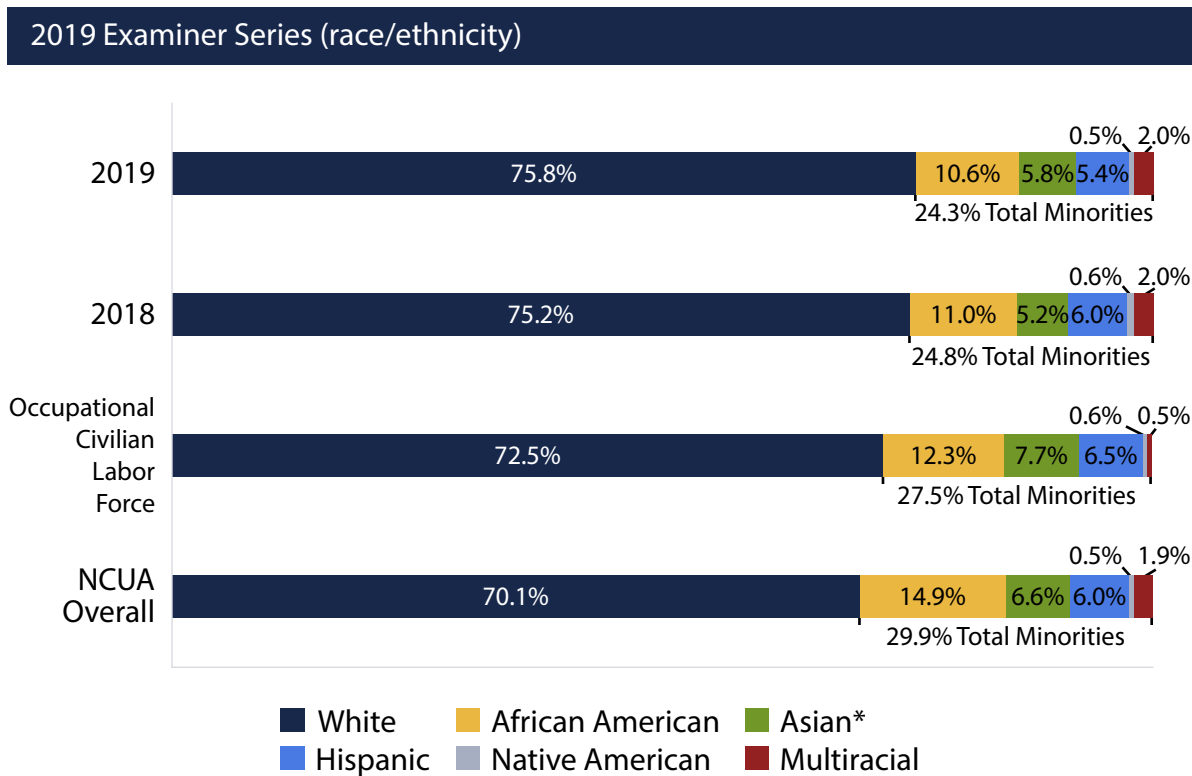
Gender: Gender representation among examiners remained constant in 2019 as compared to 2018 (see Figure 3). The examiner workforce continues to have a lower ratio of women compared with the overall NCUA workforce, with a female-to-male ratio of 0.62 versus 0.77. Comparing the credit union examiner workforce to the Occupational Civilian Labor Force reveals an even greater gap, with a female-to-male ratio of 0.62 versus 0.81.



Source : NCUA

Figure 3

Race and Ethnicity: At 24.2 percent, the minority population among credit union examiners is 5.7 percentage points lower than the total NCUA minority population of 29.9 percent. This increased slightly from the 4.9 percent difference in 2018. The percentage of each minority group is consistent with 2018 and similar to the total workforce yearly comparison. The examiner ranks are comprised of a higher percentage of White examiners, with a representation of 75.8 percent versus 70.1 percent in the overall NCUA workforce, and a lower percentage of African Americans, at 10.6 percent versus 14.8 percent of the overall NCUA workforce. This was also the case in 2018. For all other groups, the percentage of employees in the examiner series is within one percentage point of each group’s representation in the overall workforce. The percentage of minorities in this job series reflects the expected rates among the Occupational Civilian Labor Force within a few percentage points. The largest differences occur in the Asian group, which has a lower-than-expected participation rate compared to the OCLF ratio of 0.75, followed by the Hispanic and African American examiners with ratios of 0.83 and 0.86, respectively. The Multiracial group has a higher-than-expected rate of participation with a ratio of 4.0 compared with the OCLF.



*Asian includes Native Hawaiian or Other Pacific Islander
 Percentages may not total to 100% due to rounding.
 Source : NCUA

Figure 4

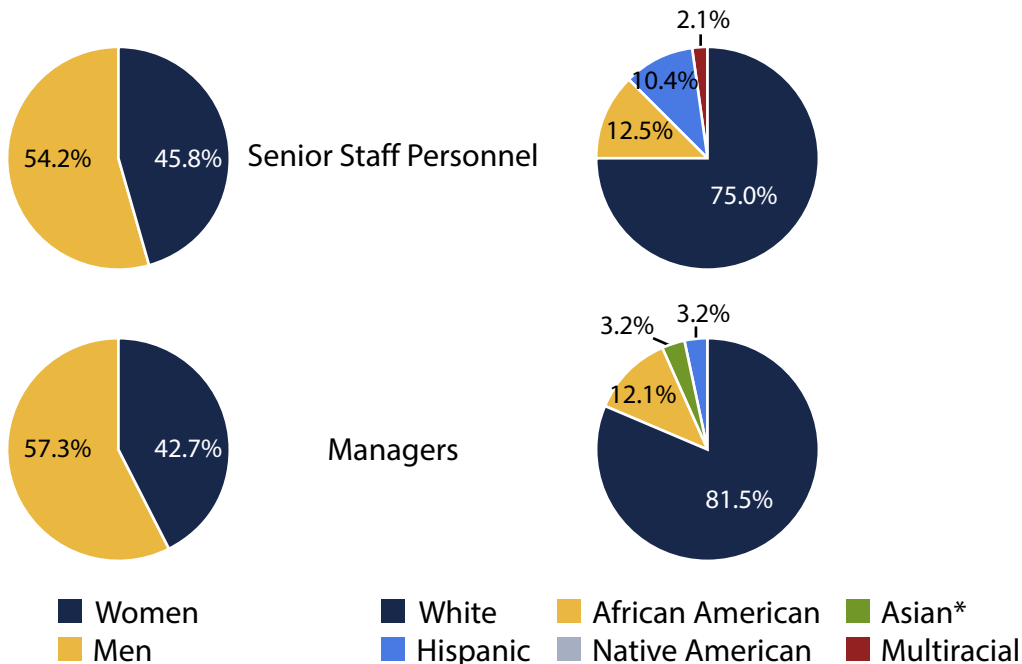
Executives and Managers

Executives, excluding NCUA Board Members, are employees in positions identified as senior staff positions. These individuals accounted for 4.3 percent of the workforce, compared to 4.8 percent in 2018. The number of minorities in senior staff positions increased to 25.0 percent in 2019 from 18.9 percent in 2018 (see Figure 5), while the representation of women in senior staff positions remained comparable from 2018 to 2019.

Managers include all supervisory staff who are not executives. This group accounted for 11.1 percent of the NCUA workforce in 2019, similar to 11.4 percent in 2018. Women represented 42.7 percent of

all managers, which is comparable to the 42.5 percent reported in 2018. Minorities represented 18.5 percent of all managers, slightly lower than 18.9 in 2018.

2019 Executives and Managers (gender, race, and ethnicity)



*Asian includes Native Hawaiian or Other Pacific Islander
 Source : NCUA

Figure 5

Workforce Pipeline Distribution

The NCUA routinely reviews the diversity of the agency’s pipeline in three grade range categories: CU-12 and below, CU-13 to CU-15, and senior staff (see Figure 6). The percentage of minorities in CU-12 and below was slightly lower in 2019, and the CU-13 to CU-15 pipeline showed a slight increase to 27.5 percent from 26.2 percent in 2018. The percentage of minorities in senior staff positions

increased to 25.0 percent from 18.9 percent in 2018. There was an increase in African Americans in the senior staff and in CU-13 to CU-15 positions, while the representation of African Americans decreased in CU-12 and below positions. There was also an increase in the Hispanic population in senior staff positions.

NCUA Workforce Pipeline Diversity										
CU-12 & below	2019 number	2019 percent	2018 number	2018 percent	2017 number	2017 percent	2016 number	2016 percent	2015 number	2015 percent
Women	228	42.9%	233	43.6%	252	45%	279	45.2%	289	44.3%
African American	90	16.9%	95	17.8%	102	18.2%	115	18.6%	120	18.4%
Asian*	39	7.3%	37	6.9%	40	7.1%	41	6.6%	42	6.4%
Hispanic	32	6.0%	37	6.9%	28	5.0%	30	4.9%	31	4.7%
Native American	2	0.4%	2	0.4%	3	0.5%	5	0.8%	9	1.4%
Multiracial	12	2.3%	13	2.4%	8	1.4%	7	1.1%	6	0.9%
Total Minorities	175	32.9%	184	34.5%	181	32.3%	198	32.1%	208	31.9%
CU-13 to CU-15	2019 number	2019 percent	2018 number	2018 percent	2017 number	2017 percent	2016 number	2016 percent	2015 number	2015 percent
Women	242	44.3%	232	44.3%	231	43.9%	230	43.3%	220	43.1%
African American	71	13.0%	63	12.0%	64	12.2%	60	11.3%	56	11.0%
Asian*	36	6.6%	34	6.5%	32	6.1%	34	6.4%	30	5.9%
Hispanic	31	5.7%	30	5.7%	28	5.3%	23	4.3%	23	4.5%
Native American	4	0.7%	3	0.6%	5	1.0%	5	0.9%	3	0.6%
Multiracial	8	1.5%	7	1.3%	1	0.2%	1	0.2%	1	0.2%
Total Minorities	150	27.5%	137	26.2%	130	24.7%	123	23.3%	113	22.1%
Senior Staff	2019 number	2019 percent	2018 number	2018 percent	2017 number	2017 percent	2016 number	2016 percent	2015 number	2015 percent
Women	22	45.8%	24	45.3%	22	43.1%	21	42.9%	22	41.5%
African American	6	12.5%	5	9.4%	5	9.8%	5	10.2%	4	7.5%
Asian*	0	0.0%	0	0.0%	1	2.0%	1	2.0%	2	3.8%
Hispanic	5	10.4%	4	7.6%	2	3.9%	1	2.0%	1	1.9%
Native American	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Multiracial	1	2.1%	1	1.9%	0	0.0%	0	0.0%	0	0.0%
Total Minorities	12	25.0%	10	18.9%	8	15.7%	7	14.3%	7	13.2%

* Asian includes Native Hawaiian or Other Pacific Islander.
Source: NCUA

Figure 6

New Hires and Separations

During the 2019 calendar year, the NCUA hired 102 new staff members, which is greater than the 83 reported new hires in 2018, and the 33 reported in 2017, exhibiting significant increases over the past two years. Of the new employees who came onboard in 2019, 45.1 percent were women and 37.3

percent were minorities. This represents a decrease from 48.2 percent and 39.8 percent, respectively, hired in 2018. Despite this decrease, the percentages of women and minorities hired in 2019 are higher than the respective representation of these groups within the current NCUA workforce, which is 43.6 percent women and 29.9 percent minority overall. This indicates positive momentum toward a more diverse workforce.

Voluntary separations accounted for 93.8 percent of total separations in 2019, compared to 95.6 percent in 2018. Retirements, resignations, and expired terms accounted for 78.8 percent of these voluntary separations. This is down from 81.4 percent in 2018. The number of employees departing for employment in other federal agencies increased slightly from 14.4 percent in 2018 to 15.0 percent in 2019. The remaining 6.2 percent of separations were involuntary, up from 4.4 percent in 2018. Women made up 52.5 percent of the total separations in 2019, an increase from 51.3 percent compared to the previous year, indicating an upward trend following last year's 4.2 percent increase over 2017. Females may have been slightly more likely to leave for another government position or to resign. Minorities made up 36.3 percent of all separations, an increase from the previous year's 28.3 percent. Minorities were also slightly more likely to leave for other government employment and less likely to retire compared with White separations. Demographics of new hires and separations by race and gender are available in Figure 7.

2019 New Hires/Separations				
Demographic Group	New Hire number	New Hire percent	Separation number	Separation percent
Women	46	45.1%	42	52.5%
Men	56	54.9%	38	47.5%
White	64	62.7%	51	63.8%
African American	19	18.6%	16	20.0%
Asian*	12	11.8%	6	7.5%
Hispanic	5	4.9%	4	5.0%
Native American	1	1.0%	1	1.3%
Multiracial	1	1.0%	2	2.5%
Overall Total	102	100.0%	80	100.0%
Total Minorities	38	37.3%	29	36.3%

* Asian includes Native Hawaiian or Other Pacific Islander.

Source: NCUA

Figure 7

Individuals with Disabilities

Since 2017, the NCUA has consistently exceeded the federal goals for employees with disabilities and for employees with targeted disabilities. In 2019, 12.5 percent of NCUA employees reported having

disabilities, and 3.0 percent reported having targeted disabilities (see Figure 8). This is especially notable as many government agencies trend below the federal goals of 12 percent of employees with disabilities and 2 percent of employees with targeted disabilities.

Employees with disabilities											
	Federal Goal as of 2018	2019 number	2019 percent	2018 number	2018 percent	2017 number	2017 percent	2016 number	2016 percent	2015 number	2015 percent
Employees with Disabilities	12%	141	12.5%	142	12.8%	160	14%	111	9.3%	119	9.8%
Employees with Targeted Disabilities	2%	34	3.0%	34	3.1%	39	3.4%	11	0.9%	12	1.0%

Source: NCUA

Figure 8

Accomplishments

Chairman’s Priorities

As stated by the NCUA Chairman Rodney Hood, the NCUA is committed to creating a diverse and inclusive work environment, as described in the agency’s *2018–2022 Strategic Plan*:

Goal 3.1: Attract, engage, and retain a highly skilled, diverse workforce and cultivate an inclusive work environment.

The agency has a deep commitment to ensure all employees feel valued and are able to contribute to their highest potential. In early 2019, the NCUA completed a broad and lengthy organizational realignment resulting in a heightened focus on diversity and inclusion throughout the year. The agency made significant efforts to create a greater sense of belonging, engagement, and inclusion among employees. Highlighted below are the results of the NCUA’s efforts in diversity and inclusion.

Culture, Diversity and Inclusion Council: In 2019, the NCUA Chairman called for the establishment of a culture council to assess and advance a culture at the agency that promotes diversity, equity, and inclusion. In response, the agency revamped and expanded its Diversity Advisory Council to establish the Culture, Diversity, and Inclusion Council. This council’s structure and charter highlights the Chairman’s vision of a more inclusive organization. The Culture, Diversity, and Inclusion Council’s mission is to “build an organizational culture where our shared values, beliefs, and behavioral norms around equity, diversity, inclusion, engagement, and leadership align with our strategic priorities to optimize organizational performance.”

The Culture, Diversity, and Inclusion Council includes representatives of employees at all levels (for example, executives, supervisors, and non-supervisors from multiple grade levels) and a diverse spectrum of functional areas (such as field program, legal, human resources, and technology). In

addition, members are comprised of a cross-section of the agency’s staff representing different types of diversity (including race, ethnicity, gender, age, sexual orientation, disability, veteran status, experience). A National Treasury Employees Union representative is also a member. In addition, the council membership expanded to include up to eight presidents of the agency’s employee resource groups.

Policy Statements: Further demonstrating his commitment to diversity and inclusion, the NCUA Chairman Rodney E. Hood issued new policy statements in 2019 to all NCUA employees, confirming his commitment to diversity and inclusion and equal employment opportunity. These statements are included as Appendices IV and V to this report, on pages 50 and 51, respectively.

Metrics

Federal Employee Viewpoint Survey Results: The NCUA measures inclusion using the U.S. Office of Personnel Management’s Inclusion Index - a score calculated from a subset of questions from the Federal Employee Viewpoint Survey. It compares 20 questions grouped into five factors relevant to categories: fairness, openness, cooperation, support, and empowerment. In 2019, the NCUA’s overall New Inclusion Quotient Index score increased from 63 to 65 percent, which is equal to the score for overall medium-sized agencies.

Appendix VI, on page 52, provides the list of questions and scores for each category within the New Inclusion Quotient index.

The NCUA also saw a 4.5 percentage point increase in the category of support for diversity based on FEVS question 34 – “Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).” On this question, 77.2 percent of NCUA employees believe the agency’s policies and programs promote diversity in the workplace. This is a remarkably high score, putting the NCUA 18.5 percentage points above the federal average in this area.

New Inclusion Quotient Index Scores						
	2019 NCUA	2019 Government-wide	2019 Medium agencies	2018 NCUA	2018 Government-wide	2018 Medium agencies
Overall	65	62	65	63	61	64
Fairness	52	49	52	53	48	52
Openness	67	61	64	65	60	63
Cooperation	62	59	63	57	58	62
Support	83	79	83	81	78	82
Empowerment	59	61	62	60	60	62

Source: Office of Personnel Management

Figure 9

Diversity and Inclusion Dashboard: In 2019, OMWI developed a quarterly diversity and inclusion dashboard to measure the effectiveness of the agency's diversity and inclusion efforts. The dashboard tracks workforce demographics, workplace inclusion using OPM's Inclusion Index, and supplier diversity. Each NCUA office director received the dashboard quarterly. The OMWI director discussed significant changes with NCUA Board Members' offices during monthly meetings. The entire workforce also received the dashboards through the monthly diversity and inclusion newsletters. A sample of the quarterly dashboards is available in Appendix VII on pages 53–54.

Employee Programs

Employee Resource Groups: The NCUA's Employee Resource Group program, established in December 2017, grew and developed rapidly in 2019. In addition to the three groups established in 2018 (CULTURA, NCUA PRIDE, and UMOJA), the agency launched three new groups in 2019 and began the process of forming two more in early 2020. These ERGs recruited 227 members, or 20.2 percent of NCUA employees. This far exceeds the industry standard ERG membership goal, which is 10 percent of the total workforce in the organization. In addition to the work necessary to build and launch these groups, the ERGs successfully engaged members in more than 30 initiatives and activities designed to provide professional development efforts, networking, employee retention, and other events. The ERGs contribute in meaningful ways to foster a more inclusive work environment for all employees.

A significant highlight of the ERG program's success in 2019 was the NCUA's first annual ERG Forum, which provided the groups with a foundation for growth and learning. The ERG Forum took place on April 3-4, 2019, and all officers and ERG members were invited. Participants received strategic direction and guidance from an ERG consultant and learned best practices for building effective groups from ERG officers at Consumer Financial Protection Bureau and Federal Deposit Insurance Corporation. Members and officers also learned about becoming change agents and spent time developing ERG Diversity and Inclusion Partnership Plans for their respective groups. The event included an ERG membership drive and reception.



NCUA ERG NETWORK

creating inclusion through connections

APIC: Asian Pacific Islander Connection (11 members)



This group's mission is to promote cultural awareness to foster a sense of community among Asian Pacific Islander employees and understanding and appreciation of the Asian Pacific Islander culture by all NCUA colleagues. The group seeks to help open more career development and professional opportunities for Asian Pacific Islanders within the NCUA's ranks and leadership positions.

CULTURA: Creating Unity, Learning to Understand, Recognizing All (54 members)



This group's name is also its mission. CULTURA works to develop and retain Hispanic and Latino talent and build greater cultural awareness among the NCUA's workforce.

CULTURA

NCUA PRIDE: People Recognizing Individual Differences Equally (40 members)



NCUA PRIDE's mission is to promote and support an accepting environment, especially for LGBTQ+ employees; provide assistance to achieve and celebrate full inclusion of all employees; and promote understanding and awareness of the benefits diversity brings to build and sustain a strong and thriving workforce.

SWAN: Supporting Women At NCUA (80 members)



Supporting Women at NCUA



SWAN's purpose is to support and expand networking, educational, and outreach programs that emphasize the personal and professional development of women through expanded cultural awareness, educational events, and mentoring.

UMOJA: Unity (65 members)



Recognizing a common African ancestry, UMOJA embraces the principle of unity through connectivity and community by intentionally including all employees desiring to increase awareness and respect for differences, pursue opportunities for innovation and change, and align with others to build and sustain a thriving workforce.

VANS: Veterans At NCUA Serving (59 members)



This ERG is for employees who have served in the military or those who support our nation's veterans. The group's mission is to leverage military experiences, share creative solutions, develop camaraderie, and enhance the mission of the NCUA among all employees, with special emphasis on the military and veteran culture.

Special Emphasis Programs: The NCUA's Special Emphasis Program series is a significant component of efforts to build inclusion and understanding within the agency's workplaces. For each of the eight observances, OMWI hosted an event featuring a guest speaker who provided a range of experiences and insights into how to be more intentionally inclusive of each special population. Many employees attend these events, both in person and virtually. The following list includes details of each event:

Special Emphasis Program Events		
Observance	Event	Speaker
African American History	Lessons from Little Rock	Dr. Terrence Roberts, member of Little Rock Nine
Women's History	Black and White Women and the Struggle for Professional Identity	Ella Belle Smith, author and advocate
Asian and Pacific Islander Heritage	Journey from Vietnamese Refugee to Presidential Appointee	Sandy Hoa Dang, former Executive Director, Vietnam Education Foundation
LGBTQ+ Pride	Boy Erased	Gerrard Conley, author
Hispanic Heritage	Lessons from the First Mexican-Born Treasurer of the United States	Rosario Marin, former Secretary, US Department of the Treasury
Disability Employment Awareness	How A Young Woman's Hearing Loss Made Her Stronger	Amanda McDonough, actor and author
American Indian and Alaska Native Heritage	Economics in Indian Country: The Investment Imperative and Opportunity	Patrice H. Kunesh, Director, Center for Indian Country Development, Federal Reserve Bank of Minneapolis
Veterans Day	Dream Big Together	Major General Charles F. Bolden Jr., USMC (Ret.), former Administrator, National Aeronautics and Space Administration

Figure 10

OMWI Talks: The Office of Minority and Women Inclusion hosts facilitated open discussions for NCUA employees throughout the year. These OMWI Talks aim to create a safe space for employees to discuss sensitive diversity- and inclusion-related topics. By having conversations about our differences, we can broaden our awareness and understanding of others, leverage our diversity, and foster greater inclusion. These discussions give employees opportunities to analyze and discuss complex topics and learn how to manage challenges that may affect the workplace environment.

In 2019, senior leaders from various offices hosted monthly OMWI Talks in the Central Office. This provided opportunities for leaders to build competencies around facilitating challenging conversations and discuss topics related to diversity and inclusion. NCUA field employees can access online resources to host remote OMWI Talks. Field employees also had opportunities to experience OMWI Talks during regional meetings and large group training events throughout the year.

During 2019, OMWI Talks featured the following topics:

- Body language (January),
- Race (January, February),
- Bias (March),
- Gender (April),
- Inclusion (May, July, August),
- Sexual Harassment (June),
- Culture (January, July, August), and
- Bullying (October).

VIBE: VIBE is an ongoing campaign to improve the agency’s culture by encouraging all employees to make a conscious, deliberate effort to adopt inclusive behaviors and habits. VIBE launched in early 2018 and continued throughout 2019. The initiative focuses on four specific behaviors that help create a greater sense of belonging among the agency’s employees:

- **V**alue Differences
- **I**ntentionally Include
- **B**reak Biases
- **E**mbrace Change



In 2019, VIBE introduced three new components to the initiative:

- **VIBE Leadership Panels:** The first new component launched was a series of four VIBE Leadership Panels that each featured NCUA Board Members and Senior Staff leaders discussing one of the four VIBE behaviors. The topics allowed panelists to speak from personal experience, sharing how differences, inclusion, bias, and change have influenced their own career paths, leadership styles, and experiences. The goal was to help build engagement between leaders and staff. The setting was informal with non-supervisory staff or first-line managers moderating the conversations. Topics included:

VIBE Leadership Panels	
Topic and Title	Description
Value differences: Different Paths to Leadership	How different career paths lead to leadership and lessons learned along the way
Intentionally include: Leading Inclusively	The opportunities and challenges of leading diverse teams
Break biases: Leadership Bias	The highs and lows of being a leader and managing others’ perceptions of leadership
Embrace change: Leading Change	Managing through transition – the benefits and challenges of change

Figure 11

- VIBE Speaker Series:** In NCUA's first VIBE Speaker Series event, "Demystifying Islam and Muslim Women", public speaker and media professional Hanadi Chehabeddine shared stories of being Muslim in the U.S. and how the conversation on global terrorism has affected Muslims' daily lives. She used her life experiences to tell of the struggles and privileges faced by Muslim women; how to engage with Muslim women better; and how to address biases to transform relationships with Muslim neighbors and colleagues.

VIBE featured at the Forum on Workplace Inclusion

The Forum on Workplace Inclusion is the largest annual conference in the US for diversity and inclusion professionals from all over the world. At the 30th annual event in 2019, OMWI presented a learning session on the NCUA's VIBE campaign. More than 40 attendees took advantage of this interactive and engaging opportunity to learn about how the VIBE campaign helps create an inclusive environment within the NCUA. Following the event, multiple participants reached out to learn more about the NCUA's work. This kind of outreach positions the NCUA as a leader in the field of diversity and inclusion.

- VIBE Inclusion Toolkit:** The new VIBE Inclusion Toolkit is available on the NCUA's internal website, containing resources to help employees and supervisors create a more inclusive environment within the agency. Resources include articles, videos, podcasts, individual and group activities, exercises, guides, and checklists.

Diversity and Inclusion Award: The agency granted this award for the second year in a row to recognize an NCUA employee who exhibited an outstanding commitment to diversity and inclusion. The Diversity and Inclusion Award honors individuals or groups who have demonstrated respect and value for differing backgrounds and points of view within the NCUA and the credit union system, and for supporting, leading, or enhancing the NCUA's diversity and inclusion efforts. The 2019 honoree is a tremendous champion for diversity and inclusion and models inclusive leadership at both the team level and agency-wide. The recipient also contributed significantly to the successful launch of PRIDE, the agency's employee resource group for LGBTQ+ employees, and serves as the group's executive sponsor. The agency created this award in 2017 and presented it for the first time in 2018.

Employee Engagement: In 2018, the NCUA developed a Workforce Engagement Action Plan to help the agency strengthen its workforce; grow and develop the leadership competencies in employees throughout the agency; and ensure the ability to attract, develop, manage, and retain the best workforce possible to meet the agency's needs. The plan established several overall goals for the agency, and each NCUA office developed a specific Workforce Engagement Action Plan. The agency based goals on the Employee Engagement Index scores from the 2018 Federal Employee Viewpoint Survey. The agency achieved all goals established in the overall agency Workforce Engagement Action

over the course of 2019. With this strategy, the agency Engagement Index score improved by two percentage points with a score of 69 in 2019 compared to 67 in 2018.

Recruitment and Outreach

The NCUA continues to conduct recruitment and outreach to increase awareness of potential employment opportunities among diverse pools of talent. The majority of these outreach and recruitment efforts target groups with less-than-expected participation in the workforce (per Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act) and individuals with disabilities (per Executive Order 13548).

To increase recruitment within populations that have less-than-expected participation rates in the agency, the NCUA conducted outreach at major targeted recruitment events sponsored by:

- Accounting and Financial Woman's Alliance
- Careers & the Disabled magazine
- Career Expo for People with Disabilities & Wounded Warriors
- Congressional Black Caucus
- National Association of the Deaf
- National Black MBA Association
- Prospanica, an advocacy organization for Hispanic professionals

Additionally, the agency continued its already established recruitment efforts using the following:

- USAJOBS Resume Mining database
- Pathways Current College Student and Recent College Graduate Program
- LinkedIn
- College Student "Handshake" Recruiting Tool
- Multi-year contract for recruitment advertising in Professional Woman's Magazine, Hispanic Network Magazine, Black EOE Journal, U.S. Veterans Magazine, and DIVERSEability Magazine

Internship Program: In 2019, the NCUA hired 12 interns to serve in the Central office and 3 to serve in 2 of the regional offices using the U.S. Office of Personnel Management's Pathways Program for Students and Recent Graduates to Federal Careers. Previously, the agency hired interns through a contracting program managed internally by the Office of Minority and Women Inclusion. The transition has been beneficial to interns because participants are eligible for noncompetitive conversions to the competitive service within 120 days of program completion. This creates a potential path to permanent employment that was not available in the previous internship program.

Training and Leadership Development

Training: OMWI provided an online training course, Global Diversity, for all employees. The course highlighted challenges and barriers to inclusion in the workplace, including recognizing discrimination and bullying. The course also covered workplace inclusion and accommodation practices, including strategies for promoting inclusion, and how inclusion policies and procedures support employees. Training completion rates were 99.3 percent for employees and 93.3 percent for contractors.

A multi-year effort to provide face-to-face training opportunities in small settings also continued in 2019. The goal of these trainings is to improve employee knowledge and understanding of the value of diversity and inclusion as it relates to specific groups or an office's defined work and area of responsibility. One training opportunity with significant impact was a pilot of Contineo™, which uses competitive game play to engage people in understanding the impact of diversity and inclusion on business results and how each person contributes to an inclusive environment. Thirty supervisory credit union examiners and other regional management employees attended the pilot course. Participants left the training with specific personal action plans to implement their learnings, and reported growth in four key areas:

- Understanding the definition, causes of, and ways to mitigate the impacts of unconscious bias;
- Awareness of common stereotypes and their impacts on hiring, succession planning, and decision making;
- Articulating a broad definition of diversity and strategic ways to create inclusion; and
- Knowing the alignment of diversity and inclusion with the agency's vision, mission, and strategic goals.

Leaders Lead in Diversity and Inclusion 2019 Campaign: To support the NCUA's leaders in developing greater competency in the principles of diversity and inclusion, OMWI created the Leaders Lead in Diversity & Inclusion 2019 campaign. This initiative provided leaders with opportunities to play a larger role in ongoing OMWI initiatives, such as:

- Hosting one of the monthly OMWI Talks;
- Sponsoring an employee resource group; and
- Participating in a VIBE Leadership Panel to discuss how they demonstrate one of the four inclusive VIBE behaviors.

Through this initiative, members of the leadership team hosted all of the 2019 OMWI Talks held at the Central Office; all of the employee resource groups gained executive sponsors; and a significant number of leaders participated in OMWI programs. OMWI also provided a leadership toolkit and additional training to help our leaders create and support a more inclusive workplace, contributing to the 2.0 percent increase in the agency's score on the New Inclusion Quotient index.

Leadership Development: Forty-eight employees participated in NCUA-led or sponsored leadership development programs in 2019. As illustrated in Figure 12, 61.0 percent of the participants were women and 25.0 percent were minority.

2019 Leadership Development Program Participation									
Program	Targeted Grade level	Number of participants	Women	Men	White	African American	Asian	Hispanic	Multi-racial
Aspiring Leader	4/5/6	0	0	0	0	0	0	0	0
New Leader	7/8/9/10	2	2	0	2	0	0	0	0
Executive Leadership	11/12	4	2	2	2	0	0	2	0
Advancing Leader	12/13/14	1	1	0	0	0	0	1	0
Management Development	13/14/15	8	1	7	6	1	0	0	1
Excellence in Government	14/15	2	1	1	2	0	0	0	0
NCUA Executive Training	15/Sup	3	3	0	3	0	0	0	0
Executive Coaching	SSP	29	20	9	22	4	0	2	1
Total		49	30	19	37	5	0	5	2

Source: NCUA

Figure 12

Mentoring Program: The NCUA created its mentoring program in 2016 to provide developmental opportunities, build cross-cultural understanding, and cultivate greater inclusion of all employees. In May 2019, the program launched its fourth year with a class of 30 mentoring pairs. This represents an increase in program participation, which has grown steadily since its inception.

2019 Mentor Program Participation											
	Number of participants in CU 12 and below	Number of participants in grades 13-15	Number of Senior Staff participants	Women	Men	White	African American	Asian	Hispanic	Native American	Multi-racial
Mentee	14	15	1	15	15	13	7	4	6	0	0
Mentor	0	19	11	12	18	23	3	0	2	1	1

Source: NCUA

Figure 13

Opportunities and Next Steps

In addition to the continuation of ongoing OMWI programs and education, some new initiatives that will launch in 2020 include:

Chairman's Priorities

Culture, Diversity, and Inclusion Council: This newly formed Council will hold its inaugural in-person meeting and orientation in 2020. The meeting will include two days of training from three different diversity and inclusion vendors and an entire day of annual planning with a goal to develop an action plan to assess the current culture. The meeting and planning session will help the Council identify the most impactful ways in which it can contribute to build an inclusive culture at the NCUA. Upon completing the culture assessment and determining the desired agency culture, the Council will make recommendations for change directly to the NCUA Chairman.

Employee Programs

Employee Resource Groups: Two additional employee resource groups will launch in 2020. These groups include one for employees with disabilities and another for young professionals. The ERG program will continue to support the groups in aligning their work with the NCUA's goals related to diversity and inclusion, including development of an ERG Ambassador program to identify ERG member volunteers to support agency-wide recruitment efforts, to provide assistance in developing the Special Emphasis Programs, and to develop external content for the public website.

On the 2020 Federal Employee Viewpoint Survey, the NCUA will include an agency-specific question on the impact of Employee Resource Group engagement. This will help us determine how this program contributes to improving employee engagement.

Recruitment and Outreach

Barrier Analysis of Principal Examiner Exam: The NCUA collaborated with the U.S. Office of Personnel Management to analyze potential barriers to groups advancing through the testing process to become Principal Examiners. In 2019, OPM developed and administered a survey to examiners who recently took the Principal Examiner test. The agency will use the results to identify best practices in preparing for the exam. The NCUA will collect those best practices to ensure consistency in the level of on-the-job training each examiner receives. Examiners make up 67.6 percent of the agency's workforce and, therefore, comprise a significant portion of the leadership pipeline. Without diversity in the examiner series, diversity in the leadership applicant pool is limited.

Recruitment Outreach Expansion: The NCUA plans to expand its recruitment outreach efforts during the 2020 calendar year. OMWI will increase intra-agency collaboration by including members of the employee resource groups, the regional offices, and other offices in outreach efforts to target

specific populations. Expanding the recruitment team to include additional employees will allow the agency to attend more diverse recruitment outreach events, collaborate with more minority-, disability-, and veteran-serving institutions, and create greater awareness of the NCUA and its mission.

OMWI will collaborate with the regional offices to develop plans for targeted recruitment of credit union examiners, which is the NCUA's principal occupation series. These recruitment efforts include strategies such as:

- Building direct contacts with potential applicants;
- Developing relationships with college career centers and counselors;
- Creating USAJobs tutorials to facilitate better access for applicants;
- Leveraging the NCUA's employee resource groups to conduct outreach and identify additional sources for recruitment;
- Engaging and re-engaging sourced candidates; and
- Using data analytics to identify recruitment channels such as colleges, professional associations, credit union industry organizations, internal employee referrals, and online communities.

High School Scholars Internship Program: The NCUA will collaborate with the U.S. Office of the Comptroller of the Currency in the High School Scholars Internship Program. Established in 2019, this OCC-led program is a six-week paid summer internship for students entering their senior year of high school. The program will provide four students with an opportunity to explore potential careers in the financial sector, while also gaining an understanding of the NCUA's mission and the important work the agency does for the credit union industry. The program enables the NCUA to engage with and give back to Wards 7 and 8, two of the most underserved communities in Washington, D.C.

Training

Training Expansion: The agency will incorporate diversity and inclusion training into the learning plans all credit union examiners will experience during their MERIT training - the 2020 launch of a new enterprise technology solution with an integrated examination and data environment. OMWI will identify new modules for leadership training and a curriculum to incorporate into the leadership development programs. Further, based on the success of the OMWI Talks hosted in the Southern regional office group meetings, OMWI will host OMWI Talks for all employees within the Southern and Western regions in 2020. OMWI will also promote the monthly OMWI Talks in the agency's Central office to the Eastern regional office, thereby ensuring staff from all three regions have access to this opportunity to discuss diversity- and inclusion-related topics throughout the year.

Supplier Diversity

Continuing five years of progress, 2019 was another strong year for the NCUA's supplier diversity performance. By year-end, the agency had awarded 43.0 percent of its reportable contract dollars¹ to minority- and women-owned businesses. The agency's performance in 2019 demonstrates the positive impact of intentional and consistent inclusion of proven, qualified, and responsive minority- and women-owned businesses in the competitive procurement process. The result is an effective business strategy that delivers the best value to the agency.

Contracting Metrics

In 2019, the NCUA awarded \$30.8 million to minority- and women-owned businesses. This represents 43.0 percent of the \$71.6 million total reportable contracting dollars for the year. Figure 14 illustrates total dollars awarded to diverse vendors in 2019 compared to 2018. Contract dollars to all firms designated as minority-owned decreased slightly, from \$15.6 million in 2018 to \$13.3 million² in 2019. Most of this decrease was attributable to a large contract awarded to a majority firm supporting the agency's investments in launching a new examination platform.

NCUA Contract Awards Comparison For 2019 Versus 2018				
Contract Awards	2019	Percent of Total Contracts	2018	Percent of Total Contracts
Minority-owned businesses	\$ 9,232,095	12.9%	\$ 12,024,076	18.5%
Women-owned businesses	\$ 17,521,713	24.5%	\$ 13,711,281	21.1%
Both minority- and women-owned businesses	\$ 4,037,935	5.6%	\$ 3,536,751	5.4%
Total minority-owned or women-owned business	\$ 30,791,743	43.0%	\$ 29,272,108	45.0%
Total contract awards	\$ 71,633,906		\$ 65,049,098	

Source: NCUA

Figure 14

Contract dollars to all firms designated as women-owned experienced a 25.0 percent increase, from \$17.2 million in 2018 to \$21.6 million in 2019. Notably, for the first time since the agency began

1 "Reportable contract dollars" refers to contract award dollars obligated during 2019. It excludes office leases, payments associated with real property (e.g., owner association fees, parking), hotel, and other space rental expenses, utilities, taxes, and government payments.

2 The 2019 \$13.3 million in minority-owned business spend is equal to the sum of minority-owned business (\$9.2MM) plus the figure under "Both minority- and women-owned businesses" (\$4.0MM). The same calculation form was used to determine the total women-owned business sum of \$21.6MM in 2019.

tracking its supplier diversity achievements, the NCUA's top vendor for total awarded contract dollars is a woman-owned firm providing support to the Office of the Chief Information Officer.

With information technology-related requirements comprising most of the awards to minority- and women-owned businesses, the NCUA's Office of the Chief Information Officer has contributed the most contract dollars to the agency's supplier diversity efforts. Representing 70.3 percent of all reportable spending at the NCUA, the agency awarded \$50.3 million in total reportable technology contracts. Of this amount, the NCUA awarded \$22.5 million, or 44.8 percent, to minority- and women-owned businesses. The NCUA's Office of the Chief Financial Officer, another sizable contributor to the agency's supplier diversity performance, awarded 66.7 percent of its \$9.8 million in contracts to minority- and women-owned businesses.

The agency's contracting activity continued to grow in 2019. The agency experienced an increase in contract award volume where reportable spending rose by 10.1 percentage points, from \$65.0 million in 2018 to \$71.6 million in 2019. The majority of this increase was due to the investment in the agency's modernization initiative.

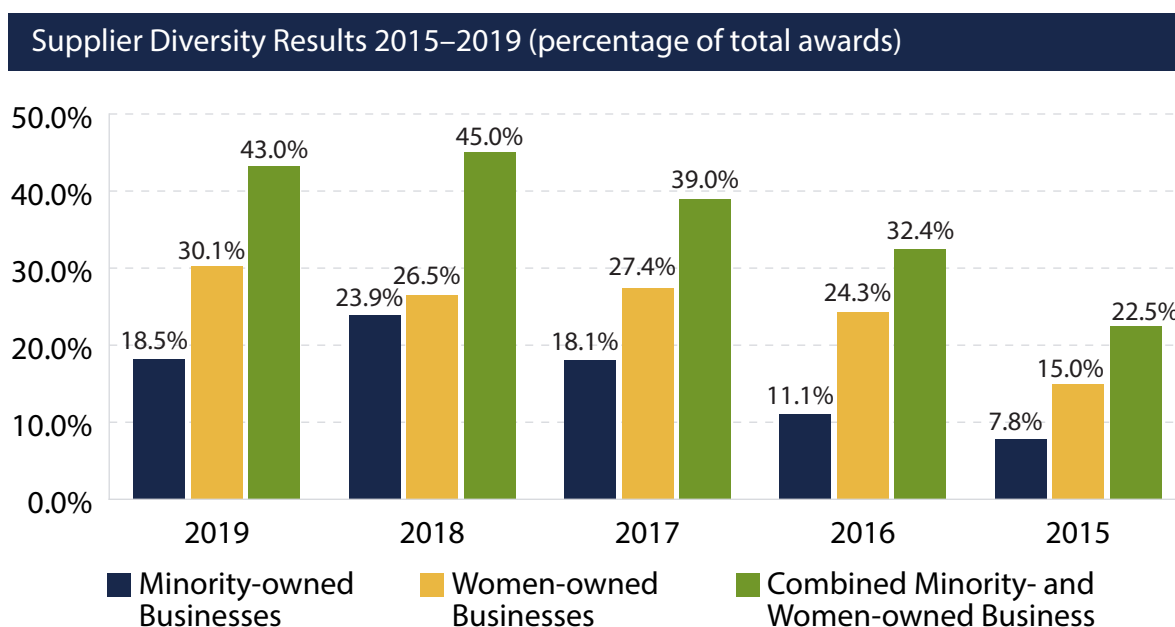
The NCUA generally saw an increase in payments to diverse vendors, in tandem with the growth in 2019 of overall contract awards. Figure 15 shows that amounts paid to all minority-owned firms increased notably from \$10.8 million to \$14.9 million. Payments to all women-owned firms also showed a considerable increase, from \$14.6 million to \$19.8 million. Minority- and women-owned businesses captured 42.8 percent of NCUA contract payments in 2019, versus 44.4 percent during 2018.

NCUA Vendor Payments Comparison for 2019 Versus 2018					
Contract Payments	2019		Percent of Total Contracts	2018	
					Percent of Total Contracts
Minority-owned businesses	\$	11,957,939	16.1%	\$	7,541,348
Women-owned businesses	\$	16,783,551	22.6%	\$	11,138,904
Both Minority- and Women-owned businesses	\$	2,983,116	4.0%	\$	3,220,047
Total payments to minority-owned or women-owned businesses	\$	31,724,606	42.8%	\$	21,900,299
Total contract payments	\$	74,138,580		\$	49,350,631

Source: NCUA

Figure 15

Reported results for the NCUA's supplier diversity show a small decrease from 2018 in the percentage of contract dollars awarded to minority- and women-owned businesses, as shown in Figure 16.



Source: NCUA Supplier Data

Figure 16

Outreach

During 2019, the NCUA continued its targeted supplier diversity outreach plan to develop relationships with interested diverse business partners. Because of its limited contracting budget, it is most cost-effective for the NCUA to collaborate with key organizations to optimize its outreach efforts.

Extensive vendor outreach efforts in 2019 enabled the NCUA to reach thousands of diverse suppliers through agency involvement in the following outreach events:

- Reservation Economic Summit Annual 2019 Conference (March);
- 29th Annual Government Procurement Conference (April);
- US Pan Asian American Chamber of Commerce CelebrAsian Conference (May);
- Women's Business Enterprise National Council National Conference & Business Fair (June);
- National Association of Minority and Women Owned Law Firms 2019 Annual Meeting (September); and
- National Minority Supplier Development Council Conference and Business Opportunity Exchange (October).

The NCUA also continued participating in speaking opportunities at business conference panels. This outreach strategy allowed the agency to communicate its mission and contracting needs. In

2019, the NCUA, along with supplier diversity staff from other federal financial institution regulators, participated on a panel at the 29th Annual Government Procurement Conference. Panelists shared insight on how to do business with the regulatory agencies. This was a key speaking opportunity, as the primary purpose of the conference is to foster business partnerships between federal government agencies and diverse businesses, and it attracts attendees from across the nation.

Partnerships

OMWI Supplier Diversity Working Group: Throughout 2019, the NCUA continued to leverage its successful partnership with the interagency OMWI Supplier Diversity Working Group. This group, comprised of OMWI supplier diversity analysts from eight federal financial regulatory agencies, is a collaborative, interagency effort to share best practices and maximize access to supplier diversity resources among the agencies.

The most notable working group collaboration in 2019 was the third joint OMWI technical assistance event. This daylong event took place on December 5, 2019, at the Arlington, Virginia, campus of George Mason University. The theme of the event was “Connections that Count,” and the program content reflected feedback received from survey participants from the prior year’s event. The agenda included three general sessions on the topics of creating successful teaming arrangements, sharing blueprints for propelling business growth, and tips for identifying some of the more easily accessible federal contract opportunities.

Attendees had opportunities throughout the day to network with supplier diversity and procurement representatives from the financial regulatory agencies, the U.S. Department of State, potential business partners, and business assistance organizations. The event attracted more than 130 attendees. The post-event survey results showed 94 percent of the respondents rated the overall event either “Excellent” or “Very Good.”

National Association of Minority and Women Owned Law Firms: The NCUA leveraged this organization’s database of diverse legal talent to include law firms for participation in legal services contracting opportunities. This relationship has yielded diversity spending in the agency’s legal services area. In 2019, the Office of General Counsel awarded 5.7 percent of its \$280,950 in contract awards to minority- and women-owned firms. This is a significant drop from 2018, when the Office of General Counsel awarded 30.6 percent of its \$116,344 in contracts to minority- and women-owned firms. The decrease was largely due to the award of two contracts to majority firms that together totaled \$250,000. These two awards alone accounted for 89.0 percent of OGC’s total contract spending for the year.

Accomplishments

During its eighth year in operation, the NCUA's supplier diversity program benefited significantly from a high-functioning contracting team within the Office of the Chief Financial Officer. During 2019, the NCUA's OCFO released an updated version of the agency's acquisition policy manual, while continuing to lead the sound execution of procurement actions across the agency. OCFO's application of improved contracting practices ensured minority- and women-owned firms were consistently included in the market research process and invited to participate in the agency's competitive contracting process. OMWI was able to research and identify top minority- and women-owned business talent to align with the agency's operational needs. In so doing, OCFO incorporated the agency's supplier diversity program as an integral part of its continuous improvement process.

Key practices that leverage this intra-agency office partnership and further the success of the NCUA's supplier diversity program are listed below:

- The December 2019 release of the latest version of the NCUA Acquisition Policy Manual continues to require program offices to collaborate with OMWI to identify qualified minority- and women-owned businesses to participate in procurement efforts.
- The agency requires each formal acquisition to have an acquisition plan signed by OMWI, ensuring its involvement with contract actions valued above \$250,000.
- OMWI continues to leverage a market research process that identifies responsive minority- and women-owned businesses interested and qualified to reply to agency requests for proposals. Attracting interested and qualified minority- and women-owned businesses increases the likelihood of a response to proposal requests.
- Several practices established by the Office of the Chief Financial Officer's Division of Procurement and Facilities Maintenance procurement office have added to the agency's success in supplier diversity including:
 - Actively directing NCUA offices to collaborate with OMWI during the market research process;
 - Continuing to leverage the use of the National Aeronautics and Space Administration's Solutions for Enterprise-Wide Procurement and General Services Administration contract vehicles to include and invite qualified and competitive minority- and women-owned firms; and
 - Managing the proper use of the Procurement Information System for Management, a commercial, off-the-shelf, contract-lifecycle management solution, which incorporates supplier diversity program processes and data requirements.

Opportunities and Next Steps

The coming year presents opportunities for expanding supplier diversity as part of the NCUA's mission support.

Targeting Large Contracting Opportunities

Since 2012, OMWI has focused its efforts on making available opportunities for minority- and women-owned businesses to participate in the NCUA contracts serviced by the top 25 vendors by contract dollar volume. Since that time, these top 25 vendors have normally captured between 70 and 80 percent of all awarded reportable contract dollars.

This focused strategy has paid off in building a successful supplier diversity program. In 2019, with increased information technology spending, the NCUA's top-10 and top-25 vendors accounted for, respectively, \$46.7 million, or 65.2 percent, and \$59 million, or 82.4 percent, of all reportable 2019 awarded contract dollars. At the same time, six minority- and women-owned businesses in the top 10 vendors received contracts for 52.0 percent of that group's contract dollars, while the 10 minority- and women-owned businesses within the top 25 vendors captured 46.0 percent of the corresponding contract dollars.

Based on these outcomes, OMWI plans to continue leveraging this strategy for sustained results.

Partnerships and Technical Assistance

The NCUA will continue to collaborate with its OMWI Supplier Diversity Working Group partners to carry out joint technical assistance events and leverage each other's resources. Additionally, the NCUA will continue to coordinate and promote technical assistance offered by existing federally funded programs and other partners.

The NCUA will also continue to collaborate and support the National Association of Minority- and Women-Owned Law Firms as part of its strategy to advance supplier diversity within its legal services contracts.

Asset Management and Assistance Center

AMAC's Mission

The NCUA's Asset Management Assistance Center manages the liquidation of federally insured and state-chartered credit unions. AMAC acts as a liquidating agent and is in charge of liquidating all assets and paying all fees and expenses to administer the liquidation of the estate.

Due to the nature and purpose of its activities, AMAC has specific policies and procedures to cover procurement and expenses from liquidations. The agency records this business activity within a separate system under different delegations than other agency operations.

AMAC's Responsibilities

Whenever possible, AMAC considers supplier diversity in executing its mission. AMAC has a responsibility to limit losses to the National Credit Union Share Insurance Fund, which insures the deposits of more than 120 million account holders in federally insured credit unions. Based in Austin, Texas, AMAC operates throughout the United States. Liquidated credit unions may be located in small communities where geography and required services may limit vendor availability. AMAC must act in the hours and days following a liquidation to obtain needed services in support of its mission.

The liquidation process is time-sensitive and requires confidentiality. AMAC must move quickly to preserve assets and limit losses. There may not be sufficient time to identify the type and location of required liquidation-related services in advance of such an action. As a result, AMAC's operational need to preserve credit union assets limits its ability to implement supplier diversity during these time-critical situations.

Many of AMAC's payments to contracted vendors relate to the contractual relationships that pre-date a federally insured credit union's liquidation. An existing vendor's performance and contractual relationship with the liquidated credit union is a major consideration in the selection of post-liquidation vendors.

Contracting Metrics for AMAC

In 2019, AMAC made \$25.1 million in reportable contract payments. Of this amount, \$8.5 million, or 33.9 percent, were payments to non-discretionary vendors, defined as either securities-litigation or legacy-related payments. Non-discretionary payment refers to payments to vendors selected by third parties under contracts predating Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act and other legacy contracts inherited through the credit union liquidation process. Payments to discretionary vendors selected by AMAC accounted for the remaining 66.0 percent, or \$16.6 million.

Out of the \$16.6 million in 2019 reportable discretionary vendor payments, \$788.0 thousand, representing 4.7 percent, went to minority- and women-owned businesses. This includes payments made to title companies and real estate brokers for conducting real estate transactions. Figure 17 outlines AMAC's 2018 and 2019 supplier diversity results.

AMAC Supplier Diversity Payments								
	2019 Dollars		2019 Percent		2018 Dollars		2018 Percent	
Minority-owned Businesses	\$	18,650	0.1%	\$	29,784	0.4%		
Women-owned Businesses	\$	783,737	4.7%	\$	276,368	3.9%		
Total payments to Minority-owned or Women-owned Businesses	\$	787,991	4.7%	\$	288,057	4.0%		
Total Payments*	\$	16,599,057		\$	7,119,873			

*Excludes utilities, taxes, lease-related payments, certain fees to regulated entities related to processing liquidations, payments to employees, owner association fees, and other government entity fees

Source: AMAC

Figure 17

Between 2018 and 2019, AMAC's reportable contract payments to vendors increased 133.1 percent from \$7.1 million to \$16.6 million. This is because of a sizable contract for loan-servicing-related services. This single contract accounted for \$11.7 million of the \$16.6 million in reportable discretionary spend in 2019.

Contract dollars paid to minority- and women-owned businesses experienced notable gains. AMAC's payments to minority- and women-owned businesses increased from \$288,057 in 2018 to \$787,991 in 2019, which represents a 173.6 percent gain over the previous year and is a faster growth rate than that of AMAC's total reportable spend.

Contract spending on legal services accounted for 8.1 percent of AMAC's vendor payments in 2019. During 2019, AMAC's total discretionary legal services expenditures decreased by 42.2 percent, from \$2.3 million in 2018 to \$1.3 million in 2019, while contributing 29.2 percent of the diverse supplier spending for 2019. During that same period, payments to minority- and women-owned law firms grew at a strong rate of 53.4 percent, from \$150,070 in 2018 to \$230,219 in 2019.

As AMAC continues to build relationships with diverse law firms over the course of 2020 and beyond, the NCUA expects the overall supplier diversity performance to continue trending positively. Figure 18 compares AMAC's discretionary spending on legal versus non-legal services.

AMAC 2019 Legal Payments				
	Total	Percent of Total	Minority- or Women-owned Business	Percent of Total
Discretionary legal	\$ 1,344,247	8.1%	\$ 230,219	17.1%
Discretionary non-legal	\$ 15,254,809	91.9%	\$ 557,772	3.7%
Total	\$ 16,599,056		\$ 787,991	4.7%

Source: AMAC

Figure 18


Opportunities and Next Steps for AMAC

AMAC's overall supplier diversity spending grew significantly year-over-year, despite the impact from one sizable non-diverse contract. Since 2016, AMAC and OMWI have been operating under a joint AMAC Supplier Diversity Action Plan, which has resulted in notable improvements in minority- and women-owned business spending. OMWI plans to work with AMAC to review this action plan and help align its supplier diversity efforts with its most current priorities and operations.

The original action plan incorporated three principal strategies to boost supplier diversity engagement and results:

- Annually reviewing the largest vendor relationships, in terms of contract dollar volume, to identify opportunities to apply competition and diversity;
- Actively using its list of identified diverse vendors to participate in its most common legal and non-legal service needs; and
- Leveraging smaller opportunities, especially those worth less than \$50,000, for minority- and women-owned businesses.

In 2020, AMAC and OMWI will review how the agency leveraged these strategies in 2019. The offices will continue to refine the acquisition process and take advantage of all potential opportunities for diverse spending.



Regulated Entities

Current State

The number of federally insured credit unions declined by 139 in 2019. As of December 31, 2019, the NCUA regulated entities consisted of 5,236 federally insured credit unions. These entities include 3,283 federally chartered credit unions and 1,953 state-chartered credit unions that are federally insured. Using December 31, 2019 Call Report data, Figure 19 shows the number of credit unions by total employment level.

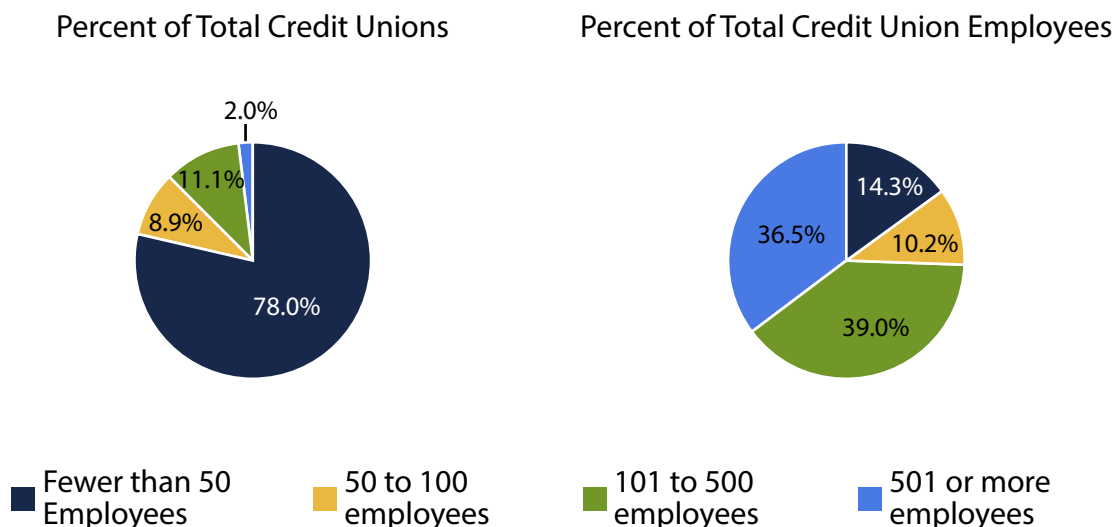
Employment at federally insured credit unions increased from 312,771 at year-end 2018, to 323,815 at 2019 year-end. As of December 31, 2019, 4,082 credit unions, representing 78.0 percent of all federally insured credit unions, employed fewer than 50 personnel. Although only 689 credit unions, or 13.1 percent, had 101 or more total employees, they collectively employed 75.5 percent of the 323,815 employees working at all federally insured credit unions.

Federally Insured Credit Union Employee Count				
Employees	Number of Credit Unions	Percent of Total Credit Unions	Number of Employees	Percent of Total Employees
Fewer than 50 employees	4,082	78.0%	46,143	14.3%
50 to 100 employees	465	8.9%	33,025	10.2%
101 to 500 employees	583	11.1%	126,436	39.0%
501 or more employees	106	2.0%	118,211	36.5%
Total	5,236	100.0%	323,815	100.0%

Source: NCUA

Figure 19

Distribution of Employees Among Credit Unions



Source: NCUA

Figure 20

Figure 21 provides a snapshot of the gender diversity of credit union senior managers as of December 31, 2019. A slight majority of credit union managers and chief executive officers are women; however, female managers and CEOs outnumber men only in credit unions with less than \$100 million in assets. Men primarily run credit unions with \$100 million or more in assets.

Credit Unions by Leadership Gender										
	All Credit Unions		Less than \$100 Million in Assets		\$100-\$500 Million in Assets		\$500 Million-\$1 Billion in Assets		More Than \$1 Billion in Assets	
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
Representation	51.4%	48.6%	63.7%	36.3%	28.0%	72.0%	16.2%	83.8%	14.5%	85.5%
Average Net Worth Ratio	14.7%	12.9%	15.1%	14.3%	12.2%	11.5%	11.4%	11.2%	11.7%	11.2%
Average CAMEL	2.1	2.0	2.1	2.2	1.9	1.9	1.8	1.7	1.6	1.5
Number of Credit Unions	2,693	2,543	2,320	1,321	285	733	40	207	48	282

Source: NCUA

Figure 21


Assessing Diversity Policies and Practices


The NCUA's voluntary Credit Union Diversity Self-Assessment tool assists credit unions in implementing the diversity standards set forth in the [Interagency Policy Statement Establishing Joint](#)

Standards for Assessing the Diversity Policies and Practices of Entities Regulated by the Agencies. Credit unions are encouraged to use and submit the CUDSA to the NCUA annually. The NCUA reports the results in an annual Credit Union Diversity Self-Assessments Results report. Reports for CUDSA results covering previous years can be found [here](#).

Marketing the Credit Union Diversity Self-Assessment

The NCUA created convenient resources to promote the Credit Union Diversity Self-Assessment. Staff distributed postcards at credit union events and Board Members and other executives had business cards to hand out. Both had a QR code that linked directly to the self-assessment.





Credit Union Diversity Self-Assessment
<https://cudiversity.ncua.gov/>
 Diversity and Inclusion:
 An Investment for Credit Unions
 An investment in talent, growth and innovation

In 2019, 118 federally insured credit unions (76 federal and 42 state-chartered) submitted Credit Union Diversity Self-Assessments. This represents a 45.7 percent increase over the 81 self-assessments submitted in 2018. Submitting credit unions varied in the number of employees and asset size. Of the 118 submitting credit unions, 59 had more than 100 employees, representing 8.6 percent of the credit unions in this category. The aggregate number of employees working at these credit unions represents 6.4 percent of employees at all federally insured credit unions. Asset sizes ranged from \$2.0 million to \$9.0 billion, with 78 of the 118 credit unions, or 66.1 percent, reporting \$100 million or more in assets. Data on these credit unions, shown in Figure 22, is based on December 31, 2019, Call Report data.

2019 Self-Assessment Reporting Credit Unions Demographics			
Total Employees	Credit Unions	Asset Range	Aggregate Employees
0-49 Employees	45	\$2M – \$139M	719
50-100 Employees	14	\$40M – \$1B	1,046
101-500 Employees	48	\$343M – \$9B	11,326
More than 500 Employees	11	\$2B – \$6B	7,641
Totals	118		20,732

Source: NCUA

Figure 22

Figure 23 is a summary of self-assessment responses from 2016 through 2019 for each of the five broad standards for assessing diversity within regulated entities. Within each of the standards are several specific components. For example, Standard 3 contains 13 specific components related to the credit union’s consideration of supplier diversity in procurement and business practices. The specific

components assess whether the credit union implements diversity and inclusion best practices, such as establishing a written supplier diversity policy that provides opportunities for minority- and women-owned businesses, and whether the credit union has leadership support to incorporate supplier diversity into business planning cycles or initiatives.

Similar to 2018, 55.6 percent of responding credit unions reported a leadership and organizational commitment to diversity, while 48.2 percent reported taking steps to implement employment practices to demonstrate that commitment. Similarly, 29.0 percent of the reporting credit unions were monitoring and assessing their diversity policy and practices. As in previous years, supplier diversity and transparency of diversity and inclusion practices remain areas where few of the reporting credit unions have established solid business practices. Detailed summary information with aggregated responses for each standard and component is located in Appendix IX, on pages 56–63.

Average Responses For Each Standard								
Diversity Self-Assessment Standard	Average Affirmative Response				Average Negative Response			
	2019	2018	2017	2016	2019	2018	2017	2016
	118 CUs	81 CUs	64 CUs	35 CUs	118 CUs	81 CUs	64 CUs	35 CUs
1. Leadership and organizational commitment to diversity and inclusion	55.6%	56.6%	46.1%	53.6%	44.4%	43.4%	53.9%	46.4%
2. Workforce profile and employment practices	48.2%	47.2%	53.6%	52.6%	51.8%	52.8%	46.4%	47.4%
3. Procurement and business practices – supplier diversity	7.7%	4.8%	7.3%	7.3%	92.3%	95.2%	92.7%	92.7%
4. Transparency of organizational diversity and inclusion	17.2%	14.2%	20.1%	21.5%	82.8%	85.8%	79.9%	78.5%
5. Monitoring and self-assessment of diversity policy and practices	29.0%	29.6%	23.8%	22.1%	71.0%	70.4%	76.2%	77.9%

Source: NCUA

Figure 23

Since the Credit Union Diversity Self-Assessment launched in 2016, 200 unique credit unions submitted the Credit Union Diversity Self-Assessment for at least one year. Historically, credit unions that conduct the self-assessment more than once show marked improvement from year to year. Forty-four of the 81 credit unions that submitted a self-assessment in 2018 also submitted a self-assessment in 2019. The asset range for these credit unions in 2019 was between \$2.3 million to just under \$9 billion. Collectively, these credit unions employed approximately 8,307 individuals, with a range of between two and 907 employees.

As indicated in Figure 24, these 44 credit unions reported year-over-year improvement in all of the five broad standards and reported higher affirmative responses than credit unions who did not report in consecutive years. This suggests these credit unions are actively working on diversity and inclusion and regularly monitoring and assessing their efforts.

Credit Unions Reporting in Both 2019 and 2018 (44 credit unions)				
Diversity Self-Assessment Standard	Average Affirmative Response		Average Negative Response	
	2019	2018	2019	2018
1. Leadership/Organizational Commitment to Diversity and Inclusion	66.2%	61.7%	33.8%	38.3%
2. Proactive Implementation of Employment Practices that Expand Outreach Efforts to Diverse Individuals	56.1%	52.5%	43.9%	47.5%
3. Consideration of Supplier Diversity in Procurement and Business Practices	9.4%	5.9%	90.6%	94.1%
4. Promotion of Transparency of Diversity and Inclusion Practices	21.5%	18.9%	78.5%	81.1%
5. Monitoring and Assessment of Diversity Policy and Practices	41.5%	38.6%	58.5%	61.4%

Source: NCUA

Figure 24

Education and Outreach

Board Member Support of Diversity and Inclusion

NCUA Board Chairman Rodney E. Hood, along with Board Members J. Mark McWatters and Todd M. Harper, have all shown extraordinary support of diversity and inclusion in the credit union system.

Throughout the year, Chairman Hood took advantage of every opportunity to express this support at speaking engagements and with credit union leaders. Following is a listing of these events, with a few highlights from Chairman Hood's remarks:

- **African-American Credit Union Coalition 21st Annual Conference** (August 9, 2019), where Chairman Hood's remarks included: "I believe credit unions are better positioned than any other player in the financial sector to make a big difference when it comes to diversity and inclusion. That's because diversity and inclusion are a fundamental part of our industry's history."
- **NASCUS State System Summit** (August 14, 2019)

- Defense Credit Union Council Annual Conference (August 20, 2019), which included this statement from the Chairman: “I consider financial inclusion to be the defining civil rights issue of our time. We know that the lack of access to affordable banking and lending services holds working families back from climbing the financial ladder. I’m committed to doing everything we can to recognize and incentivize what’s best in the credit union mission, so that we can remove the obstacles to financial access that all of these underserved communities are facing.”
- **Polish and Slavic Federal Credit Union Ribbon Cutting Event** (August 31, 2019)
- **NAFCU Congressional Caucus** (September 10, 2019)
- **American Credit Union Mortgage Association 2019 Annual Conference** (September 23, 2019)
- **America’s Credit Union Museum, Manchester, New Hampshire** (September 26, 2019)
- **National Council of Firefighter Credit Unions 2019 Annual Conference** (October 3, 2019)
- **State Employees Credit Union Annual Membership Meeting** (October 8, 2019)
- **California and Nevada Credit Union Leagues’ 2019 REACH Conference** (October 29, 2019)
- **The America Saves Summit** (November 6, 2019), where Chairman Hood remarked: “Whether it’s the challenges faced by African-American, Latino or Native American working families; the access challenges that military veterans or disabled Americans experience; or the lack of access to capital that’s putting enormous stress on communities in rural America, we need to do a better job of making more safe and affordable financial services and products available to these communities.”
- **Reid Temple A.M.E. Church, Small Business Symposium** (November 8, 2019)
- **National Association of State Credit Union Supervisors, Connecticut Executive Forum** (November 13, 2019)
- **2019 Federal Home Loan Bank Atlanta Credit Union Conference** (December 9, 2019)

Board Members McWatters and Harper also highlighted diversity and inclusion as priorities in their interactions with credit unions and through social media.

Diversity and Inclusion Summit for Financial Institutions

On October 24, 2019, OMWI co-hosted, along with other financial regulatory agencies, the second annual Financial Regulatory Agencies’ Diversity and Inclusion Summit in Chicago, IL. The event gave stakeholders an opportunity to learn about leading diversity best practices from financial industry organizations and diversity champions, including Tonita Webb, Executive Vice President, Seattle Credit Union, and Miguel A. Polanco, NCUA OMWI Deputy Director. Approximately 75 participants attended the half-day event.

African American Credit Union Coalition Annual Conference

NCUA Chairman Rodney E. Hood delivered an NCUA update and outlined his priorities for the agency at the 21st annual convention of the AACUC held in Charlotte, North Carolina, on August 9, 2019. OMWI staff operated a booth at this event and made direct contact with credit unions to discuss the importance and benefits of using the CUDSA.

Inclusiv Annual Conference

On September 17, 2019, OMWI Director Monica Davy participated in a panel discussion on “Diversity, Equity, and Inclusion: The Credit Union Industry’s 8th Cooperative Principle,” before an audience of approximately 300 industry professionals at the Inclusiv Annual Conference held in Los Angeles, CA. In early 2019, Maurice Smith, CEO of Local Government Federal Credit Union and Civic Federal Credit Union, introduced the idea of expanding the credit union cooperative principles to include diversity, equity, and inclusion. Chairman Hood also addressed the audience through a video on the final day of the conference. NCUA’s OMWI and Office of Consumer Financial Protection operated a booth at the event where NCUA staff engaged directly with credit union professionals and shared information on financial inclusion and the CUDSA.

Filene Institute Research Event “Diverse Employees/Diverse Members”

Approximately 90 credit union professionals explored diversity, equity, and inclusion initiatives in human resources and marketing at this research event held in Austin, Texas, on September 26, 2019. OMWI Director Monica Davy participated in a panel discussion on the state of diversity, equity, and inclusion in the credit union industry and used this platform to promote use of the Credit Union Diversity Self-Assessment to guide credit unions’ diversity and inclusion efforts and to assist the NCUA in assessing diversity in the credit union industry. Find more information about the event [here](#).

Opportunities and Next Steps

As in prior years, in 2020, the NCUA will continue to host, support, and participate in industry diversity, equity, and inclusion events. New this year, where appropriate, the NCUA will host CUDSA Quick Start and Demonstration tables at industry events where credit union representatives can get started on the CUDSA.

Annually, the NCUA strives to publish guidance for credit unions on a diversity, equity, and inclusion issue. In mid-2020, the NCUA will publish a guide on Diversity in the Credit Union Boardroom.

Finally, encouraged by the participation and feedback received from the first Diversity, Equity, and Inclusion Summit, the NCUA will host the second annual DEI Summit in late 2020 and expand the event to include two days of programming.

Financial Inclusion Outreach

While credit unions serve the needs of their members and promote financial literacy within the communities they serve, the NCUA works to reinforce credit union efforts, raise consumer awareness, and increase access to credit union services. The NCUA also participates in national financial literacy initiatives, including the Financial Literacy and Education Commission - an interagency group created by Congress to improve the nation's financial literacy and education. The NCUA's financial literacy initiatives are coordinated through the NCUA's Office of Consumer Financial Protection.

Accomplishments

America Saves Summit: Attacking the Savings Crisis

On November 6, 2019, NCUA Chairman Rodney E. Hood was a featured speaker for the America Saves Summit: Attacking the Savings Crisis. The event featured other prominent representatives from the government, private industry, financial services, academia, the military, the nonprofit sector, and the media for an in-depth conversation about the status of saving in the United States. Chairman Hood discussed the importance of building long-term savings, how financial literacy helps consumers understand how to save, and how financial inclusion of consumers within the mainstream banking system is critical, especially to those who are underserved and underbanked.

Opening of HOPE Inside Office at Destinations Credit Union

On July 18, 2019 NCUA Chairman Rodney E. Hood spoke alongside Operation HOPE founder, John Hope Bryant, at the grand opening of the HOPE Inside office at Destinations Credit Union in Parkville, Maryland. The partnership allows the credit union to leverage the financial literacy expertise of Operation HOPE to help member-owners improve financial skills and behaviors. Chairman Hood stressed financial literacy is a fundamental aspect of the credit union mission and indicated that an educated credit union member is better equipped to make the choices that lead to greater financial security.

The National Youth Involvement Board

On July 23, 2019, OCFP financial literacy staff provided a national youth financial literacy update and shared NCUA's and other federal resources with credit union financial literacy professionals. The National Youth Involvement Board is a one-stop shop for credit unions to learn about youth savings programs, discover financial education resources, highlight individual accomplishments, and collaborate with peers.

Anniversary of the Federal Credit Union Act

Working with the NCUA's Office of External Affairs and Communications, OCFP developed web materials for [MyCreditUnion.gov](https://mycreditunion.gov) to support the agency's celebration of the 85th anniversary of the Federal Credit Union Act on June 26, 2019. The theme focused on the mission of credit unions to promote thrift and productive credit, as outlined in the Federal Credit Union Act.

Online Video Series

Working with the NCUA's Office of External Affairs and Communications, OCFP developed a series of short videos on important consumer financial protection and financial literacy trends. Topics included saving for the unexpected, saving for retirement, pulling credit reports, combating fraud and elder financial abuse, and an overview of [MyCreditUnion.gov](https://mycreditunion.gov) resources. These mini-videos received thousands of online interactions and impressions from both credit unions and consumers.

Outreach and Partnerships

In 2019, OCFP participated in a variety of financial literacy events, meetings, and conferences to increase awareness of the NCUA's financial literacy policy, programs, and resources, including credit union financial literacy efforts. OCFP collaborated with various national organizations to support nationwide financial literacy initiatives.

Financial Literacy and Education Commission

The agency continued to support the U.S. National Strategy on Financial Literacy through the NCUA's own strategic goals and through participation on the Financial Literacy and Education Commission. The NCUA actively contributed to the work on the Commission's sub-committees.

National Outreach Campaigns


The NCUA participated in these national campaigns, events, and initiatives to promote its financial literacy resources and encourage credit union participation:

- America Saves Week
- American Savings and Education Council Meetings
- Council for Economic Education Annual Financial Literacy and Economic Education Conference
- Department of Defense Roundtables
- Earned Income Tax Credit Awareness Day
- Financial Literacy and Education Commission Meetings
- International Credit Union Day
- Military Consumer Month
- Military Saves Week
- National Consumer Protection Week
- National Cyber Security Awareness Month

- National Financial Capability Month
- National Preparedness Month
- Older Americans Month
- Tax Identity Theft Awareness Week

Opportunities and Next Steps

The agency, through its Office of Consumer Financial Protection, will continue to reinforce credit unions' financial literacy efforts and raise consumer awareness of credit union services. The agency will continue to support national initiatives such as the Financial Literacy and Education Commission, the Consumer Financial Protection Bureau's Start Small - Save Up, and other initiatives that seek to improve the financial literacy and well-being consumers nationwide.



APPENDIX I: 2019 NCUA Diversity, Equity, and Inclusion Summit Agenda

8:30 – 8:40 a.m.	Opening Remarks
	Monica Davy, NCUA
8:40 – 9:00 a.m.	Welcome
	NCUA Board Member J. Mark McWatters
9:00 – 9:50 a.m.	Value of Diversity, Equity, and Inclusion to Credit Unions
	Angela Russell, CUNA Mutual Group
9:50 – 10:00 a.m.	Break
10:00 – 11:00 a.m.	Diversity, Equity and Inclusion Best Practices
	<i>Panelists with a broad range of experiences will share their successes in advancing diversity, equity, and inclusion within their organizations.</i>
	Moderator: Jennifer Shaub, CUNA Mutual Group
	Panelists: Miriam De Dios Woodward, PolicyWorks Charlotte Ducksworth, DC Credit Union Jill Nowacki, Humanidei Angela Weekley, Veridian Credit Union
11:00 a.m. – 12:30 p.m.	Diversity, Equity and Inclusion Think Tank Exercise
	<i>This group exercise will bring together a myriad of perspectives, experiences, and innovative ideas to collect solutions to challenges in advancing diversity, equity, and inclusion in the credit union industry.</i>
	Facilitator: Ann Kossachev, National Association of Federally Insured Credit Unions
12:30 – 1:15 p.m.	Lunch
1:15 – 1:45 p.m.	Keynote Address
	NCUA Board Chairman Rodney E. Hood
1:45 – 2:45 p.m.	Recruiting and Retaining Diverse Talent
	<i>Panelists will discuss where to find and how to land the best and brightest from diverse talent pools.</i>
	Moderator: Kevin Martin, SchoolsFirst Federal Credit Union
	Panelists: Hannibal Brumskine, National Credit Union Foundation Lourdes Cortez, North Jersey Federal Credit Union Tyler Valentine, Laramie Plains Federal Credit Union Tonita Webb, Seattle Credit Union
2:45 – 3:00 p.m.	Break

3:00 – 3:15 p.m.	Financial Inclusion for the Disability Community
	Michael Morris, National Disability Institute
3:15 – 4:30 p.m.	Collaborating on Best Methods for Collecting Diversity Data
	<i>Industry leaders will discuss the challenges and best methods to collect diversity data and establish benchmarks for the industry.</i>
	Moderator: Monica Davy, NCUA Panelists: Victor Corro, Coopera Cathie Mahon, Inclusiv Taylor Nelms, Filene Research Institute Samira Salem, Credit Union National Association Larry Sewell, African-American Credit Union Coalition
4:30 p.m.	Make the Investment: A Call to Action
	Ronaldo Hardy, CU Strategic Planning
4:45 p.m.	Closing Remarks
	Todd M. Harper, NCUA Board Member
5:00 p.m.	Adjournment

APPENDIX II: 2019 FIRREA OMWI Symposium Agenda

OMWI: Leading the Way to Cultural Transformation

First Annual Joint OMWI Symposium
 May 15, 2019
 8:00 a.m. – 5:00 p.m.

Constitution Center
 400 7th Street, SW
 Washington D.C., 20219

9:00 a.m. – 9:55 a.m.	Opening Plenary Session	Constitution Center Auditorium
	<p>Program Opening Monica Davy, OMWI Director, NCUA Lora McCray, OMWI Director, CFPB</p> <p>Welcome Remarks Kathy Kraninger, Director, CFPB</p> <p>Introduction of Keynote Speaker Pam Gibbs, OMWI Director, SEC</p> <p>Keynote Address Congresswoman Joyce Beatty, Chairwoman, Subcommittee on Diversity and Inclusion</p>	
10:00 a.m. – 11:00 a.m.	Morning Breakout Sessions	Breakout Rooms
	<p>EEO: How Barrier Analyses Shape Diversity Strategies</p> <p>Regulated Entities: Overcoming Challenges to Voluntary Self-Reporting</p> <p>Supplier Diversity: OMWI Supplier Diversity: Benchmarking Performance and Taking Your Program to the Next Level</p> <p>Workforce Diversity: Engaging White Males in the D&I Strategy</p>	
11:00 a.m. – 11:10 a.m.	Break	
11:15 a.m. – 12:15 p.m.	Morning Breakout Sessions	Breakout Rooms
	<p>EEO: Role of Allyship in Creating a Culture Free of Harassment, Discrimination and Retaliation</p> <p>Regulated Entities: Diversity Self-Assessments: Why This Work Matters</p> <p>Supplier Diversity: Developing Conscious Inclusive Behaviors in the Procurement Process</p> <p>Workforce Diversity: Effective Employee Resource Groups and Diversity Councils</p>	
12:15 p.m. – 1:00 p.m.	Lunch	Breakout Rooms

1:15 p.m. – 2:20 p.m.	Afternoon Plenary Session	Constitution Center Auditorium
	Presentation Introduction Lorraine Cole, OMWI Director, Treasury Presentation Michael Fosberg, Incognito	
2:30 p.m. – 3:30 p.m.	Afternoon Breakout Sessions	
	EEO: Leading Practices on Disability Inclusion in the Federal Sector Regulated Entities: Benchmarking D&I Best Practices in Financial Services Industry Supplier Diversity: Sleepless Nights for Small Biz! Workforce Diversity: Transformational Change with Small Acts of Inclusion	
3:30 p.m. – 3:40 p.m.	Break	
3:45 p.m. – 4:45 p.m.	Afternoon Breakout Sessions	Break Rooms
	EEO: Peer Roundtable Regulated Entities: Peer Roundtable Supplier Diversity: Peer Roundtable Workforce Diversity: Applying Metrics, Analytics and Dashboards into Actionable Strategies	
4:45 p.m. – 5:00 p.m.	Closing Plenary Session	
	Key Insights Sharron Levine, OMWI Director, FHFA Saul Schwartz, OMWI Director, FDIC Closing Remarks Joyce Cofield, OMWI Director, OCC	

APPENDIX III: NCUA Workforce Diversity Data

NCUA Workforce and Diversity Data										
Demographic Group	2019 Total	2019 Percent	2018 Total	2018 Percent	2017 Total	2017 Percent	2016 Total	2016 Percent	2015 Total	2015 Percent
Women	492	43.6%	489	43.9%	505	44.3%	530	43.3%	532	43.6%
Men	637	56.4%	624	56.1%	634	55.7%	667	55.7%	688	56.4%
White	791	70.1%	782	70.3%	820	72.0%	869	72.6%	892	73.1%
African American	168	14.9%	163	14.7%	171	15.0%	180	15.0%	180	14.8%
Asian	75	6.6%	71	6.4%	73	6.4%	76	6.3%	74	6.1%
Hispanic	68	6.0%	71	6.4%	58	5.1%	54	4.5%	55	4.5%
Native American	6	0.5%	5	0.5%	8	0.7%	10	0.8%	12	1.0%
Multiracial	21	1.9%	21	1.9%	9	0.8%	8	0.7%	7	0.6%
Total employees	1129		1113		1139		1197		1220	
Total minorities	338	29.9%	331	29.7%	319	28.0%	328	27.4%	328	26.9%

APPENDIX IV: 2019 Policy Statement on Diversity and Inclusion

Commitment to Diversity and Inclusion

October 21, 2019

The National Credit Union Administration has a strong and long-standing commitment to ensuring fairness in its workplaces. Furthermore, the NCUA actively invests in creating an environment where diversity is valued and differences make a difference. I am proud to lead an agency whose core values include things like integrity, accountability, transparency, and inclusion.

The NCUA defines diversity as all of the things that make us who we are. This broad definition includes race, gender, age, abilities, and much more. We define inclusion as an environment in which employees feel connected, engaged, valued, and able to contribute to their fullest potential. We encourage all of our employees to demonstrate inclusion through four key behaviors, or what we call the NCUA's VIBE: Valuing differences, Intentionally including, Breaking biases, and Embracing change.

I firmly believe in diversity and inclusion as drivers of success, tied to achieving our mission. They are critical to our talent strategy, and they are woven throughout our strategic plan. Diversity and inclusion are important to our business activities. A diverse supply chain helps us get the best value and most innovative solutions in our procurement efforts.

In addition, diversity and inclusion in credit unions leads to growth and allows credit unions to better meet the needs of their members, contributing to a stronger credit union system.

Diversity and inclusion are strategic imperatives for the NCUA. They are part of who we are and how we do business. While we hold our management officials accountable for implementing our diversity and inclusion strategies, the NCUA is a stronger agency and a better place to work when every employee takes an active role in creating an inclusive environment. As the NCUA Chairman, I affirm a strong commitment to the diversity of this agency and to creating a culture where differences are valued.

APPENDIX V: 2018 Policy Statement on Equal Employment Opportunity

Annual Equal Employment Opportunity Policy Statement

September 4, 2019

The National Credit Union Administration supports and promotes the principles of Equal Employment Opportunity (EEO) in the workforce, where each employee is treated fairly and with dignity and respect. The agency prohibits discrimination on the basis of race, color, religion, national origin, sex (including sexual harassment, sexual orientation, pregnancy, and gender identity), age (40 years and over), mental and physical disability, genetic information, and retaliation for prior involvement in protected EEO activity. The NCUA also prohibits discrimination based on political affiliation, parental and marital status, military service, or any other non-merit based factor.

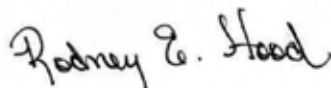
These protections apply to all employees, applicants for employment and former employees; and extend to all agency employment programs, management practices and decisions, including recruitment, hiring practices, appraisals, promotions, training, and career development programs.

As a federal agency, the NCUA is responsible for promoting and practicing workplace fairness and maintaining a workplace free of retaliation and harassment. The NCUA prohibits and has a zero tolerance for both sexual and non-sexual harassment. Managers and supervisors must continue to monitor the work environment and ensure it is free of unlawful employment practices. Managers and supervisors are required to take swift action when unlawful practices are identified. In addition to federal laws, the NCUA complies with applicable state and local laws governing nondiscrimination in employment in every location in which we operate.

The NCUA protects the rights and freedom of individuals who exercise their rights under EEO antidiscrimination statutes. Employees who are subjected to unlawful practices must be able to use any of the agency's dispute resolution processes and seek redress in an atmosphere free of retaliation.

All NCUA employees are responsible for implementing the agency's EEO policies and instructions in their daily conduct and activities, and for abiding by the letter, intent, and spirit of the equal opportunity laws and policies.

This statement reaffirms the principles of equal employment opportunity, which enhance the agency's ability to accomplish its mission. I am committed to making the NCUA a workplace of choice where employees are valued, respected, and included.



Rodney E. Hood
Chairman

APPENDIX VI: 2019 Federal Employee Viewpoint Survey New Inclusion Quotient Index Scores¹

	NCUA 2019	NCUA 2018	Difference
New IQ Overall Index - Percent Positive	65%	63%	2%
FAIR	52%	53%	-1%
Q23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	41%	42%	-1%
Q24. In my work unit, differences in performance are recognized in a meaningful way.	43%	44%	-1%
Q25. Awards in my work unit depend on how well employees perform their jobs.	47%	49%	-2%
Q37. Arbitrary action, personal favoritism, and coercion for partisan political purposes are not tolerated.	55%	58%	-3%
Q38. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	75%	72%	3%
OPEN	67%	65%	2%
Q32. Creativity and innovation are rewarded.	42%	45%	-3%
Q34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	77%	74%	3%
Q45. My supervisor is committed to a workforce representative of all segments of society.	77%	74%	3%
Q55. Supervisors work well with employees of different backgrounds.	74%	69%	5%
COOPERATIVE	62%	57%	5%
Q58. Managers promote communication among different work units (for example, about projects, goals, and needed resources).	60%	54%	6%
Q59. Managers support collaboration across work units to accomplish work objectives.	63%	59%	4%
SUPPORTIVE	83%	81%	2%
Q42. My supervisor supports my need to balance work and other life issues.	82%	80%	2%
Q46. My supervisor provides me with constructive suggestions to improve my job performance.	72%	69%	3%
Q48. My supervisor listens to what I have to say.	80%	80%	0%
Q49. My supervisor treats me with respect.	86%	83%	3%
Q50. In the last six months, my supervisor has talked with me about my performance.	93%	91%	2%
EMPOWERING	59%	60%	-1%
Q2. I have enough information to do my job well.	70%	69%	1%
Q3. I feel encouraged to come up with new and better ways of doing things.	54%	55%	-1%
Q11. My talents are used well in the workplace.	62%	62%	0%
Q30. Employees have a feeling of personal empowerment with respect to work processes.	51%	54%	-3%

APPENDIX VII: Quarterly Diversity and Inclusion Dashboards

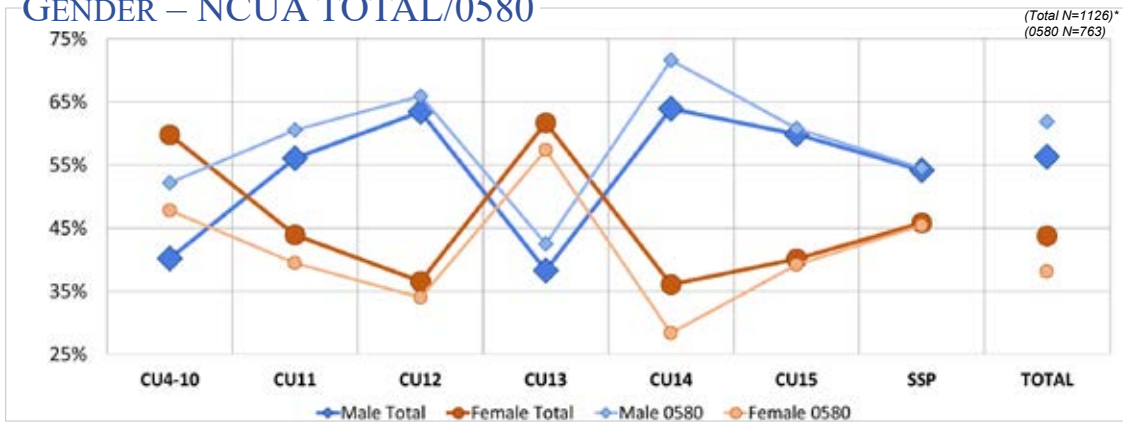


NCUA
National Credit Union Administration

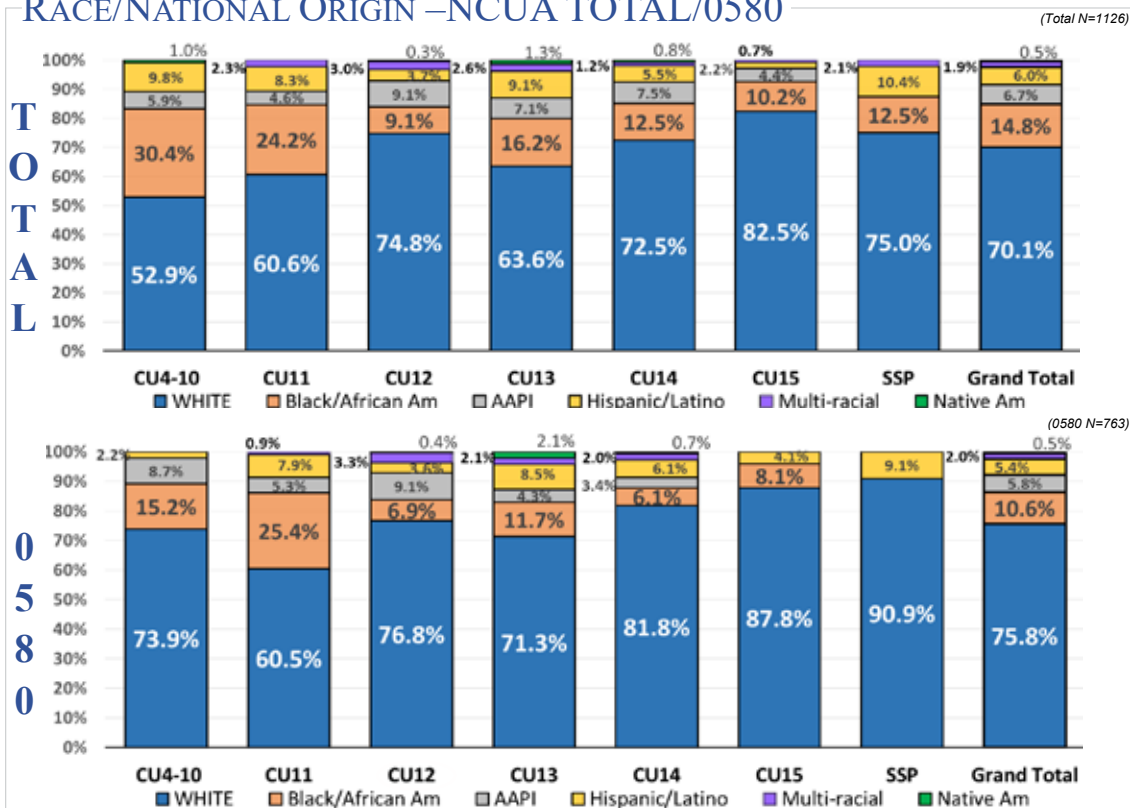
QUARTERLY DIVERSITY REPORT

NCUA TOTAL 4TH QUARTER CY 19

GENDER – NCUA TOTAL/0580



RACE/NATIONAL ORIGIN – NCUA TOTAL/0580



NOTE: Total NCUA does not include 3 executive staff.
NOTE: Circle indicates principal examiner (PE).
NOTE: Some columns may not total to 100% due to rounding.

Source:
HR Links as of December 30, 2019. Prepared by OMWI, NCUA.



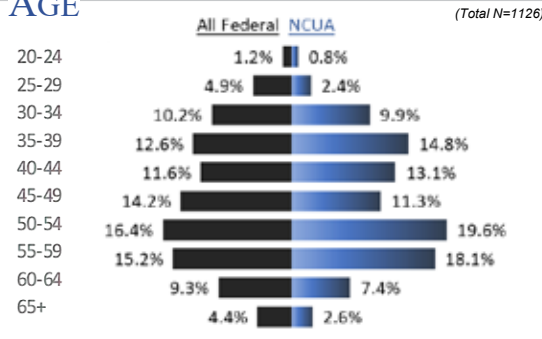
NCUA

National Credit Union Administration

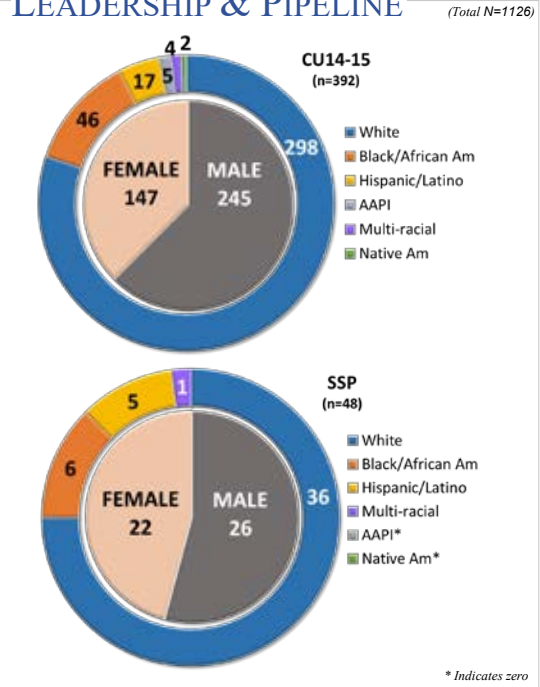
QUARTERLY DIVERSITY REPORT

NCUA TOTAL 4TH QUARTER CY 19

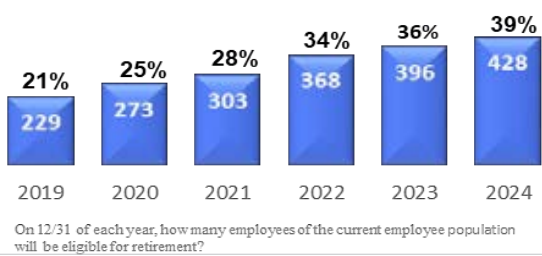
AGE



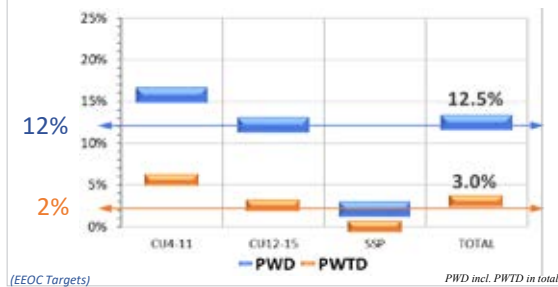
LEADERSHIP & PIPELINE



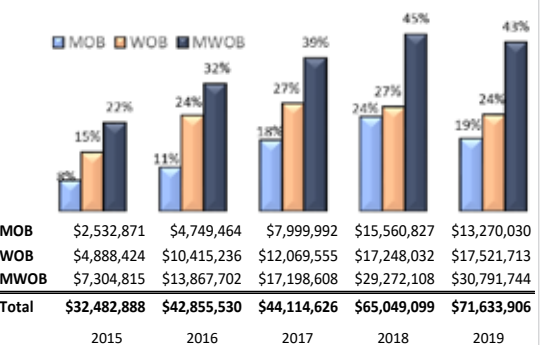
PROJECTED RETIREMENT



EMPLOYEES WITH DISABILITIES



NCUA SUPPLIER DIVERSITY



VETERANS



NCUA FEDERAL EMPLOYEE VIEWPOINT SURVEY

Response Count	Employee Engagement				Global Satisfaction	New Inclusion Quotient (New IQ)					
	Overall	Leaders Lead	Supervisors	Intrinsic Work Experience		Overall	Fair	Open	Cooperative	Supportive	Empowering
2019	891	69%	57%	79%	72%	65%	52%	67%	62%	83%	59%
2018	633	67%	56%	77%	70%	63%	53%	65%	57%	81%	60%
2017	665	69%	58%	77%	71%	65%	53%	67%	61%	81%	62%

NOTE: Total NCUA does not include 3 executive staff.

Source: HR Links as of December 31, 2019
Prepared by NCUA Office of Minority and Women Inclusion

APPENDIX VIII: NCUA Supplier Diversity Data

	NCUA Contract Awards									
	2019 Total	2019 Percent	2018 Total	2018 Percent	2017 Total	2017 Percent	2016 Total	2016 Percent	2015 Total	2015 Percent
Minority-OR women-owned	\$30,791,743	43.0%	\$29,272,108	45.0%	\$17,198,608	39.0%	\$13,867,702	32.4%	\$7,304,815	22.5%
Minority-owned	\$9,232,095	12.9%	\$12,024,076	18.5%	\$5,129,053	11.6%	\$3,452,466	8.1%	\$2,416,391	7.4%
Women-owned	\$17,521,713	24.5%	\$13,711,281	21.1%	\$9,198,616	20.9%	\$9,118,238	21.3%	\$4,771,944	14.7%
Minority AND women-owned	\$4,037,935	5.6%	\$3,536,751	5.4%	\$2,870,940	6.5%	\$1,296,998	3.0%	\$116,480	0.4%
Asian	\$7,183,304	10.0%	\$9,024,737	13.9%	\$5,188,342	11.8%	\$4,384,830	10.2%	\$2,259,626	7.0%
African American	\$5,609,710	7.8%	\$5,649,072	8.7%	\$2,572,675	5.8%	\$206,043	0.5%	\$102,395	0.3%
Hispanic	\$114,062	0.2%	\$289,898	0.5%	\$139,455	0.3%	\$158,592	0.4%	\$170,850	0.5%
Native American	\$362,954	0.5%	\$597,120	0.9%	\$99,520	0.2%	\$0	0.0%	\$0	0.0%
Other Minority	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Total Awards	\$71,633,906		\$65,049,098		\$44,114,626		\$42,855,530		\$32,482,888	

Note: Minority-owned breakdown by race also includes those that are both minority-owned and women-owned.

Source: NCUA

	NCUA Vendor Payments									
	2019 Total	2019 Percent	2018 Total	2018 Percent	2017 Total	2017 Percent	2016 Total	2016 Percent	2015 Total	2015 Percent
Minority-OR women-owned	\$31,724,606	42.8%	\$21,900,299	44.4%	\$16,153,043	39.8%	\$12,835,800	30.8%	\$9,156,066	25.5%
Minority-owned	\$11,957,939	16.1%	\$7,541,348	15.3%	\$4,206,277	10.4%	\$1,636,740	3.9%	\$2,136,645	5.9%
Women-owned	\$16,783,551	22.6%	\$11,389,904	22.6%	\$9,429,862	23.3%	\$9,975,393	24.0%	\$6,764,751	18.8%
Minority AND women-owned	\$2,983,116	4.0%	\$3,220,047	6.5%	\$2,516,904	6.2%	\$1,222,667	2.9%	\$254,670	0.7%
Total Paid	\$74,138,580		\$49,350,631		\$40,549,874		\$41,633,369		\$35,964,264	

Source: NCUA

APPENDIX IX: 2019 Credit Union Diversity Self-Assessment Results

Standard 1: Leadership/Organizational Commitment to Diversity and Inclusion

Credit unions with successful diversity policies and practices generally begin at the top, with leadership that demonstrates its commitment by promoting diversity and inclusion in both employment and contracting, and by fostering an organizational culture that embraces diversity and inclusion. This leadership includes the board of directors, senior officials, and staff managing the daily operations. The following best practices demonstrate an organizational commitment to diversity and inclusion:

In a manner reflective of our size and other characteristics, our credit union:	Yes	No
1. Has a written diversity and inclusion policy approved by senior leadership, including the board of directors and senior management.	42%	58%
2. Has a senior-level official with knowledge of and experience in diversity and inclusion policies and practices to oversee our diversity and inclusion strategies and initiatives.	60%	40%
3. Regularly conducts training and provides educational opportunities on equal employment opportunity and on diversity and inclusion.	61%	39%
4. Takes proactive steps to include a diverse pool of women and minorities or other diverse individual candidates for:		
a. Hiring, recruiting, retention, or promotion of employees.	83%	17%
b. Selection of board member candidates and senior management.	68%	32%
5. Includes diversity and inclusion considerations in our strategic plan for recruiting, hiring, retention, and/or promotion of our workforce.	68%	32%
6. Includes diversity and inclusion considerations in our strategic plan in contracting with vendors.	36%	64%
7. Provides regular (such as quarterly) progress reports on diversity and inclusion efforts to our board of directors or senior management.	27%	73%

Standard 2: Proactive Implementation of Employment Practices that Expand Outreach Efforts to Diverse Individuals

Credit unions that promote the fair inclusion of minorities, women, or other diverse individuals in their workforces proactively work to expand the applicant pool to include diverse candidates, create a culture that values the contribution of all employees and encourage a focus on these objectives when evaluating the performance of managers. The following best practices help promote diversity and inclusion in the workforce:

In a manner reflective of our size and other characteristics, our credit union:	Yes	No
1. Implements policies and practices to ensure equal employment opportunities for employees and applicants for employment.	71%	29%
2. Implements policies and practices that create or foster diverse applicant pools for employment opportunities. These may include:		
a. Conducting outreach to minority, women, or other diverse individuals. ¹	53%	47%
b. Conducting outreach to educational institutions serving significant or predominately minority, women, or other diverse student populations.	42%	58%
c. Participating in conferences, workshops, and other events that attract minorities, women, or other diverse individuals to inform them of employment and promotion opportunities.	56%	44%
3. Communicates employment opportunities through media reaching diverse populations, including publications or professional organizations and educational institutions predominantly serving minority, women, or other diverse populations.	36%	64%
4. Cultivates relationships with professional organizations or educational institutions that primarily serve minority, women, or other diverse individuals or organizations.	47%	53%
5. Evaluates our diversity and inclusion programs regularly, and identifies areas for future improvement.	47%	53%

¹ “Other diverse individuals or organizations” refer to those identified in your own established diversity and inclusion policies, which could encompass disabled persons, veterans, millennials, or lesbian/gay/bisexual/transgender individuals as examples.

In a manner reflective of our size and other characteristics, our credit union:	Yes	No
6. Uses analytical tools, including quantitative and qualitative data, to assess, measure, and track: ²		
a. Our workforce diversity at all levels, including supervisory and executive ranks, by race, ethnicity, gender, or other diverse categories.	55%	45%
b. The inclusiveness of our employment practices for hiring, promotion, career development, internships, or retention, by ethnicity, gender, or other diverse category.	44%	56%
7. Holds management accountable for diversity and inclusion efforts, for example by ensuring these efforts align with business strategies or individual performance plans.	32%	68%

² Other examples of analytical tools can be found in *NCUA's 2014 Office of Minority and Women Inclusion Congressional Report*.

Standard 3: Consideration of Supplier Diversity in Procurement and Business Practices

Credit unions can design and implement a supplier diversity policy and diversity practices to expand outreach for contracting opportunities to minority- and women-owned businesses. This involves providing opportunities for diverse businesses to bid on certain contracts or procurement activities (office supplies, promotional items, legal or accounting services) and informing these businesses on how to do business with your credit union. The goal is to develop a competitive advantage by having a broad selection of available and diverse suppliers to choose from with respect to factors such as price, quality, attention to detail, and future relationship building. The following best practices demonstrate a commitment to supplier diversity:

In a manner reflective of our size and other characteristics, our credit union:	Yes	No
1. Has a written supplier diversity policy that provides opportunities for minority- and women-owned businesses to bid to deliver business goods and services to us.	8%	92%
2. Has leadership support to incorporate supplier diversity into business planning cycles or initiatives.	29%	71%
3. Has an established policy to solicit bids from a certain number or percentage of qualified minority- and women-owned businesses.	2%	98%
4. Conducts targeted outreach specifically to inform minority- and women-owned businesses or affinity groups representing these constituencies of contracting opportunities and how to do business with us.	6%	94%
5. Uses metrics to identify a baseline and track:		
a. The total amount we spend annually buying and contracting goods and services.	21%	79%
b. The availability of relevant minority- and women-owned businesses to compete in our contracting opportunities.	4%	96%
c. The amount we spend with minority- and women-owned businesses.	3%	97%
d. The percentage of contract dollars awarded to minority- and women-owned businesses by race, ethnicity, and gender as compared to total contract dollars awarded for the calendar year.	1%	99%
e. The changes related to the above items over time.	3%	97%

In a manner reflective of our size and other characteristics, our credit union:	Yes	No
6. Implements practices that promote a diverse supplier pool, which may include:		
a. Participation in conferences, workshops, and other events that attract minority- and women-owned businesses to inform them of our contracting opportunities.	11%	89%
b. Maintaining a listing of qualified minority- and women-owned businesses that may bid on upcoming contracting opportunities.	6%	94%
c. Having an ongoing process to publicize our contracting opportunities.	3%	97%
7. Encouraging prime contractors to use minority- and women-owned subcontractors by incorporating this objective in their business contracts.	3%	97%

Standard 4: Promotion of Transparency of Diversity and Inclusion Practices

Transparency and communication are essential aspects of effective diversity policies and practices. Transparency does not require you to share confidential or proprietary information. Credit unions can communicate information about their diversity and inclusion efforts through normal business methods, such as displaying diversity and inclusion information on websites, in promotional materials, and in annual reports.

By communicating your commitment to diversity and inclusion, your plans for achieving diversity and inclusion, and the metrics to measure success in workplace and supplier diversity, you inform a broad constituency of current and potential members, employees, potential employees, suppliers, and the general community about your affirmative efforts to promote diversity and inclusion. The publication of this information can make new markets accessible for minorities, women, and other diverse groups, and illustrate the progress made toward an important business goal. Below are examples of best practices that promote transparency of your credit union's diversity and inclusion efforts:

In a manner reflective of our size and other characteristics, our credit union:	Yes	No
1. Periodically publishes information about our efforts to enhance diversity and inclusion, which may include:		
a. Demographic information on workforce composition (such as that found on an annual EEOC report.)	31%	69%
b. Demographic information on supplier diversity (contracting activities.)	2%	98%
c. Demographic information on the board members and other officials.	18%	82%
d. Information on sponsorships or partnerships with diverse organizations.	25%	75%
e. Other information on our diversity and inclusion efforts.	21%	79%
2. Makes the following information public:		
a. Our diversity and inclusion strategic plan.	8%	92%
b. Our policy on the credit union's commitment to diversity and inclusion in the workforce.	28%	72%
c. Our policy on the credit union's commitment to diversity and inclusion to supplier diversity.	4%	96%
d. Our efforts and progress toward achieving diversity and inclusion in our workforce and contracting activities.	9%	91%

In a manner reflective of our size and other characteristics, our credit union:	Yes	No
3. Publicizes opportunities that promote diversity and inclusion, which may include:		
a. Employment and internship opportunities.	44%	56%
b. Contracting opportunities.	5%	95%
c. Mentorship or developmental programs for employees.	25%	75%
d. Developmental programs for potential contractors.	3%	97%

Standard 5: Monitoring and Assessment of Diversity Policy and Practices

Credit unions with successful diversity policies and practices allocate time and resources to monitor and evaluate performance under their diversity policies and practices on an ongoing basis. The NCUA encourages credit unions to disclose their diversity policies and practices and related information to both NCUA and the public. Below are monitoring and self-assessment best practices:

In a manner reflective of our size and other characteristics, our credit union:	Yes	No
1. Conducts a self-assessment or evaluation of our diversity policies and practices annually.	50%	50%
2. Modifies our diversity policies and practices based on the results of the self-assessment or evaluation of our diversity policies and practices.	39%	61%
3. Provides information pertaining to the self-assessment or evaluation of our diversity policies and practices to the NCUA's OMWI director annually.	18%	82%
4. Publishes information pertaining to our assessment of our diversity policies and practices.	9%	91%



Office of Minority and Women Inclusion
1775 Duke Street
Alexandria, VA 22314
703 518-1650
omwimail@ncua.gov

NCUA.gov

