



NCUA
National Credit Union Administration

2021 OMWI Report to Congress

March 2022

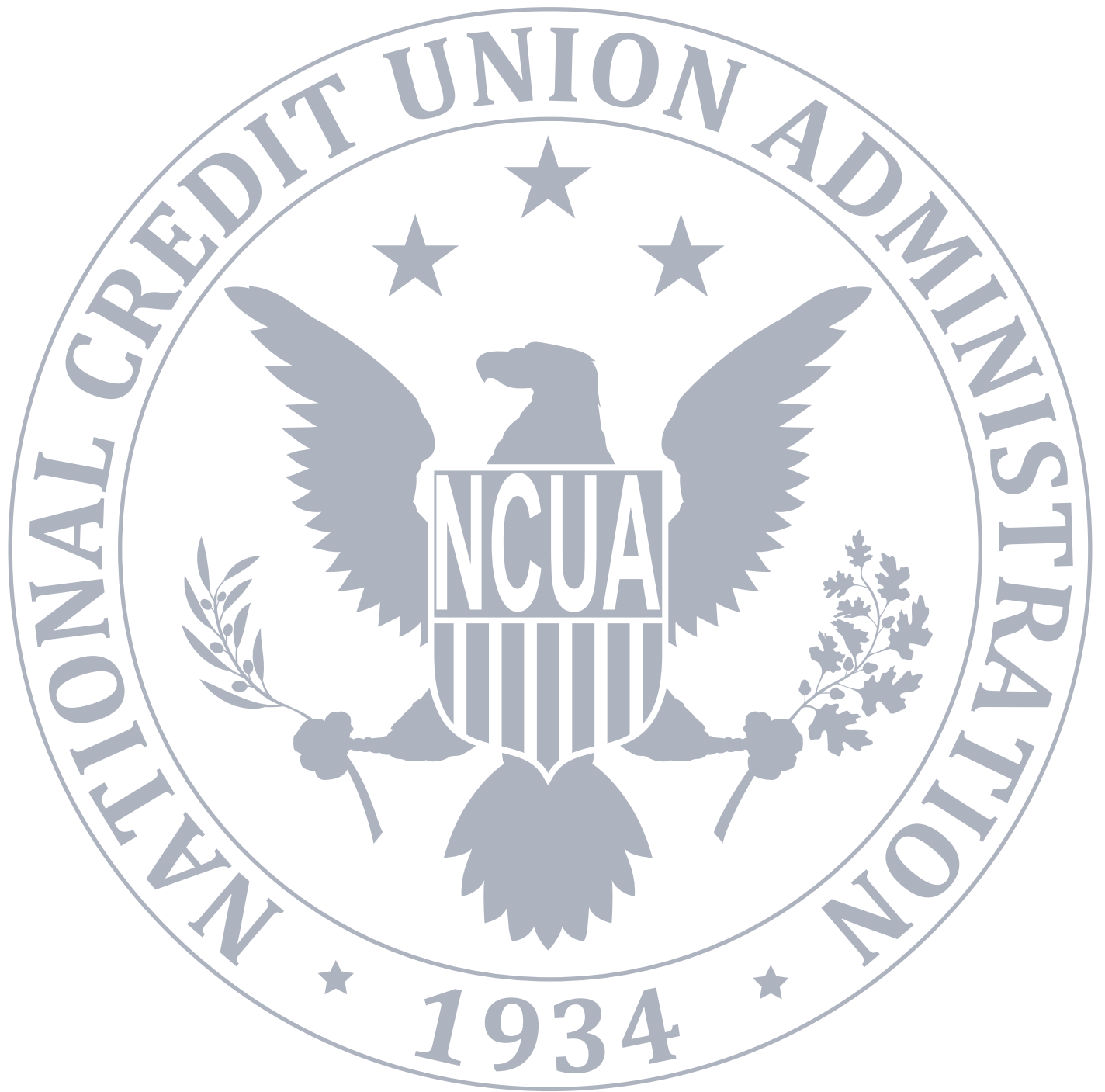


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Message from the Chairman



At the National Credit Union Administration, we believe that diversity is a strength that we must nurture and grow. And, each day we work to enhance diversity, equity, inclusion, and belonging not only within the agency, but also across the entire credit union system.

This Annual Report to Congress by our Office of Minority and Women Inclusion (OMWI) includes an overview of the diversity and inclusion efforts and initiatives within the NCUA throughout 2021, including our efforts to increase awareness within the system. This report also reflects the agency's long-standing commitment to diversity, equity, and inclusion as core values reflected in our policies and practices. The work highlighted in this report further demonstrates in a very real way that the diverse perspectives, skills, and talents of a workforce are invaluable.

At their core, diversity, equity, and inclusion are far more than policies and principles. They are foundational practices and behaviors that must be acted upon. They are necessary for the success of the credit union system and are vital to strategy, sustainable growth, innovation, talent acquisition, and employee retention in the industry.

Of course, intentions are meaningless without concrete actions and behaviors. The credit union industry can advance diversity, equity, and inclusion not by talking about them as concepts or principles, but by acting on them internally within their organizations, externally with their members, and even more broadly, within the promise of the broader credit union movement itself.

The NCUA is committed to advancing diversity, equity, and inclusion in credit unions. Last year, we hosted the second Diversity, Equity, and Inclusion Summit, attracting more than 800 participants throughout the credit union industry. Sessions during the summit featured leaders from credit unions of all sizes, from across the United States, and with a broad spectrum of backgrounds and experience. We also invited financial service industry professionals, academics, and thought leaders to be part of the event.

Our theme, **DEI: From Intention to Action**, focused participants on actionable steps they can take in their credit unions to create a more inclusive environment, attract more diverse members and employees, and provide equitable financial services solutions that create a sense of belonging for everyone who wants to be part of America's system of cooperative credit.

The NCUA is also committed to supporting minority- and women-owned businesses through our supplier diversity program. In 2021, the NCUA continued to focus on identifying and inviting minority- and women-owned businesses to compete for all NCUA contracts, including our largest projects, which offer excellent participation opportunities to minority- and women-owned businesses. As a result of these efforts, 36.8 percent of the NCUA's contract dollars in 2021 were awarded to minority- and women-owned businesses, and 39.4 percent of contract spending went to these vendors, as well.

The NCUA also supports workforce diversity, equity, and inclusion efforts through robust programming including training, outreach and recruitment, employee resource groups, special emphasis programs and more. OMWI hosts diversity- and inclusion-related events for employees at least once every month and often multiple times per month.

We continue to make advances in attracting, hiring, and retaining a diverse workforce, and have made considerable progress in the area of employees with disabilities. Last year, two out of five new hires were people of color. Additionally, we exceeded the federal employment goals by 5.4 percentage points for employees with disabilities and 2.5 percentage points for employees with targeted disabilities. Additionally, sixty percent of participants in leadership development programs were female, reflecting the NCUA's commitment to ensuring equitable opportunities in its leadership pipeline.

Nevertheless, we recognize that we must continue to advance diversity, equity, inclusion, and belonging in 2022. As such, OMWI will focus on coordinating the plans for a targeted barrier analysis to identify challenges in the hiring and retention of women and Hispanic employees within the agency. We will also strive to increase the diversity of the agency's executive ranks. And, we will refine the implementation of our employee resource group program and further the work of the NCUA's Culture, Diversity, and Inclusion Council.

In closing, I would like to thank my colleagues, Vice Chairman Kyle S. Hauptman and Board Member Rodney E. Hood, for their steadfast support for diversity, equity, and inclusion at the NCUA. The NCUA is more committed than ever to advancing diversity, equity, and inclusion in its workforce, through its business activities, and within the credit union system. For the year ahead, I look forward to another year of continued progress and accomplishments in this critical work.



Todd M. Harper
Chairman

Introduction

The National Credit Union Administration'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. As required, this 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.

OMWI Vision:

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

OMWI Mission:

Promote diversity within the NCUA and the credit union system and ensure equal opportunity in the NCUA's employment and business activities.

National Credit Union Administration

The NCUA is the independent federal agency created by the U.S. Congress to regulate, charter, and supervise federal credit unions. With the backing of the full faith and credit of the United States, the agency administers the National Credit Union Share Insurance Fund, which insures the deposits of more than 129.6 million credit union account holders in all federal credit unions and the overwhelming majority of state-chartered credit unions.

The agency's mission is to protect the system of cooperative credit and its member-owners through effective chartering, supervision, regulation, and insurance.

Office of Minority and Women Inclusion

OMWI 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 OMWI Director reports directly to the NCUA's Chairman.

Workforce Diversity and Inclusion

Demographics

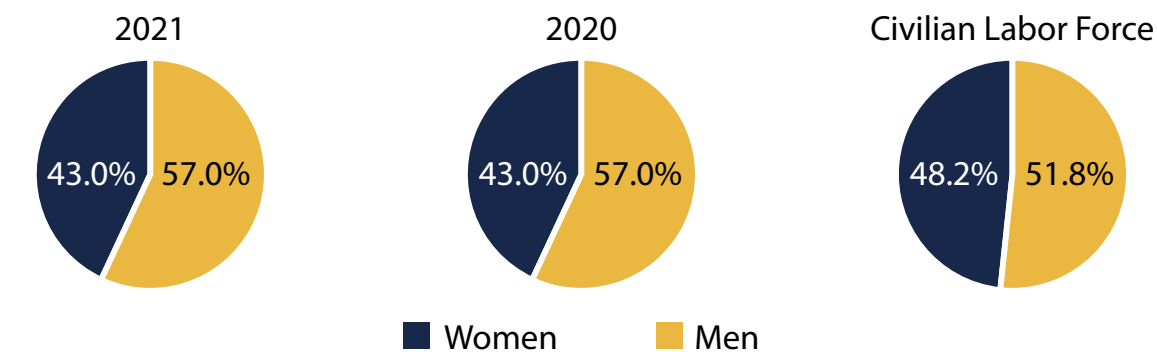
The NCUA benchmarks its workforce composition against the national Civilian Labor Force (CLF) as defined by the Equal Employment Opportunity Commission (EEOC). The national CLF uses the most recently available U.S. Census data, currently from 2010. CLF data from the 2020 census is not yet available. The CLF reflects people 16 years of age and older, employed or actively seeking employment, but not serving in the military or institutionalized. The NCUA also uses Occupational Civilian Labor Force (OCLF) data for benchmarking. The OCLF 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

As of December 31, 2021, the NCUA's workforce consisted of 1,152 employees. This is a net increase of 0.3 percent over the 1,149 employees reported as of December 31, 2020.

Gender

As shown in Figure 1, women represent 43.0 percent of the NCUA's workforce—unchanged from last year. This remains below the EEOC's CLF benchmark of 48.2 percent. Over the past five years, this number has steadily declined in small increments. See [Appendix I](#) for detailed data. The female-to-male ratio at the NCUA (0.75) continues to be below the CLF ratio (0.81).



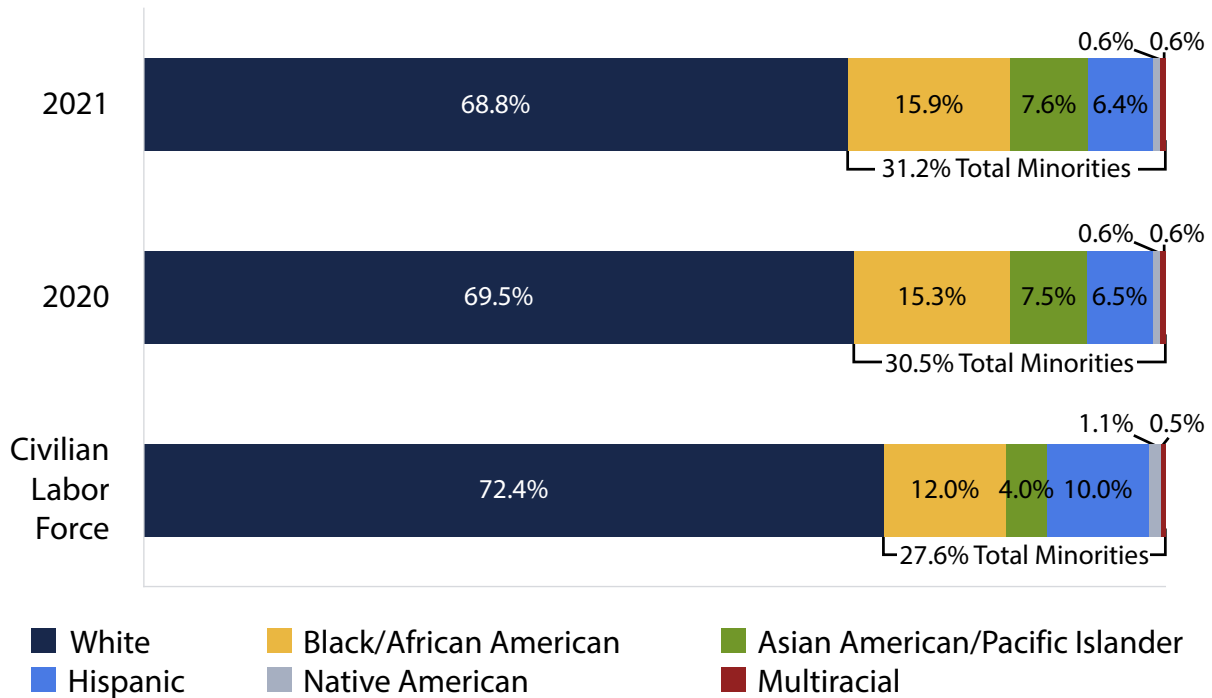
Source: NCUA
Figure 1

Race and Ethnicity

Minority representation was slightly higher in 2021 (31.2 percent), compared to 30.5 percent in 2020 (see Figure 2).¹ Notably, the NCUA continues to exceed the CLF in the Black/African American, Asian American and Pacific Islander, and Multiracial categories. The NCUA's Hispanic population continues to be an underrepresented group as compared to the CLF with representation figures that remained similar to those in 2020. Other groups in the agency showing less-than-expected workforce representation when compared to the CLF are Native

¹ Percentages may not total to 100 percent due to rounding.

Americans and Native Hawaiians or Other Pacific Islanders (included in Asian American/Pacific Islander due to very small numbers).



Source: NCUA
Figure 2

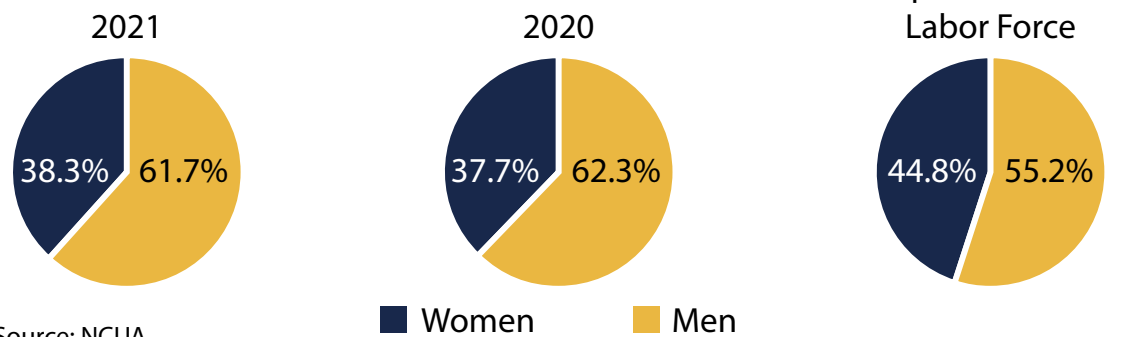
Major Occupations

The credit union examiner series is the principal occupation at the NCUA, accounting for 780 employees, or 67.7 percent of the agency’s workforce. This percentage of the agency’s workforce has remained consistent across multiple reporting years.

Figure 3 and Figure 4 compare the percentages of employees in the credit union examiner series based on gender and race or ethnicity for 2020 and 2021. These figures compare the percentages of employees in the credit union examiner series against the OCLF, which provides an estimated relevant comparison of United States workforce occupations like those in the examiner job series.

Gender

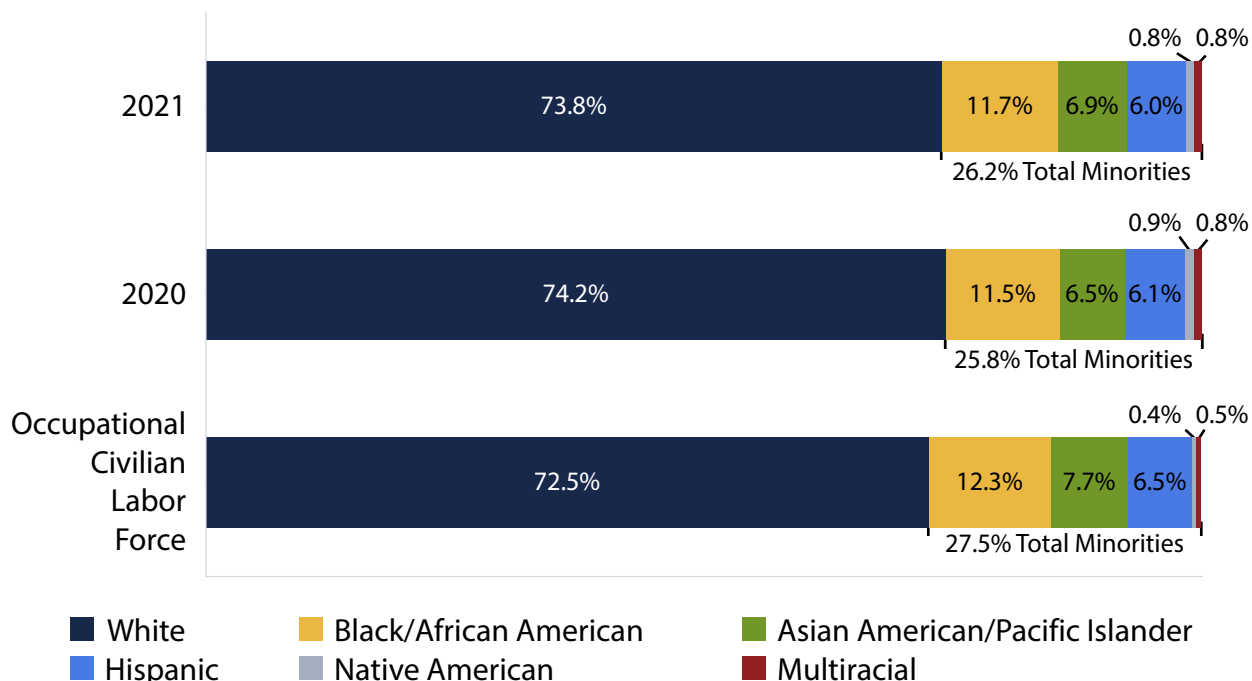
Representation of women among examiners in 2021 was similar to 2020 (see Figure 3). The examiner workforce continues to have a lower ratio of women compared with the overall NCUA workforce, with a female-to-male ratio of 0.62 versus 0.75. Comparing the credit union examiner workforce to the OCLF reveals an even greater gap, with a female-to-male ratio of 0.62 versus 0.81. At parity, the female-to-male ratio would be 1.0.



Source: NCUA
Figure 3

Race and Ethnicity

At 26.2 percent in 2021, the minority population among credit union examiners is 5.0 percentage points lower than the total NCUA minority population of 31.2 percent. This is similar to the 25.8 percent reported in 2020. Compared with the total workforce, the examiner series has lower representation across most minority groups, although only the Black/African American group is statistically significant due to small numbers of Asian Americans and Pacific Islanders and Hispanics. Groups that show the expected level of representation, or higher, are Native Americans and Multiracial.² The examiner series shows a similar pattern when compared with the OCLF.



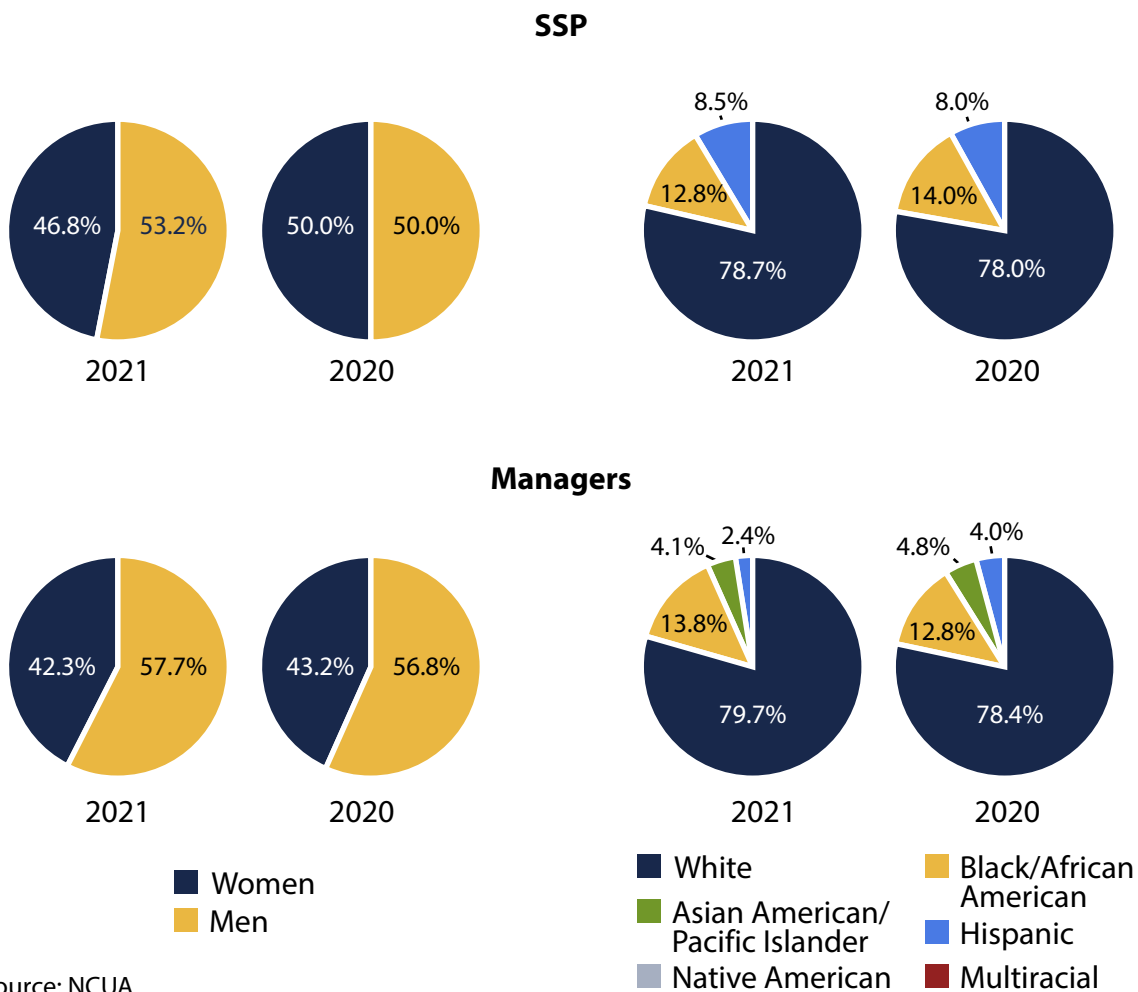
Source: NCUA
Figure 4³

² These are very small populations, overall.
³ Percentages may not total to 100 percent due to rounding.

Executives and Managers

Executives, excluding NCUA Board Members, are employees in positions identified as senior staff positions (SSP). These individuals accounted for 47 employees, or 4.1 percent of the workforce, which has been consistently similar for the past several years. The percentage of minorities in senior staff positions in 2021, at 21.3 percent, remains consistent with the 2020 percentage of 22.0 percent (see Figure 5). Representation of women SSPs decreased, from 50 percent in 2020 to 46.8 percent in 2021.

Managers include all supervisory staff who are not executives (supervisors who are part of the CU pay scale, versus SSP). This group accounted for 123 employees, or 10.7 percent of the workforce in 2021, similar to 10.9 percent of the NCUA workforce in 2020. Women represented 42.3 percent of all managers in 2021, which is similar to 43.2 percent reported in 2020. Minorities represented 20.3 percent of managers, which is slightly lower than 21.6 percent in 2020, although this is not significant due to the small population.



Source: NCUA
Figure 5

Pipeline Distribution

The NCUA routinely reviews the diversity of the agency’s pipeline in three grade range categories: CU12 and below, CU13 to CU15, and SSPs (see Figure 6). The percentage of minorities in CU12 and below positions has

trended upward since 2019, while the CU13 to CU15 full-time employees shows a slight decrease over time. The number of women in CU-12 and below was slightly lower than reported in 2020, while the number of female employees in CU-13 to CU-15 positions slightly increased. While the increase is not significant, the NCUA will continue to observe the trend. The number of women holding an SSP in 2021 declined by three between 2020 and 2021, consistent with the decline in total SSPs from 50 in 2020 to 47 in 2021.

| NCUA WorkForce Pipeline Diversity | | | | | | | | | | |
|--|------------------------|-------------------------|------------------------|-------------------------|------------------------|-------------------------|------------------------|-------------------------|------------------------|-------------------------|
| CU-12 & below | 2021 number | 2021 percent | 2020 number | 2020 percent | 2019 number | 2019 percent | 2018 number | 2018 percent | 2017 number | 2017 percent |
| Women | 221 | 41.4% | 230 | 42.4% | 228 | 42.9% | 233 | 43.6% | 252 | 45.0% |
| Black/African American | 98 | 18.4% | 97 | 17.9% | 92 | 17.3% | 96 | 18.0% | 102 | 18.2% |
| Asian American/Pacific Islander | 45 | 8.4% | 42 | 7.7% | 43 | 8.1% | 42 | 7.9% | 40 | 7.1% |
| Hispanic | 41 | 7.7% | 40 | 7.4% | 32 | 6.0% | 38 | 7.1% | 28 | 5.0% |
| Native American | 3 | 0.6% | 3 | 0.6% | 3 | 0.6% | 3 | 0.6% | 3 | 0.5% |
| Multiracial | 6 | 1.1% | 5 | 0.9% | 5 | 0.9% | 5 | 0.9% | 8 | 1.4% |
| Total Minorities | 193 | 36.2% | 187 | 34.5% | 175 | 32.9% | 184 | 34.5% | 181 | 32.2% |
| CU-13 to CU-15 | 2021 number | 2021 percent | 2020 number | 2020 percent | 2019 number | 2019 percent | 2018 number | 2018 percent | 2017 number | 2017 percent |
| Women | 252 | 44.4% | 239 | 43.2% | 242 | 44.3% | 232 | 44.3% | 231 | 43.9% |
| Black/African American | 78 | 13.7% | 71 | 12.8% | 73 | 13.4% | 63 | 12.0% | 64 | 12.2% |
| Asian American/Pacific Islander | 43 | 7.6% | 44 | 8.0% | 39 | 7.1% | 37 | 7.1% | 32 | 6.1% |
| Hispanic | 29 | 5.1% | 31 | 5.6% | 31 | 5.7% | 31 | 5.9% | 28 | 5.3% |
| Native American | 1 | 0.2% | 4 | 0.7% | 5 | 0.9% | 4 | 0.8% | 5 | 1.0% |
| Multiracial | 4 | 0.7% | 2 | 0.4% | 2 | 0.4% | 2 | 0.4% | 1 | 0.2% |
| Total Minorities | 155 | 27.3% | 152 | 27.5% | 150 | 27.5% | 137 | 26.2% | 130 | 24.8% |
| Senior Staff | 2021 number | 2021 percent | 2020 number | 2020 percent | 2019 number | 2019 percent | 2018 number | 2018 percent | 2017 number | 2017 percent |
| Women | 22 | 46.8% | 25 | 50.0% | 22 | 45.8% | 24 | 45.3% | 22 | 43.1% |
| Black/African American | 6 | 12.8% | 7 | 14.0% | 7 | 14.6% | 6 | 11.3% | 5 | 9.8% |
| Asian American/Pacific Islander | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 1 | 2.0% |
| Hispanic | 4 | 8.5% | 4 | 8.0% | 5 | 10.4% | 4 | 7.5% | 2 | 3.9% |
| Native American | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| Multiracial | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| Total Minorities | 10 | 21.3% | 11 | 22.0% | 12 | 25.0% | 10 | 18.8% | 8 | 15.7% |

Source: NCUA

Figure 6

New Hires and Separations

During the 2021 calendar year, the NCUA hired 92 new staff members, a slight decrease from 94 new hires in 2020. Of these new hires, five (5.4 percent) were hired using Schedule A authority, and eleven (12.0 percent) reported having a disability. Of the new employees in 2021, 43.5 percent were women (slightly up from 37.3 percent in 2020) and 42.4 percent were minorities, similar to 41.5 percent in 2020. The percentage of underrepresented employees hired in 2021 is higher than the respective representation within the current NCUA workforce (31.2 percent).

| 2021 New Hires/Seperations | | | | |
|--|-----------------|------------------|-------------------|--------------------|
| Demographic Group | New Hire number | New Hire percent | Separation number | Separation percent |
| Women | 40 | 43.5% | 41 | 43.2% |
| Men | 52 | 56.5% | 54 | 56.8% |
| White | 53 | 57.6% | 61 | 64.2% |
| Black/African American | 22 | 23.9% | 15 | 15.8% |
| Asian American/Pacific Islander ⁴ | 11 | 12.0% | 11 | 11.6% |
| Hispanic | 5 | 5.4% | 7 | 7.4% |
| Native American | 0 | 0.0% | 0 | 0.0% |
| Multiracial | 1 | 1.1% | 1 | 1.1% |
| Overall Total | 92 | | 95 | |
| Total Minorities | 39 | 42.4% | 34 | 35.8% |

Source: NCUA

Figure 7

Voluntary separations accounted for 93.7 percent of total separations in 2021, similar to prior years. Separations included 12 individuals reporting a disability, representing 13.5 percent of departing employees. Retirements accounted for more than half of total separations (53.7 percent), up from 37.7 percent in 2020, driving the separation trend for 2021. For non-retirement separations, 14.7 percent of all separated employees transferred to other government agencies, down from 22.0 percent in 2020; 25.3 percent resigned from federal service, down from 31.2 percent in 2020; 1.1 percent had their appointments expire; and 6.3 percent were involuntary separations. In 2021, there were no separations due to death.

Women comprised 43.2 percent of the total separations in 2021, similar to 44.2 percent compared to the previous year. Involuntary separations were split equally between women and men. Men were more likely to leave for a position at another agency than women (16.7 percent versus 12.2 percent).

⁴ Includes Native Hawaiians and Other Pacific Islanders.

When comparing the grades of new hires, 53.7 of women hired were grades CU-9 or above, compared to 73.0 percent of men. Further analysis shows 35.0 percent of women hired were grade CU-11 or higher compared with approximately half (49.0 percent) of men hired. These differences are not significant but are worth noting for future pipeline trending.

Individuals with Disabilities

Since 2017, the NCUA has consistently exceeded the federal employment rate goals for employees with disabilities and for employees with targeted disabilities. In 2021, NCUA leadership and OMWI encouraged its workforce to review and update their individual disability status. As a result, more individuals updated their disability status in the personnel system. This resulted in an increase in the percentage of individuals reporting disabilities to 17.4 percent, and 4.5 percent reporting targeted disabilities, compared to 15.4 percent and 4.2 percent respectively in 2020 (see Figure 8). It is expected that continued outreach and encouragement for existing employees to review and update disability status will ultimately result in even greater representative data to inform the NCUA’s programs.

| Employees with Disabilities | | | | | | | | | | | |
|--------------------------------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|
| | Federal Goal | 2021 number | 2021 percent | 2020 number | 2020 percent | 2019 number | 2019 percent | 2018 number | 2018 percent | 2017 number | 2017 percent |
| Employees with Disabilities (Total) | 12% | 200 | 17.4% | 177 | 15.4% | 141 | 12.5% | 142 | 12.8% | 160 | 14.0% |
| Employees with Targeted Disabilities | 2% | 52 | 4.5% | 48 | 4.2% | 34 | 3.0% | 34 | 3.1% | 39 | 3.4% |

Source: NCUA

Figure 8

The NCUA continues to surpass the government’s goals for its onboard percentage of people with disabilities and targeted disabilities. OMWI and the Office of Human Resources (OHR) collaborated throughout the year to continually broaden awareness within the agency of these under-leveraged communities. Both offices collaborate on recruitment outreach events with a focus on targeting those with skill sets in finance, accounting, management, and human resources to ensure a continual increase in talented and diverse applicants to the NCUA’s applicant pool.

Accomplishments

Policy Statements

NCUA Chairman Todd M. Harper confirmed his commitment to equal employment opportunity, diversity, inclusion, and belonging by issuing new policy statements to all NCUA employees in 2021. Chairman Harper also expanded the breadth of the diversity and inclusion statement to include belonging. This resulted in the agency and OMWI placing a greater emphasis on intentionally ensuring employees feel a sense of belonging within the agency. These statements are included as appendices II and III.

Culture, Diversity, and Inclusion Council

The agency's Culture, Diversity, and Inclusion Council (CDI Council) includes employee representatives at all levels (for example, executives, supervisors, and non-supervisors from multiple grade levels) and a diverse spectrum of functional areas (such as the examination 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, and experience). A National Treasury Employees Union representative is also a member. In addition, CDI Council membership includes up to eight presidents of the agency's employee resource groups.

The goals of the Council are to identify and advance a positive, high performing organizational culture that will allow the agency to achieve its mission; support the agency's strategic goal of attracting, engaging and retaining a highly skilled, diverse workforce and cultivating an inclusive environment; and assist and advise leadership on implementation of strategic diversity and inclusion priorities.

Employee Programs

Employee Resource Group Network

The NCUA's employee resource group (ERG) network continued to evolve while adapting to challenges posed by the COVID-19 pandemic. In 2021, ERGs continued to serve as a bridge connecting group members and other NCUA employees by providing resources, coordinating special presentations, and creating a support system to help navigate the vast changes brought about by the pandemic.

As of December 2021, ERGs reported 293 employees are members of one or more groups representing 25.4 percent of NCUA employees. This continues to position the agency well above the industry-standard ERG membership goal of 10 percent of an organization's total workforce. In addition to providing essential tools and support to members, the NCUA's ERGs successfully engaged employees in more than 40 initiatives designed to provide professional development, encourage networking, and spur employee retention. The NCUA's ERGs continue to contribute in meaningful ways to foster a more inclusive work environment for all employees.

Impact Framework

To guide the overall structure, effectiveness, and impact of ERGs, the NCUA follows the 4C model™, a comprehensive assessment and alignment strategy. The 4C model focuses on four key elements vital to ERGs' success:

- **Career:** Help members enhance their careers through strong professional development efforts and serve as a talent engine for the organization.
- **Commerce:** Assist ERGs in developing initiatives and efforts to drive business results.
- **Culture:** Have a positive impact on members by enhancing their sense of a common bond through shared identity or interests.
- **Community:** Help members identify initiatives aimed at community outreach and collaborating with others.

These elements allow ERGs to plan and execute their activities and assess the current state, effectiveness, and impact of their work, while supporting the agency's diversity and inclusion strategic goals.

Accomplishments

| ERG | Accomplishments |
|-------------------|--|
| APIC | <ul style="list-style-type: none"> • Held <i>Generation Rising</i> movie club (April 28) • Began development of a cookbook • Collaborated on OMWI Talk Special Edition: Race, Struggle & Solidarity - Bias and Violence against Asian Americans and Pacific Islanders (April 1) |
| CULTURA | <ul style="list-style-type: none"> • Led “Café con Leche” presentations: <ul style="list-style-type: none"> ◦ Interview Tips and Tricks (April 21) ◦ Access Initiative (June 24) • Issued Quarterly Newsletters (3 issues as of November 2021) • Held ¡AHORA! inter-agency ERG Network “Cafecito” sessions (April 23 and May 7) • Held ¡AHORA! inter-agency panel for National Hispanic Heritage Month (Oct 20) • Facilitated “Charla” event (February 11) |
| MPower | <ul style="list-style-type: none"> • Held Authoring Accessible Content workshop (January 12) • Led Self-Advocacy in the Workplace discussion (April 7) |
| NCUA PRIDE | <ul style="list-style-type: none"> • Facilitated film club meetings: <ul style="list-style-type: none"> ◦ <i>Prom</i> (February 10) ◦ <i>Uncle Frank</i>, (May 18) ◦ <i>The Committee</i> (September 17) ◦ <i>Welcome to Chechnya</i> (November 18) • Hosted Pride in the Federal Workplace inter-agency panel (March 22) • Issued 2021 Pride Month Newsletter (June 8) • Held <i>CURED</i> documentary screening and panel in honor of LGBT History Month (October 26) |
| SWAN | <ul style="list-style-type: none"> • Facilitated Career Development Series: <ul style="list-style-type: none"> ◦ Coaching with Sheneé Turner, OPM-certified Federal Coach (May 12) ◦ Application & Interview Best Practices (March 17) • Held <i>Emotional Intelligence</i> workshop for members (August 4) • Collaborated with MPower on <i>Self-Advocacy in the Workplace</i> discussion (April 7) |
| Umoja | <ul style="list-style-type: none"> • Issued 2021 Juneteenth Newsletter for members (June 11) • Hosted presentations during membership meetings to include National Black History Month facts |
| VANS | <ul style="list-style-type: none"> • Coordinated presentation for officers featuring University of Central Florida film producer Lisa Mills (June 15) • Developed March 2021 newsletter and Military Moments content • Hosted <i>I am Vanessa</i> presentation with Marine Captain (Ret.) Queta Rodriguez (April 28). • Developed 2021 Veterans Day Wall of Honor and slides |

Figure 9

NCUA's Employee Resource Groups*



APIC: Asian Pacific Islander Connection (25 members) This group's mission is to promote cultural awareness to foster a sense of community among Asian American and Pacific Islander employees and understanding and appreciation of the Asian American and Pacific Islander culture by all NCUA colleagues. The group seeks to help open more career development and professional opportunities for Asian Americans and Pacific Islanders within the NCUA's ranks and leadership positions.



CULTURA: Creating Unity, Learning to Understand, Recognizing All (67 members) CULTURA is the Hispanic and Latino employee resource group. CULTURA's goals include fostering a diverse and inclusive workforce by developing Latino leadership; bridging the connection between field and support staff; providing professional and career development opportunities; building cultural awareness; and supporting retention of Latino employees.



MPower: Employees with Disabilities (30 members) MPower's mission is to recognize and increase awareness and acceptance of employees who have a disability and those who have a family member or other loved ones who have disabilities (temporary or permanent). The group seeks to promote a supportive and accepting environment, provide assistance in achieving and celebrating the full inclusion of all employees and enhance understanding and awareness of the benefits that diversity brings to build and sustain a strong and thriving workforce.



NCUA PRIDE: People Recognizing Individual Differences Equally (46 members) NCUA PRIDE is the agency's group supporting the LGBTQ+ community. The resource group is committed to providing a safe and supportive environment for members, providing LGBTQ+-relevant informational resources, supporting members' career development, serving as an advocate to help the NCUA become more LGBTQ+-inclusive, and supporting outreach efforts both within and outside the agency.



SWAN: Supporting Women At NCUA (100 members) 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 (89 members) Recognizing a common African ancestry, embraces the principle of Umoja or 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 (60 members) This ERG is for employees who have served in the military or those who support the 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.

* An employee may be a member of more than one ERG.

In addition, all ERGs continued to lend support to OMWI on the coordination of the [2021 Special Emphasis Program](#) observances.

Program Support

Continued support from OMWI helped ERGs thrive and grow. This included:

- Consulting during new ERG formation and planning;
- Connecting individual groups and subject matter experts for special projects;
- Ongoing maintenance of ERG intranet sites to make program promotion and documentation consistent and accessible across groups;
- Assisting in logistics and funding for kickoff events and ongoing efforts;
- Assisting in developing Diversity and Inclusion Plans for each group and identifying appropriate metrics;
- Expanding ERG program visibility through coordination of posts about ERG members' experiences on the NCUA's social media platforms (Facebook and LinkedIn).
- Promoting the program on other available platforms such as SharePoint, newsletters, meetings, and NCUA-wide events;
- Engaging in quarterly check-ins with ERGs to identify challenges and areas of opportunity; and
- Providing quarterly updates and regular meetings with executive sponsors and officers to discuss activities, requests, and additional support.

In 2021, OMWI also completed its second ERG Annual Report, which included a summary of accomplishments, challenges, and areas of opportunity. The report included an overview of the current state and helped OMWI identify the next steps to advance the program. Lastly, OMWI hosted its first ERG Awards Ceremony on December 1, 2021, to recognize the accomplishments of ERG officers and members.

Special Emphasis Program

The NCUA's Special Emphasis Program (SEP) is a significant component of the agency's effort to build inclusion and understanding. SEP activities supported the following [2018–2022 Diversity and Inclusion Strategic Plan](#) goals:

- **Workforce diversity:** Sustain a skilled, highly engaged, and diverse workforce at all levels, including leadership (goal 1)
- **Inclusion:** Cultivate an inclusive workplace where employees' unique talents, skills, and perspectives are valued and leveraged (goal 2)

SEP activities included eight annual observances to provide employees the opportunity to appreciate diversity through activities geared toward raising awareness, highlighting achievements, increasing knowledge, and addressing any identified barriers to the full employment and inclusion of all NCUA employees. Commemorative activities conducted for these observances were educational and employment related.

For each observance, OMWI hosted an event that featured a guest speaker who provided a presentation on their experiences and insights into how to be more intentionally inclusive in the workplace. Topics covered in 2021 included:

- Historic events and lessons learned;
- Diversity, equity, and inclusion efforts;
- Career development, retention, and recruitment efforts; and
- Cultural educational resources.

These events were supported by the agency’s ERGs. ERG members developed observance-related newsletters, highlighted diverse employees on social media and the agency’s intranet, and provided educational presentations and resources in alignment with each commemoration. Details of each event appear in Figure 10.

| Observance and Month | Event Title | Speaker |
|---|--|---|
| National Black History Month , February (est. by Public Law 99-244) | <i>Half American: The Epic Story of Black Americans Fighting World War II at Home and Abroad</i> | Matthew Delmont , historian and Dartmouth College professor |
| National Women’s History Month , March (est. by Public Law 100-9) | <i>Women’s Suffrage Movement: How Women Won the Vote</i> | Johanna Neuman , award-winning author, historian, and former journalist |
| Asian American and Pacific Islander Heritage Month , May (est. by Title 36, U.S. Code, Section 102) | <i>The Girl in the Picture</i> | Phan Thi Kim Phuc , known as the Vietnam War’s “Napalm Girl” |
| Pride Month , June | <i>Coming Out & Working Through: An Honest Conversation about Sexual Identity, Gender, and Families</i> | Kristin Russo , writer, speaker, and educator on LGBTQ+ issues |
| National Hispanic Heritage Month , September (est. by Title 36, U.S. Code, Section 126) | <i>Afro-Latinos: Glory and Greatness, Radiance and Resilience</i> | Kim Haas , executive producer and host of the PBS travel show, Afro-Latino Travels with Kim Haas |
| National Disability Employment Awareness Month , October (est. by Title 36, U.S. Code, Section 121) | <i>I’m More Than My Dwarfism</i> | Becky Curran Kekula , motivational speaker and inclusion advocate |
| Veterans Day Observance , November (est. by Public Law 380-250) | <i>The Fewer, The Prouder: Minorities and Women in the Military</i> | Queta Rodríguez , retired U.S. Marine Corps captain and regional director, FourBlock |
| National American Indian/ Alaska Native Heritage Month , November (est. by Public Law 103-462) | <i>Honoring the Legacy of Native Americans in the U.S. Armed Force: The National Native American Veterans Memorial</i> | Rebecca Trautmann , National Native American Veterans Memorial, and Betsy Gordon , National Museum of the American Indian |

Figure 10

OMWI Talks

Since 2017, the NCUA has hosted a series of informal, facilitated, and open discussions about sensitive, diversity-related topics. These conversations, OMWI Talks, give employees a safe space to discuss differences, broaden awareness and understanding of others, and learn how to manage the challenges diversity can create in the workplace.

In 2021, OMWI continued the series with monthly conversations to address financial disparity, gender disparity, racism, and other relevant topics. Each event attracted more than 200 participants and was facilitated by a member of the NCUA's senior leadership team including the Board Chairman, the chief of staff, and the executive director. The NCUA will continue to host OMWI Talks in 2022.

VIBE

VIBE is an ongoing campaign to improve the NCUA's culture by encouraging employees to make a conscious, deliberate effort to adopt inclusive behaviors and habits. VIBE launched in early 2018 and continues to play a role in creating a sense of belonging among NCUA employees. The initiative focuses on four specific behaviors that help create a greater sense of inclusion and belonging among the agency's employees:

- Value differences;
- Intentionally include;
- Break biases; and
- Embrace change.

In 2021, VIBE included two leadership panels that featured NCUA leaders who discussed the value of diverse perspectives and the importance of including diverse employees. The first panel was moderated by the Deputy Executive Director and included the agency's chief of staff and senior advisors for each Board Member.

The second panel included the presidents of four of the NCUA's seven ERGs and was moderated by the executive sponsor for one additional group. The VIBE campaign also included a monthly newsletter to highlight events and activities related to diversity and inclusion in the workplace. The newsletter also featured educational articles and videos, reminders about equal employment opportunity and supplier diversity, and more.

Diversity and Inclusion Award

The NCUA created a Diversity and Inclusion "Of the Year" award in 2017, presenting it for the first time in 2018. The award honors individuals or groups who have demonstrated respect and value for differing backgrounds and points of view in the NCUA and the credit union system, and for supporting, leading, or enhancing the NCUA's diversity and inclusion efforts.

In 2021, the agency granted its fourth award to recognize an NCUA employee who exhibited an outstanding commitment to diversity and inclusion. The 2021 honoree led diversity and inclusion efforts as President of Umoja, an ERG that strives for unity within the NCUA. She developed initiatives to increase awareness and growth in diversity and inclusion for members of multiple ERGs. In addition, the recipient developed newsletters, coordinated panel discussions, and facilitated conversations with NCUA Board members to promote

diversity and inclusion with a broader audience of NCUA employees. As a result of her efforts, NCUA employees had access to networking opportunities, coaching, advice, and overall assistance.

Mentor Program

In 2021, the NCUA enhanced its formal mentor program, which was established in 2016. The enhanced program offers improvements over the previous program, including:

- Addition of a web-based portal, application, and matching process;
- Availability of support staff for OMWI program manager and program participants; and
- Extensive online library of resources to help mentors and mentees address frequent questions or challenging situations.

The 2021 program included 26 mentoring pairs. Mentorship programs are a proven diversity and inclusion best practice. Some of the benefits participants gain in the formal mentorship program are:

- Accelerated learning about NCUA’s culture and operations;
- Stronger professional relationships that support career development;
- A broader organizational perspective; and
- More fully developed talent and potential.

Employee Engagement

The NCUA began developing Employee Engagement Action Plans in 2018 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 annually develops a specific Workforce Engagement Action Plan using the results of the FEVS. In 2021, 80.7 percent of NCUA employees participated in the FEVS, a 6.0 percentage point decrease from 2020. The NCUA continues with employee engagement planning efforts throughout the agency. Figure 11 lays out the FEVS results on key indices and demonstrates year-over-year improvements in certain critical elements of the employee experience at the agency.

| FEVS Results on Key Indices | | |
|---|--------------|--------------|
| Topic | 2021 | 2020 |
| Employee Engagement Index | 77.0% | 76.0% |
| Intrinsic Work Experience | 76.0% | 77.0% |
| Leaders Lead | 69.0% | 68.0% |
| Supervisors | 85.5% | 84.0% |
| Global Satisfaction Index | 73.0% | 77.6% |
| Performance Confidence Index (NEW in 2021) | 90.1% | |

Source: Office of Personnel Management (OPM)⁵

Figure 11

⁵ For more information, see the *OPM FEVS Performance Indices Overview*.

Recruitment and Outreach

The NCUA continues to conduct recruitment and outreach to increase awareness of potential employment opportunities among pools of diverse talent. Most 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).

Continuing in the virtual posture in 2021 because of the COVID-19 pandemic, the NCUA built on the previous year's recruitment outreach successes. OMWI worked closely with OHR to identify and participate in recruitment outreach events with a focus on targeting diverse candidates with skill sets in finance, accounting, management, and human resources to ensure a continual increase in talented and diverse applicants.

Recruitment Outreach Working Group

OMWI established a Recruitment Outreach Working Group (ROWG) in 2021. The goal of the ROWG is to streamline the NCUA's recruitment outreach to increase the number of talented and diverse candidates in the agency's applicant pool.

Coordinating with stakeholders supports strategic and purposeful recruitment and outreach efforts that are implemented through a targeted approach and reach diverse talent pools. The ROWG includes representatives from:

- OMWI,
- OHR,
- Office of External Affairs and Communications,
- Agency Regional Offices, and
- ERG presidents.

In 2021, the ROWG focused on university career fairs and coordinated attendance at seven virtual events. In addition, OHR and OMWI attended recruitment events hosted by institutions serving underrepresented students and professionals, such as:

- Disability and Wounded Warriors events hosted by Equal Opportunity Publications;
- Corporate Gray virtual job fair, military recruitment event;
- Student Veterans of America conference;
- Prospanica Conference and Career Expo; and
- The National Black MBA Association Career Expo.

Outreach Communications

Contacts with potential candidates increased in 2021 through the use of an opt-in email communication channel created in late 2020. Visitors who sign up for the messages at virtual or in-person recruitment events receive periodic emails promoting NCUA vacancies open to the public. This tool is another means of increasing the number of talented and diverse candidates in the agency's applicant pool.

Intern Programs

The NCUA sponsored students in three distinct intern programs during 2021.⁶

Contract Interns

The NCUA has six individual, multi-year contracts with organizations serving underrepresented students. Through these contracts, the agency provides summer internship access and opportunities to college and university students in undergraduate, graduate, doctorate, and juris doctorate programs. Internships under this program have varying lengths of 8, 10, 12 or 15 weeks. Under these contracts, the contracted organizations receive weekly compensation per student from the NCUA. The organizations, in turn, are responsible for all pay and benefits the interns receive during their participation in the program. This program provides students an enriching learning opportunity. Participants gain experience in a federal government setting and the opportunity to perform meaningful projects, while bringing diverse perspectives, talent, skills and experience to the agency.

In 2021, OMWI hosted five summer interns from three of the contracted organizations:

- Hispanic Association of Colleges and Universities;
- Minority Access; and
- Thurgood Marshall College Fund

OPM Pathways Program

OHR used the Office of Personnel Management's [Pathways Program](#) to attract seven students from a variety of backgrounds to serve as interns during the summer. This program provides work assignments and developmental experiences intended to promote careers for individuals who have recently graduated from a qualifying educational institution or program. Participants develop skills through challenging work assignments and by using Individual Development Plans, mentors, and formal interactive training.

Mayor Marion S. Barry Summer Youth Employment Program

With oversight from OHR, the NCUA partnered with the Office of the Comptroller of the Currency (OCC) to host five summer high school interns through the [Mayor Marion S. Barry Summer Youth Employment Program](#).⁷ The program provided students from economically disadvantaged backgrounds enrolled in targeted Washington, D.C., public and charter schools with an opportunity to work, explore career paths, and gain an understanding of the missions and important work federal regulatory agencies do for the financial services industry.

Training

OMWI delivered and partnered with OHR to deliver a variety of training programs in 2021. These events are described in this section.

⁶ The 2021 intern programs were conducted remotely, and interns were provided the necessary resources to complete work assignments and benefit from an intern experience.

⁷ OCC coordinates intern participation for multiple federal agencies, including the NCUA. Under OCC, the program is branded as the High School Scholars Intern Program, or HSSIP.

Mandatory Training

In 2021, OMWI launched *Inclusion at Work: Managing Unconscious Bias*, a vendor-supported diversity and inclusion training. This training was mandatory for all employees. The course:

- addressed the importance of diversity, equity, and inclusion;
- provided tips to recognize and manage unconscious bias in work-specific contexts;
- offered tools to help employees build skills to foster a more inclusive workplace; and
- included a pre- and post-assessment of attendees' understanding of diversity and inclusion principles.

Participants demonstrated a 24-percent increase in their understanding of strategies to make the workplace more inclusive following the training.

Integrated Training

OMWI incorporated updated EEO and DEI training into the agency's suite of employee development training for new employees, new supervisors, and annuitants. Such integration increased the visibility of OMWI and strengthened the relationship between OMWI and OHR.

In addition, a series of comprehensive management trainings involving reasonable accommodations, the use of non-competitive hiring authorities, and removing bias from the interview, selection, and promotion processes were proposed and piloted during 2021.

Leadership Training

Seventy-nine employees, or 6.9 percent of NCUA staff, participated in the agency's leadership development programs in 2021. As indicated in Figure 12, 59.5 percent (47) of the participants were women and 31.6 percent (25) were employees of color. Participation of employees with disclosed disabilities was 15 percent (12). In 2021, the NCUA replaced the *Advancing Leader Program with Mission Support Leadership*.

| Program | Targeted Grade Level | Number of Participants | Women | Men | White | Black/African American | Asian American/Pacific Islander | Hispanic | Native American | Multiracial | Employees with Disabilities |
|-----------------------------|--|------------------------|-----------|-----------|-----------|------------------------|---------------------------------|----------|-----------------|-------------|-----------------------------|
| New Leaders | 7/8/9/10 | 3 | 1 | 2 | 3 | 0 | 0 | 0 | 0 | 0 | |
| Executive Leadership | 11/12 | 11 | 8 | 3 | 6 | 3 | 0 | 1 | 1 | 0 | 1 |
| Mission Support Leadership | 12/13/14 | 2 | 1 | 1 | 0 | 2 | 0 | 0 | 0 | 0 | |
| Management Development | 13/14/15 | 10 | 6 | 4 | 6 | 0 | 0 | 2 | 1 | 1 | 2 |
| Excellence in Government | 14/15 | 2 | 2 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | |
| NCUA Executive Training | 15/Sup | 3 | 3 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | |
| SSP 360 Coaching Program | SSP | 42 | 23 | 19 | 31 | 8 | 2 | 1 | 0 | 0 | 8 |
| Leadership Coaching Program | Any Supervisor is Eligible 12/13/14/15/SSP | 6 | 3 | 3 | 3 | 2 | 0 | 1 | 0 | 0 | |
| TOTAL | | 79 | 47 | 32 | 54 | 15 | 2 | 5 | 2 | 1 | 12 |

Source: NCUA

Figure 12

Opportunities and Next Steps

OMWI will enhance existing programs and activities in 2022 as described in this report.

CDI Council

NCUA will continue to work with the Council 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.

Employee Resource Groups

In addition to the ongoing programs and education, ERG initiatives planned for 2022 include:

Request Process

OMWI continues to develop processes to guide more efficient and effective interactions between ERGs and OMWI. These include requests, approvals, and alignment of mutual expectations. Some improvements include revising the ERG Handbook and ERG Instruction 1270.8 based on member feedback and conversations with ERG officers and executive sponsors. Updates to the handbook include establishing new processes, activity timeframes, and programs.

Annual Training

OMWI will host a voluntary ERG leadership training to ensure newly elected officers have the resources and knowledge necessary to carry out their duties.

ERG Ambassador Program

The NCUA rescheduled the launch of the ERG Ambassador Program for 2022. This program will identify ERG member volunteers willing to support agency-wide recruitment efforts, aid in developing the Contract Interns Program, and support career advancement programs.

Accessibility of Resources

OMWI will identify in-house training available to ERG officers, adding to the resources available that allow them to continue to develop their skills.

External Outreach

OMWI will continue to use new communication methods to reach out to prospective applicants identified during recruitment outreach events. OMWI is building a list of potential employment candidates. The agency will allow candidates to provide their name and email address to receive NCUA vacancy announcements. New vacancy announcements released to the public will be sent to members of the email list.

OHR and OMWI will also continue their collaborative recruitment and outreach efforts.

The NCUA will also continue using social media to enhance recruitment efforts. OMWI will tie recruitment efforts into the special emphasis program and work with the agency's ERGs to ensure broad distribution of social media content, in partnership with the Office of External Affairs and Communications.

In 2022, OMWI will focus on coordinating the plans for a targeted barrier analysis to identify challenges in the hiring and retention of women and Hispanic or Latino employees within the agency. In addition, the NCUA will continue to work with a vendor to expand the diverse, qualified candidate pool, targeting candidates with disabilities, under-represented groups, women, and veterans.

Internal Outreach

Training

The NCUA will incorporate two diversity and inclusion training modules into the learning plans for all employees. The first module, *Workplace Diversity, Equity, and Inclusion in Action*, is a guide to defining diversity, equity, and inclusion and advancing meaningful and impactful diversity, equity, and inclusion practices in the workplace. Employees will learn to recognize key characteristics of DEI and practices for building and sustaining a diverse and inclusive culture, how to identify behaviors that signal a breakdown in achieving inclusion, key elements that enable diversity, equity, and inclusion to take root, and the steps for demonstrating agility and resilience.

In the second module, *Recognizing and Addressing Micro-behaviors in the Workplace*, employees will learn to recognize the characteristics of micro-behaviors and how to decode the messages they send. It also includes ways to identify when and how to take action to address micro-aggressions, and how to use micro-inclusions as an antidote to micro-aggressions.

OMWI will also partner with the Leadership Training program to identify new modules for leadership training and a curriculum to incorporate into leadership development. OMWI has requested additional questions be integrated into the FEVS relative to inclusion and engagement, to help measure the success of programming to enhance the inclusive culture of the agency.

In addition, OMWI and OHR plan to collaborate to deliver disability hiring, retention, and career development training to all hiring managers and OHR points of contact.

During 2022, NCUA managers will experience interactive and team-building training on diversity, equity, and inclusion to enhance both awareness and competence in these principles.

Disability Solutions Desk

OMWI will launch a Disability Solutions Desk pilot in 2022, which involves establishing a central point of access through an organizational mailbox. Employees will be able to send questions, express concerns and challenges, and offer recommendations related to disabilities. Dedicated OMWI staff will review all incoming messages and coordinate a response and support with appropriate program offices.

OMWI plans to collect and analyze statistical and anecdotal data and use the resulting findings to develop training and programming to support agency employees with disabilities. OMWI further plans to publish responses to frequently asked questions during the pilot months and report its findings and recommendations to agency leadership and the employee union to be used in determining next steps.

Special Emphasis Program

The NCUA's Special Emphasis Program will also host a presentation featuring a panel of Native American leaders in the financial regulatory sector to increase the visibility of the underrepresented population and recognize their contributions. Such programs will increase recognition of employees to further enhance acknowledgement of the contributions various groups make toward achieving the NCUA's mission.

OMWI Talks

OMWI will continue to leverage the OMWI Talks platform to encourage employees to feel comfortable discussing topics related to diversity and inclusion within the workplace. In 2022, OMWI plans to update the format of OMWI Talks to better meet employee needs and invite contributions. Events in 2022 will feature an informal interview of an NCUA leader, on a topic of their choice. Topics will be related to diversity and inclusion.

Each OMWI Talk will include a Q&A session with the audience after the interview. The goals of these recurring events will remain the same:

- Expose employees to diverse perspectives;
- Increase cultural competency of leaders and employees who attend or lead conversations; and
- Tackle difficult conversations around diversity, equity, and inclusion.

The most successful OMWI Talks have been those in which agency leaders share their perspectives and engage the audience through personal stories. The new format stands to help achieve these goals while also giving employees the opportunity to learn more about agency leaders.

VIBE

OMWI's VIBE campaign will continue to play a role in promoting a diverse culture of inclusion among the NCUA workforce. In 2022, OMWI plans to continue the VIBE speaker series featuring presentations on topics that align with training on diversity, equity, and inclusion.

Supplier Diversity

In 2021, the NCUA continued to promote the inclusion of minority- and women-owned businesses in agency contracting opportunities. By year-end, the agency awarded 36.8 percent of reportable contract dollars to minority- and women-owned businesses.⁸ This is an increase from the 33.2 percent reported in 2020. Intentional and consistent efforts to include proven, qualified, and responsive minority- and women-owned businesses in the competitive procurement process has resulted in an effective business strategy to deliver innovation and value to the agency.

Contracting Metrics

In 2021, the NCUA awarded \$28.3 million to minority- and women-owned businesses, representing 36.8 percent of the \$76.9 million total reportable contracting dollars for the year. This is an increase from the prior year. The total for minority- and women-owned businesses contract awards made in 2021 was \$5.9 million higher than

⁸ “Reportable contract dollars” refers to contract award dollars obligated during 2021. 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.

in 2020. The agency’s total reportable contract spending increased from \$67.5 million in 2020 to \$76.9 million in 2021.

Contract Awards

Contract dollars awarded to firms designated as minority-owned increased from \$9.5 million in 2020 to \$9.9 million in 2021.⁹ Firms designated as women-owned had an increase in contract dollars awarded, from \$16.8 million in 2020 to \$20.2 million in 2021. [Appendix IV](#) provides a historical report of the NCUA’s supplier diversity results.

Information technology-related requirements comprise the majority of contracting awards to minority- and women-owned businesses. As such, the NCUA’s Office of the Chief Information Officer contributes the most contract dollars to the agency’s supplier diversity efforts, representing 66.4 percent of all reportable spending at the NCUA. In 2021, the NCUA awarded \$21.3 million (41.7 percent) of the agency’s \$51.1 million in reportable technology contracts to minority- and women-owned businesses.

The NCUA’s Office of the Chief Financial Officer (OCFO), another sizable contributor to the agency’s supplier diversity performance, awarded 24.2 percent of its \$13.4 million in contracts to minority- and women-owned businesses. Figure 13 provides a comparison of the total dollars awarded to diverse vendors in 2021 versus 2020.

| NCUA Contract Award Comparison for 2021 and 2020 | | | | |
|--|---------------------|----------------------------|---------------------|----------------------------|
| Contract Awards | 2021 | Percent of Total Contracts | 2020 | Percent of Total Contracts |
| Minority-owned businesses | \$8,109,286 | 10.5% | \$5,628,934 | 8.3% |
| Women-owned businesses | \$18,365,760 | 23.9% | \$12,909,153 | 19.1% |
| Both Minority- and Women- owned businesses | \$1,833,454 | 2.4% | \$3,905,005 | 5.8% |
| Total Minority-owned or women-owned businesses | \$28,308,500 | 36.8% | \$22,443,092 | 33.2% |
| Total contract awards | \$76,907,313 | | \$67,517,190 | |

Source: NCUA

Figure 13

Contract Spending

The NCUA also saw an overall increase in payments to minority- and women-owned suppliers. Figure 14 shows that minority- and women-owned businesses captured 39.4 percent of the NCUA’s contract payments

⁹ The 2021 \$9.9M in minority-owned business spend is equal to the sum of minority-owned businesses (\$8.1M) plus the figure under “Both minority- and women-owned businesses” (\$1.8M). The same calculation was used to determine the total women-owned business sum of \$20.2M in 2021.

in 2021, versus 33.4 percent during 2020. Payments to firms designated as minority-owned only increased from \$5.8 million in 2020 to \$7.4 million in 2021. Payments to women-owned firms only also increased, from \$12.4 million in 2020 to \$17.5 million in 2021. Payments to firms that are classified as being both minority- and women-owned decreased from \$3.2 million in 2020 to \$1.0 million in 2021.

| NCUA Vendor Payments Comparison for 2021 and 2020 | | | | |
|--|---------------------|----------------------------|---------------------|----------------------------|
| Contract Payments | 2021 | Percent of Total Contracts | 2020 | Percent of Total Contracts |
| Minority-owned businesses | \$7,440,214 | 11.3% | \$5,791,141 | 9.1% |
| Women-owned businesses | \$17,477,500 | 26.6% | \$12,411,306 | 19.4% |
| Both Minority- and Women-owned businesses | \$956,433 | 1.5% | \$3,167,203 | 5.0% |
| Total payments to minority-owned or women-owned businesses | \$25,874,147 | 39.4% | \$21,369,650 | 33.4% |
| Total contract payments | \$65,741,270 | | \$63,980,996 | |

Source: NCUA

Figure 14

Outreach and Partnerships

During 2021, the NCUA continued implementing 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, such as those listed below, to optimize its outreach efforts.

Continued vendor outreach efforts in 2021 allowed the NCUA to reach diverse suppliers through agency involvement in the following events:

- National 8(a) Conference;
- U.S. Hispanic Chamber of Commerce Legislative Summit Business Matchmaker;
- CelebrAsian Business & Procurement Conference 2021;
- 31st Annual Government Procurement Conference;
- National Minority Supplier Development Council Conference and Business Opportunity Exchange; and
- National Association of Minority and Women Owned Law Firms Annual Meeting Law Firm Expo.

Some external outreach events in which the NCUA has historically participated were canceled in 2021 due to the COVID-19 pandemic. However, where virtual participation was offered, the NCUA was fully engaged. The NCUA identified and took part in two additional vendor outreach events in 2021, compared to 2020.

National Association of Minority- and Women-Owned Law Firms

The NCUA continued to leverage 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 2021, the NCUA's Office of General Counsel (OGC) awarded 100 percent of its \$15,000 in contract awards to minority- and women-owned law firms.

Best Practices

During its tenth year in operation, the NCUA's supplier diversity program benefited significantly from a high-functioning contracting team within OCFO. OCFO's continued application of responsible 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. 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 NCUA Acquisition Policy Manual requires 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 OCFO's Division of Procurement and Facilities Management 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.

Contractor Workforce Inclusion Good Faith Effort Reviews

The NCUA has developed specific language to comply with Section 342(c)(3)(A) of the Dodd-Frank Wall Street Reform and Consumer Protection Act in the form of the NCUA contract clause *Good Faith Effort (GFE)—Annual Certification Requirement*. The clause is included in all NCUA solicitations and contracts that exceed \$100,000 in total estimated value (except orders placed against NCUA indefinite delivery, indefinite quantity contracts, or blanket purchase agreements). Contractors must insert the substance of the clause as a contractual

condition in all subcontracts under their contract with the agency that have dollar values exceeding \$100,000. The NCUA GFE contract clause requires that contractors submit documentation demonstrating they have made good faith efforts to ensure the fair inclusion of minorities and women in their workforce. The NCUA has developed a “Contractor Diversity Profile” form (OMB Control No. 3133-0196) the contractor can complete and submit in place of an EEO-1 report and affirmative action plan. OMWI reviews the submitted contractor GFE documentation to ensure compliance with the clause.

If OMWI determines a contractor has met the GFE requirements, the office will provide confirmation notice to the contractor. Pursuant to Section 342(c)(3) of the Dodd-Frank Wall Street Reform and Consumer Protection Act, the OMWI director makes determinations on whether a contractor has failed to make a good faith effort to include minorities and women in their workforce. A failure to demonstrate to the OMWI director such good faith efforts may be cause for termination of the contract, referral to the Office of Federal Contract Compliance Programs (OFCCP), or other appropriate action.

To reduce the administrative burden on small businesses and to remain consistent with requirements from the OFCCP and its jurisdictional powers, the NCUA has elected to solicit GFE information from contractors that are already required to have an affirmative action plan in place for their business. While contractors with fewer than 50 employees are exempt from the full GFE documentation requirement, they must respond to the NCUA’s initial request for documentation to certify that their workforce is comprised of fewer than 50 employees to claim the exemption. Companies with 50 or more employees must submit the full requested GFE documentation.

OMWI conducted seven GFE reviews during 2021. This is a decrease from 2020, as several NCUA contractors had either received a review during the past two years or had fewer than 50 employees. To date, no adverse determinations regarding the performance of a contractor have been made.

Opportunities and Next Steps

The coming year presents continued opportunities to promote supplier diversity in support of the NCUA mission.

Targeted Activity

Since 2012, OMWI has focused its efforts on creating opportunity for minority- and women-owned businesses to participate in NCUA contracts. OMWI’s strategy includes identifying the top 25 vendors by total annual contract award dollars. These contracts constitute approximately 80 percent of all contracts in 2021. OMWI then identifies and invites minority- and women-owned businesses to compete in providing the same services provided by the top 25 vendors.

As a result of this focus, OMWI has established a successful supplier diversity program. In 2021, the NCUA’s top 10 and top 25 vendors accounted for \$49.9 million (64.9 percent) and \$62.6 million (81.4 percent), respectively, of all reportable 2020 awarded contract dollars. Five minority- and women-owned businesses in the top 10 vendors received contracts for 39.4 percent of that group’s contract dollars, while the nine minority- and women-

owned businesses in the top 25 vendors captured 37.4 percent of the corresponding contract dollars. Based on these outcomes, OMWI plans to continue implementing a targeted activity strategy to deliver sustained results.

Market Research

One of the NCUA's methods of conducting outreach to minority- and women-owned businesses is to perform tailored market research for program offices. OMWI does this by issuing Requests for Information (RFIs) for potential contract opportunities.

OMWI uses the RFI process to:

- Identify and educate minority- and women-owned businesses that may not have prior knowledge of or experience with the agency;
- Inform minority- and women-owned businesses of potential NCUA requirements; and
- Source capable and interested minority- and women-owned businesses for upcoming contract opportunities.

In 2021, OMWI contacted 226 minority- and women-owned businesses with an invitation to respond to an RFI. Business needs reflected by these opportunities included information technology services, training, mentor program support, valuation and loan sale advisory, print services, and more. OMWI shares RFI responses with the NCUA program offices to ensure they incorporate inclusion when addressing business requirements.

This practice has effectively increased agency awareness of the availability and capabilities of a considerable cohort of minority- and women-owned businesses. As such, OMWI will continue this practice in 2022.

Technical Assistance

The NCUA's supplier diversity program plan for the upcoming year includes developing and offering a virtual supplier diversity technical assistance event for minority- and women-owned businesses. Information will be shared on how to navigate the agency's contracting space, along with other topics of interest to diverse vendors. Anticipated outcomes from the event are:

- Increased awareness among participants on how to access NCUA contracting opportunities;
- Expansion of the agency's outreach efforts to minority- and women-owned businesses; and
- Broader access to relevant and actionable business information.



Asset Management and Assistance Center

Responsibilities

The NCUA's Asset Management and Assistance Center (AMAC) manages the liquidation of federally insured credit unions. AMAC acts as a liquidating agent and oversees 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.

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. Liquidated credit unions may operate 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 be insufficient time to identify the type and location of required liquidation-related services prior to 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

In 2021, AMAC made \$20.5 million in reportable contract payments. Of this amount, \$18.2 million, or 88.8 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 11.2 percent, or \$2.3 million.

Out of the \$2.3 million in 2021 reportable discretionary vendor payments, \$305,318, representing 13.2 percent, went to minority- and women-owned businesses. During the course of the year, unlike previous years, there were no payments made to title companies or real estate brokers for conducting real estate transactions. Figure 15 outlines AMAC's 2020 and 2021 supplier diversity results.

| AMAC Supplier Diversity Payments | | | | |
|---|--------------------|--------------|--------------------|--------------|
| | 2021 Dollars | 2021 Percent | 2020 Dollars | 2020 Percent |
| Minority-owned businesses | \$28,008 | 1.2% | \$8,352 | 0.1% |
| Women-owned businesses | \$304,123 | 13.1% | \$486,661 | 5.9% |
| Total payments to Minority-owned or Women-owned businesses* | \$305,318 | 13.2% | \$492,759 | 6.0% |
| Total payments** | \$2,313,895 | | \$8,247,212 | |

Source: AMAC

*Figure excludes duplicates for firms that are both minority-owned and women-owned.

**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.

Figure 15

Between 2020 and 2021, AMAC's reportable contract payments to vendors decreased 71.9 percent from \$8.2 million to \$2.3 million. This decrease in contract payments was due to the orderly liquidation of asset management estates and a significant reduction of assets under management.

AMAC's payments to minority- and women-owned businesses decreased from \$492,759 in 2020 to \$305,318 in 2021, which represents a decline of 38.0 percent from the previous year. While total dollars spent with minority- and women-owned businesses declined, AMAC's total expenses declined at a significantly faster rate, and AMAC spent proportionally more (7.2 percentage points more) with these businesses in 2021.

Contract spending on legal services accounted for 40.1 percent of AMAC's vendor payments in 2021. During 2021, AMAC's total discretionary legal services expenditures decreased by 24.5 percent, from \$1.2 million in 2020 to \$928,817 in 2021, while contributing 59.9 percent of the diverse supplier spending for 2021. During that same period, payments to minority- and women-owned law firms grew at a rate of 53.3 percent, from \$118,938 in 2020 to \$182,303 in 2021. This increase was largely the result of payments made to a women-owned firm for work on a singular complex case.

Figure 16 compares AMAC's discretionary spending on legal versus non-legal services.

| AMAC 2021 Legal Payments | | | | |
|--------------------------|--------------------|------------------|----------------------------------|------------------|
| | Total | Percent of Total | Minority-or Women-Owned Business | Percent of Total |
| Discretionary Legal | \$928,817 | 40.1% | \$182,303 | 19.6% |
| Discretionary Non-Legal | \$1,385,077 | 59.9% | \$123,015 | 8.9% |
| Total | \$2,313,894 | 100.0% | \$305,318 | 13.2% |

Source: AMAC

Figure 16

Opportunities and Next Steps

AMAC's overall supplier diversity spending decreased by 38.0 percent year-over-year. Even though the percent of spending with minority- and women-owned businesses increased from 6.0 percent in 2020 to 13.2 percent in 2021, AMAC spent fewer dollars with minority- and women-owned businesses during 2021. This is the result of a much higher percentage decrease in total payments to vendors in 2021, which dropped by 71.9 percent from 2020 levels, from \$8.2 million in 2020 to \$2.3 million in 2021.

Since 2016, AMAC and OMWI have been operating under an agreed upon AMAC Supplier Diversity Action Plan, which has resulted in improvements in minority- and women-owned business spending. OMWI continues to assist AMAC in conducting market research to identify diverse firms that can meet its requirements. This helps AMAC align its supplier diversity efforts with its most current priorities and operations.

The 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 valued at or below \$50,000, for minority- and women-owned businesses.

In 2022, AMAC and OMWI will review how AMAC's contracting and supplier diversity needs have evolved and collaborate in identifying and inviting minority- and women-owned businesses and law firms to participate in the agency's contracting opportunities.

Regulated Entities

Current State

As of December 31, 2021, there were 4,942 federally insured credit unions. This number includes 3,100 federally chartered credit unions and 1,842 federally insured, state-chartered credit unions. The number of federally insured credit unions continues to decline and went down by 157 in 2021. The decline in the number of credit unions mainly resulted from the long-running trend of consolidation across all depository institutions. This trend has remained relatively constant across all economic cycles for more than 40 years. Figure 17 shows the number of credit unions by total employment level using December 2021 Call Report data.

| Federally Insured Credit Union Employee Count | | | | |
|---|------------------------------|--------------------------------|--------------------------|----------------------------|
| Employees | 2021 Number of Credit Unions | Percent of Total Credit Unions | 2021 Number of Employees | Percent of Total Employees |
| Fewer than 50 employees | 3,828 | 77.5% | 41,526 | 12.8% |
| 50 to 100 employees | 437 | 8.8% | 30,825 | 9.5% |
| 101 to 500 employees | 568 | 11.5% | 124,463 | 38.4% |
| 501 or more employees | 109 | 2.2% | 127,415 | 39.3% |
| Total | 4,942 | 100% | 324,229 | 100% |

Source: NCUA

Figure 17

Although the number of federally insured credit unions has steadily decreased, employment at federally insured credit unions has remained relatively static, 324,229 at 2021 year-end compared to 324,219 at 2020 year-end. As of December 31, 2021, 3,828 credit unions, representing 77.5 percent of all federally insured credit unions, employed fewer than 50 personnel, but comprised 12.8 percent of the total employees working at all federally insured credit unions, similar in representation to levels reported last year.

Figure 18 provides a snapshot of the gender diversity of credit union senior managers as of December 31, 2021. A slight majority of total credit union managers and chief executive officers (CEOs) are women; however, female managers and CEOs outnumber men only in credit unions with less than \$100 million in assets. Men continue to primarily run credit unions with \$100 million or more in assets.

| Credit Union Managers and CEOs | | | | | | | | | | |
|--------------------------------|-------------------|-------|-----------------------------------|-------|---------------------------------|-------|---------------------------------------|-------|---------------------------------|-------|
| | 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 | |
| Gender | Women | Men | Women | Men | Women | Men | Women | Men | Women | Men |
| Representation (in percent) | 51.2% | 48.8% | 65.4% | 34.6% | 31.2% | 68.8% | 19.2% | 80.8% | 16.5% | 83.5% |
| Average Net Worth Ratio | 13.0 | 11.6 | 13.6 | 13.2 | 10.6 | 10.2 | 10.0 | 10.2 | 10.4 | 10.1 |
| Average CAMEL | 2.1 | 1.9 | 2.1 | 2.2 | 1.8 | 1.9 | 1.7 | 1.8 | 1.5 | 1.4 |
| Number of Credit Unions | 2,530 | 2,412 | 2,071 | 1,098 | 338 | 744 | 55 | 232 | 67 | 338 |

Source: NCUA

NOTE: Three credit unions in the <\$100 million asset range were new and did not have a CAMEL rating, and were not included in the average.

Figure 18

Assessing Diversity Policies and Practices

The NCUA's voluntary Credit Union Diversity Self-Assessment (CUDSA) 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 NCUA annually. The NCUA reports the results in an annual Credit Union Diversity Self-Assessment Results report. Reports for CUDSA results covering previous years can be found on NCUA's Annual Voluntary Credit Union Diversity Self-Assessment page.

In 2021, 240 federally insured credit unions (133 federal and 107 state-chartered) submitted CUDSAs. This represents a 27.7 percent increase over the 188 self-assessments submitted in 2020. Submitting credit unions varied in the number of employees and asset size. Of the 240 submitting credit unions, 123 had more than 100 employees, representing 51.3 percent of submissions (compared to 13.7 percent of total federally insured credit unions that have more than 100 employees).

Eighty-three of the 240 credit unions that submitted a self-assessment in 2021 also submitted a self-assessment in 2020, and 46 submitted in the last three years (2019, 2020, 2021). Four credit unions have submitted all years since 2016.

Asset sizes in 2021 responses ranged from \$20,000 to just under \$15 billion, with 184 of the 240 credit unions, or 76.7 percent reporting \$100 million or more in assets similar to 75.5 percent in 2020.

| Submitter Profile by Number of Employees Survey Year 2021 | | | |
|--|--------------------|-------------------------|---------------------|
| Total Employees | Credit Union Count | Approximate Asset Range | Aggregate Employees |
| 0 – 49 | 88 | \$20,000 – \$730MM | 1,694 |
| 50 – 100 | 29 | \$130MM – \$1.0 | 2,079 |
| 101 – 500 | 92 | \$385MM – \$11B | 21,373 |
| More than 500 | 31 | \$2.4B – \$15B | 26,553 |
| Total | 240 | | 51,699 |

Source: NCUA

Figure 19

There are five broad standards for assessing diversity within regulated entities. Within each of the standards are several specific components. For example, Standard 2 contains eight specific components related to the credit union's proactive implementation of employment practices that expand outreach to diverse individuals. The specific components assess whether the credit union implements diversity and inclusion best practices, such as implementing policies and practices to ensure equal employment opportunities and whether the credit union evaluates its diversity and inclusion programs regularly and identifies areas for future improvement.

| Diversity Self- Assessment Standards | 2021 Affirmative Responses |
|--|---|
| | 240 Total CUs Count of CUs Selecting "Yes" to at least one element of the standard |
| 1. Leadership and organizational commitment to diversity and inclusion | 213 |
| 2. Workforce profile and employment practices | 213 |
| 3. Procurement and business practices – supplier diversity | 119 |
| 4. Transparency of organizational diversity and inclusion | 160 |
| 5. Monitoring and self-assessment of diversity policy and practices | 133 |

It is difficult to report the standards since they are more qualitative in nature and there is repetition across the standards as far as the credit union that is reporting. For that reason, and due to the fact that it is largely a different pool of credit unions reporting each year, these data cannot currently be trended. That given, these are useful data especially for a credit union's own self-development.

Detailed summary information for each standard and component is in [Appendix VI](#).

Education and Outreach

Diversity, Equity, and Inclusion Summit

The NCUA hosted the second DEI Summit on November 2-4, 2021. More than 800 professionals participated in the virtual event. The summit featured keynote presentations, town hall sessions, panel discussions, and calls to action from 60 DEI leaders representing credit unions of all sizes, financial inclusion organizations and initiatives, academia, and more.

Highlights from the event included sessions hosted by NCUA Chairman Todd M. Harper, Vice Chairman Kyle S. Hauptman, Board Member Rodney E. Hood, and a fireside chat with the leaders of the Credit Union National Association, the National Association of Federally Insured Credit Unions, and the National Association of State Credit Union Supervisors. Sessions covered a range of topics, including:

- Racism in banking;
- Leadership commitment to DEI;
- Credit unions' role in DEI;
- Financial inclusion;
- Minority depository institutions;
- Gender diversity in boardrooms;
- How to get started in DEI;
- Employee resource groups;
- Serving the Hispanic market;
- Supplier diversity;
- Faith and finances; and
- Roadblocks to action in DEI.

"This summit encouraged our credit union's DEI council to take the step from an internal effort to an externally impacting effort. This summit really showed us ways in which DEI can positively impact membership and why investing energy and resources on these projects is so vital."

— Participant feedback

Over the course of the three-day virtual event, some sessions attracted as many as 200 audience members. Feedback from the event was exceedingly positive—91 percent of respondents reported that the summit was a good use of their time. An overwhelming 94 percent of respondents reported they would attend the event again, and 92 percent reported they would recommend the event to others.

Industry Events

On August 31, 2021, the NCUA hosted a virtual webinar for the credit union industry titled "Supplier Diversity as a Business Practice – Where to Begin?" The webinar featured a guest speaker that brought a combination of financial industry experience and supplier diversity expertise to discuss what supplier diversity is, what its benefits are, and why it is a business practice that is particularly relevant for credit unions. The webinar also delved into how to overcome resistance to supplier diversity, the components of a supplier diversity program, and how to measure program success. A total of 119 attendees participated in the webinar, 104 of whom were credit union representatives. In a post-event survey, 96.3 percent of respondents strongly agreed or agreed that the content of the webinar was relevant to their role in the credit union industry. Additional open-ended feedback showed that attendees placed high value on both the opportunity to have questions answered through the Q&A session, and the details provided on establishing supplier diversity program metrics.

OMWI staff participated in several virtual events hosted by external organizations throughout the year to support diversity and inclusion in credit unions. These included:

- Presenting on “Diversity and Inclusion Beyond the Buzz” at a meeting of a credit union league;
- Presenting an overview of the Credit Union Diversity Self-Assessment to the board members of a credit union;
- Presenting as a panelist on DEI at a workshop for the National Association of Latino Credit Unions & Professionals titled “The Role of Regulators Promoting Diversity, Equity and Inclusion”;
- Participating at a CUNA eSchool webinar panel on the importance of DEI in the credit union system and the “how” for a credit union to start on its DEI journey; and
- Participating as a panelist during a CUNA GAC breakout session titled “Why It Matters: How DEI Strengthens Your Credit Union and Improves Advocacy.”

Opportunities and Next Steps

In 2022, the NCUA will continue outreach efforts to promote diversity, equity, and inclusion and further engage the credit union industry. Specifically:

- OMWI will host a DEI Summit in 2022 in partnership with the agency’s ACCESS initiative (Advancing Communities through Credit, Education, Stability, and Support); the hybrid event will include content on DEI initiatives and financial inclusion, and will offer resources and guidance to participating credit unions and industry experts;
- Engage credit unions and industry stakeholders with periodic DEI-related content delivered virtually;
- Invite DEI discussions from the industry through monthly office hours to field questions regarding the CUDSA;
- Develop a *How to Complete the CUDSA* module to post in the agency’s outward-facing learning management system; and
- Conduct outreach to the credit union industry to promote diversity, equity, and inclusion.

Financial Inclusion

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 (OCFP).

Outreach and Partnerships

In 2021, OCFP participated in a variety of financial literacy virtual events, meetings, and outreach initiatives 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 and financial inclusion 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 and Collaborations

The NCUA participated in the following national campaigns and initiatives to promote financial literacy and consumer financial protection resources, expand consumer access to financial services, and encourage credit union financial literacy and financial inclusion activities:

- America Saves Week;
- American Savings and Education Council;
- Department of Defense Roundtables;
- Earned Income Tax Credit Awareness Day;
- Financial Literacy and Education Commission;
- International Credit Union Day;
- Jump \$tart Coalition's newsletter;
- Military Consumer Month;
- Military Saves Month;
- National Cyber Security Awareness Month;
- National Consumer Protection Week;
- National Financial Capability Month;
- National Preparedness Month; and
- Older Americans Month.

Accomplishments

ACCESS

In October 2020, the NCUA announced the agency's financial inclusion initiative, [ACCESS](#) (Advancing Communities through Credit, Education, Stability and Support). ACCESS brought together agency leaders to develop policies and programs in support of financial inclusion in the NCUA and the credit union system. The initiative built on earlier NCUA initiatives including the Second Chance Initiative, PALS II rule, and minority depository institution (MDI) preservation program to expand and address the financial services, financial literacy, and employment needs of underserved and diverse communities.

In 2021, OCFP and NCUA's Office of Credit Union Resources and Expansion continued to actively support the ACCESS initiative through broadcasts, outreach initiatives, interagency alliances, infographics, and participation in ACCESS-related internal working groups.

Outreach

Webinar: Pathways to Safe and Affordable Account Access for Consumers

OCFP hosted a webinar for the credit union industry on October 21, 2021. The webinar highlighted safe, low-cost transactional and savings accounts to help respond to the needs of consumers, especially the underserved. The broadcast featured financial inclusion experts from the Consumer Financial Protection Bureau, the Cities for Financial Empowerment Fund, and Inclusiv. The webinar also featured two credit unions that shared promising financial literacy and financial inclusion programs, resources, partnerships, and initiatives offered to their members.

Webinar: Understanding Bias in Home Appraisals and the Racial Homeownership Gap

On October 27, 2021, the NCUA hosted a webinar to discuss how systemic and institutionalized discrimination in the U.S. housing system has fostered a racial wealth gap. Experts from the NCUA, U.S. Department of Housing and Urban Development, NeighborWorks America, the National Urban League, Freddie Mac, and the Urban Institute shared strategies on closing the homeownership gap and eliminating appraisal bias, due to its direct impact on wealth accumulation for minority homeowners. The broadcast also explored the collaborative efforts of federal agencies and other stakeholders to initiate valuation and housing policy reforms for more equitable outcomes and access in communities of color.

Youth Account Access and Financial Education Series

In 2021, the NCUA and the Federal Deposit Insurance Corporation (FDIC) co-hosted a two-part webinar series aimed at improving account access and financial education for youth. The first webinar in the series was on April 27, 2021, in recognition of National Financial Literacy Month. The second webinar was hosted on November 16, 2021, and continued to focus on the importance of non-custodial account access and financial education for youth. Representatives from the NCUA's OCFP, and the FDIC's Outreach and Program Development Section moderated the webinars, which featured industry experts from America Saves, Career OneStop, MyPath and partner financial institutions. Additionally, a student panel discussed the challenges and barriers of youth account access and success stories in Part II of the series.

Virtual Outreach on Critical Consumer Financial Protection Issues


OCFP led the coordination of, and participated in, a variety of virtual broadcasts in 2021 to maintain industry and consumer awareness of important consumer financial protection matters. These broadcasts addressed issues such as COVID-19's impact on consumers; mortgage relief; economic equity and justice; tax time resources; fraud prevention; youth account access; credit union financial inclusion programs and best practices; resources for servicemembers, veterans, and their families; share insurance program education; barriers to economic mobility; and a range of other topics and issues. These efforts collectively reached over 8,000 stakeholders nationwide.

COVID-19 Consumer Financial Protection Resources

The NCUA developed materials for its public-facing websites, MyCreditUnion.gov and NCUA.gov, to provide information about the agency's national COVID-19 response. The outreach included frequently asked questions for consumers, links to COVID-19 responses for other federal agencies, and other related webinars and social media.

Opportunities and Next Steps

The agency will continue to support credit unions' financial literacy and financial inclusion efforts and raise consumer awareness of credit union services. The agency will continue to participate in national initiatives such as the Financial Literacy and Education Commission, and other initiatives that seek to improve the financial literacy and well-being of consumers nationwide.



APPENDIX I: NCUA Workforce Diversity Data

| NCUA Workforce Diversity Data | | | | | | | | | | |
|-------------------------------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|
| Demographic Group | 2021 number | 2021 percent | 2020 number | 2020 percent | 2019 number | 2019 percent | 2018 number | 2018 percent | 2017 number | 2017 percent |
| Women | 495 | 43.0% | 494 | 43.0% | 492 | 43.6% | 489 | 43.9% | 505 | 44.3% |
| Men | 657 | 57.0% | 655 | 57.0% | 637 | 56.4% | 624 | 56.1% | 634 | 55.7% |
| White | 793 | 68.8% | 799 | 69.5% | 791 | 70.1% | 782 | 70.3% | 820 | 72.0% |
| Black/African American | 183 | 15.9% | 175 | 15.3% | 168 | 14.9% | 163 | 14.7% | 171 | 15.0% |
| Asian American/ Pacific Islander | 88 | 7.6% | 86 | 7.5% | 75 | 6.6% | 71 | 6.4% | 73 | 6.4% |
| Hispanic | 74 | 6.4% | 75 | 6.5% | 68 | 6.0% | 71 | 6.4% | 58 | 5.1% |
| Native American | 7 | 0.6% | 7 | 0.6% | 6 | 0.5% | 5 | 0.5% | 8 | 0.7% |
| Multiracial | 7 | 0.6% | 7 | 0.6% | 21 | 1.9% | 21 | 1.9% | 9 | 0.8% |
| Total employees | 1,152 | 100% | 1,149 | 100% | 1,129 | 100% | 1,113 | 100% | 1,139 | 100% |
| Total minorities | 359 | 31.2% | 350 | 30.5% | 338 | 29.9% | 331 | 29.7% | 319 | 28.0% |

Source: NCUA

APPENDIX II: 2021 Policy Statement on Diversity and Inclusion

Annual Diversity, Equity, Inclusion and Belonging Statement

July 2021

As the Chairman of the National Credit Union Administration, I am honored to lead an agency with a deep commitment to diversity and inclusion. Today, our commitment is even more important as systemic racism and injustice have been brought to the forefront of our society. To that end, diversity and inclusion are among the highest priorities for the NCUA. More than core values, they are embedded in our business practices and are instrumental to how we achieve success. This year, I add belonging to that list of priorities. Diversity exists in the world around us. Inclusion is what we do within the NCUA. And, belonging is how our employees feel as a result.

The NCUA firmly recognizes that differences make a difference and values inclusion in our workplace. That is why we view diversity in its broadest definition to include each person's visible and invisible qualities, which make people who they are. We value the diverse perspectives, skills, and talents each member of our workforce contributes to achieving our mission. We strive to maintain an inclusive environment where employees are respected for who they are and what they bring to the agency. In an inclusive environment, employees should feel a strong sense of purpose and belonging. We offer a workplace in which all employees can fully engage and achieve their potential. We encourage employees to bring their authentic selves to work, and we do not tolerate illegal discrimination of any kind.

In the NCUA's role as a citizen and consumer, we value diverse suppliers and vendors who play a vital role in the economic success of small businesses and diverse communities. We support inclusion in our business activities by having policies and practices that ensure we provide opportunities and outreach to external stakeholders.

Finally, we encourage diversity throughout the credit union system, not only in the interest of the public good, but for the success and well-being of the entire system. A strategic focus on diversity and inclusion results in an increased talent pool, business innovation, and growth for credit unions. It also leads to increased financial inclusion nationwide. The NCUA is committed to advancing diversity and economic inclusion within the credit union system and ensuring all Americans have equitable access to financial services.

On behalf of the NCUA Board, I, as Chairman, reaffirm the NCUA's commitment to ensuring diversity in our workforce, advancing inclusion in our workplace and business activities, and creating an inclusive culture where differences are valued and where our staff feels a sense of belonging.



Todd M. Harper
NCUA Chairman

APPENDIX III: 2021 Policy Statement on Equal Employment Opportunity

Annual Equal Employment Opportunity Policy Statement

September 2021

Equal Employment Opportunity (EEO) is the foundation of a workplace where all employees are treated fairly, with dignity, and respect. The National Credit Union Administration prohibits discrimination on the basis of race, color, religion, sex (including gender identity, pregnancy, transgender status, and sexual orientation), national origin, age (40 or older), disability (physical and mental) or genetic information (including family medical history). Retaliation for prior involvement in protected EEO activity is also prohibited. 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 and applicants for employment, and extend to all management practices and decisions, including recruitment, hiring practices, appraisals, promotions, training and career development programs. Consistent with these obligations, the NCUA also provides reasonable accommodations to employees and applicants with disabilities and for sincerely held religious beliefs, observances and practices.

The NCUA prohibits and has zero tolerance for harassment, both sexual and non-sexual. Managers and supervisors are responsible and held accountable for monitoring the work environment and ensuring it is free of unlawful employment practices. Managers and supervisors are required to take swift action to investigate when unlawful practices are reported, and to take immediate and appropriate corrective action when they occur. Similarly, all NCUA employees have a duty not to engage in harassing conduct and to report any such conduct if it occurs.

NCUA employees and applicants are also protected against retaliation. Consistent with federal laws, acts of retaliation against an employee who engages in protected activity, such as reporting discrimination or harassment or participating in the EEO process, whistleblowing, or the exercise of any appeal or grievance right provided by law will not be tolerated at the NCUA.

All NCUA employees are responsible for supporting and complying with the agency's EEO policies and instructions in their daily conduct and activities, and for abiding by equal opportunity laws and policies. NCUA employees or applicants who believe that they have been subjected to discrimination, unlawful harassment, or retaliation should contact the NCUA's EEO Counseling Hotline at 703.518.6325, or eeomail@ncua.gov; or, as appropriate, the Office of Special Counsel at 202.804.7000 or the Merit Systems Protection Board at 202.653.7200. In addition to these processes, reports of harassment may also be submitted to the NCUA Anti-Harassment Coordinator in the Office of Ethics Counsel at anti-harassment@ncua.gov, or by calling 703.518.6613. Employees who experience or observe harassment should report it to any manager or supervisor, or to the Anti-Harassment Coordinator in the Office of Ethics Counsel.

As the NCUA Chairman, and on behalf of the NCUA Board, I affirm the agency's commitment to a workplace free of unlawful discrimination, harassment, and retaliation. The NCUA is a workplace where employees are treated fairly with respect and dignity, and where equal employment opportunity is at the core of who we are and how we achieve our mission.



Todd M. Harper
Chairman

APPENDIX IV: NCUA Supplier Diversity Data

| NCUA Contract Awards | | | | | | | | | | |
|-------------------------------|---------------------|--------------|---------------------|--------------|---------------------|--------------|---------------------|--------------|---------------------|--------------|
| | 2021 Total | 2021 Percent | 2020 Total | 2020 Percent | 2019 Total | 2019 Percent | 2018 Total | 2018 Percent | 2017 Total | 2017 Percent |
| Minority- OR Women- owned | \$28,308,500 | 36.8% | \$22,443,092 | 33.2% | \$30,791,743 | 43.0% | \$29,272,108 | 45.0% | \$17,198,608 | 39.0% |
| Minority- owned | \$8,109,286 | 10.5% | \$5,628,934 | 8.3% | \$9,232,095 | 12.9% | \$12,024,076 | 18.5% | \$5,129,053 | 11.6% |
| Women- owned | \$18,365,760 | 23.9% | \$12,909,153 | 19.1% | \$17,521,713 | 24.5% | \$13,711,281 | 21.1% | \$9,198,616 | 20.9% |
| Minority AND Women- owned | \$1,833,454 | 2.4% | \$3,905,005 | 5.8% | \$4,037,935 | 5.6% | \$3,536,751 | 5.4% | \$2,870,940 | 6.5% |
| Asian/Pacific Islander | \$3,032,595 | 3.9% | \$5,279,420 | 7.8% | \$7,183,304 | 10.0% | \$9,024,737 | 13.9% | \$5,188,342 | 11.8% |
| Black/African American | \$5,490,650 | 7.1% | \$2,887,326 | 4.3% | \$5,609,710 | 7.8% | \$5,649,072 | 8.7% | \$2,572,675 | 5.8% |
| Hispanic/ Latino | \$1,362,889 | 1.8% | \$1,367,193 | 2.0% | \$114,062 | 0.2% | \$289,898 | 0.5% | \$139,455 | 0.3% |
| American Indian/Alaska Native | \$0 | 0.0% | \$0 | 0.0% | \$362,954 | 0.5% | \$597,120 | 0.9% | \$99,520 | 0.2% |
| Other Minority | \$56,606 | 0.1% | \$0 | 0.0% | \$0 | 0.0% | \$0 | 0.0% | \$0 | 0.0% |
| Total Awards | \$76,925,272 | | \$67,517,190 | | \$71,633,906 | | \$65,049,098 | | \$44,114,626 | |

Source: NCUA

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

| NCUA Vendor Payments | | | | | | | | | | |
|--------------------------|---------------------|--------------|---------------------|--------------|---------------------|--------------|---------------------|--------------|---------------------|--------------|
| | 2021 Total | 2021 Percent | 2020 Total | 2020 Percent | 2019 Total | 2019 Percent | 2018 Total | 2018 Percent | 2017 Total | 2017 Percent |
| Minority- OR Women-owned | \$25,874,932 | 39.4% | \$21,369,651 | 33.4% | \$31,724,606 | 42.8% | \$21,900,299 | 44.4% | \$16,153,043 | 39.8% |
| Minority-owned | \$7,440,214 | 11.3% | \$5,791,141 | 9.1% | \$11,957,939 | 16.1% | \$7,541,348 | 15.3% | \$4,206,277 | 10.4% |
| Women-owned | \$17,477,500 | 26.6% | \$12,411,306 | 19.4% | \$16,783,551 | 22.6% | \$11,389,904 | 23.1% | \$9,429,862 | 23.3% |
| Minority AND Women-owned | \$956,433 | 1.5% | \$3,167,203 | 5.0% | \$2,983,116 | 4.0% | \$3,220,047 | 6.5% | \$2,516,904 | 6.2% |
| Total Paid | \$65,741,270 | | \$63,980,996 | | \$74,138,580 | | \$49,350,631 | | \$40,549,874 | |

Source: NCUA

APPENDIX V: 2021 DEI Summit Agenda

Tuesday, November 2

12:30 – 5:00 p.m. Eastern

| Time | Event |
|---------------|--|
| 12:30 – 12:40 | Opening Remarks |
| 12:40 – 2:00 | <p>Town Hall Meeting hosted by Todd M. Harper, NCUA Board Chairman</p> <p>A timely discussion of diversity, equity and inclusion in relationship to newsworthy events in 2020 and 2021, and the importance of having a leadership commitment to DEI.</p> |
| 2:00 – 2:15 | BREAK |
| 2:15 – 3:45 | <p>Racism in Banking</p> <p>A discussion of the discriminatory practices in banking, their costs and how these practices resulted in the impairment of the creation of wealth in the Black community.</p> |
| 3:45 – 4:00 | BREAK |
| 4:00 – 4:45 | <p>Fireside Chat: “What is the Credit Union’s Role in this DEI Journey?”</p> <p>During this session, panelists will share their thoughts on the credit union’s role in DEI as it relates to a credit union’s internal operations and its commitment to the communities it serves.</p> |
| 4:45 – 5:00 | Closing Remarks |

Wednesday, November 3

12:30 – 5:00 p.m. Eastern

| Time | Event |
|---------------|--|
| 12:30 – 12:40 | Opening Remarks |
| 12:40 – 2:00 | <p>Town Hall Meeting hosted by Rodney Hood, NCUA Board Member</p> <p>Panel 1 This guided discussion will focus on financial inclusion from the outside, non-federal perspective. Find out how true pioneers in fintech and other industries are tackling this issue with both innovation and creativity.</p> <p>Panel 2 This guided discussion will focus on financial inclusion and NCUA’s Advancing Communities through Credit, Education, Stability and Support initiative (ACCESS). Learn what the initiative is; why it is important to credit unions, their members, and their communities; and what to expect in the short and long-term with this program.</p> |
| 2:00 – 2:15 | BREAK |

| Time | Event |
|-------------|---|
| 2:15 – 3:45 | Concurrent Session Options: |
| | How to Increase Gender Diversity in the C-Suite A panel of female CEOs will discuss how to increase gender diversity in the C-Suite and why such diversity matters. |
| | Minority Depository Institutions (MDI) This session will include a panel discussion about MDIs, why the designation is important and the benefits available to MDI-designated credit unions. NCUA's Office of Credit Union Resources and Expansion (CURE) will describe their services during this session. |
| | The Credit Union's Role in Advancing Access and Financial Inclusion Meeting the financial needs of the underserved is a critical strategy for credit unions interested in building and investing in their communities. Learn how credit unions can provide greater access to safe and affordable financial products and services to unbanked and underbanked populations. |
| | How to Get Started in the DEI Journey Panelists will share experiences, challenges and best practices related to establishing a DEI program for their credit unions. |
| | Employee Resource Groups (ERGs) In this session, the NCUA's Office of Minority and Women Inclusion (OMWI) will broadly present on ERGs and discuss how the NCUA manages its ERG program. CU panelists will discuss their ERG programs and best practices. |
| 3:45 – 4:00 | BREAK |

| Time | Event |
|-------------|---|
| 4:00 – 4:45 | Call to Action – Financial Dignity and Inclusion During this session, the guest presenter will discuss the importance and impact of financial inclusion and financial literacy. |
| 4:45 – 5:00 | Closing Remarks |

Thursday, November 4

12:30 – 5:30 p.m. Eastern

| Time | Event |
|---------------|--|
| 12:30 – 12:40 | Opening Remarks |
| 12:40 – 2:00 | Town Hall Meeting hosted by Kyle Hauptman, NCUA Vice Chairman In this session, the NCUA will lead a guided discussion on credit union financial inclusion initiatives and partnerships with external organizations. |
| 2:00 – 2:15 | BREAK |
| 2:15 – 3:45 | Concurrent Session Options: |
| | Diversity and Inclusion in the Boardroom During this session, panelists will discuss how to build and maintain a diverse board, how to ensure inclusion in the boardroom and how diversity and inclusiveness helps shape board decisions. |
| | Inclusive Leadership, Inclusive Cultures Our guest presenter will share thoughts on why inclusive leadership and inclusive cultures matter and how to create inclusive environments. |
| | Serving the Hispanic Market During this session, panelists will discuss how to develop a Hispanic growth strategy, as well as how to serve members without traditional forms of ID; and Individual Taxpayer Identification Number lending. |
| | Supplier Diversity During this session, a panel of CU representatives who have established SD programs will share success stories, pitfalls, best practices, and their approaches to managing supplier diversity for the credit union. |
| | Faith and Finances During this session, our guest presenter will discuss the uniqueness of faith-based CUs and how to serve a faith-based field of membership. The presenter will also discuss the development of the African American Credit Union Initiative (AACUI), which focuses on supporting legacy MDI CUs as they look towards sustainability and growth through membership expansion and building efficiencies through technology. |

| Time | Event |
|-------------|--|
| 3:45 – 4:00 | BREAK |
| 4:00 – 4:15 | FILENE – CUDSA Results from Leadership Professionals Group During this session, Filene’s Leadership Professionals group (i3) will share the results from their Credit Union Diversity Self-Assessment (CUDSA) survey research. |
| 4:15 – 4:45 | FILENE - Roadblocks to Action During this session, speakers will present findings from last year’s survey of credit union DEI policies and practices. The discussion will then segue into a conversation between the presenters regarding roadblocks to action. The presenters will also share recommendations for ways to avoid these roadblocks. |
| 4:45 – 5:15 | Call to Action! In the final Call to Action keynote address of the NCUA’s 2021 DEI Summit, participants will be inspired to use the insights, ideas, and best practices shared throughout the Summit to make the shift from intention to action to advance DEI within their credit unions, the credit union industry, and their communities |
| 5:15 – 5:30 | Closing Remarks: Board Member Rodney Hood Vice Chairman Kyle Hauptman Chairman Todd M. Harper |

APPENDIX VI: 2021 Credit Union Diversity Self-Assessment Standards

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 to promoting diversity and inclusion in both employment and contracting and 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. | 53% | 47% |
| 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. | 68% | 32% |
| 3. Regularly conducts training and provides educational opportunities on equal employment opportunity and on diversity and inclusion. | 64% | 36% |
| 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. | 79% | 21% |
| b. Selection of board member candidates and senior management. | 73% | 27% |
| 5. Includes diversity and inclusion considerations in our strategic plan for recruiting, hiring, retention, and/or promotion of our workforce. | 72% | 28% |
| 6. Includes diversity and inclusion considerations in our strategic plan in contracting with vendors. | 40% | 60% |
| 7. Provides regular (such as quarterly) progress reports on diversity and inclusion efforts to our board of directors or senior management. | 38% | 62% |

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. | 84% | 16% |
| 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. ¹⁰ | 58% | 42% |
| b. Conducting outreach to educational institutions serving significant or predominately minority, women, or other diverse student populations. | 47% | 53% |
| c. Participating in conferences, workshops, and other events that attract minorities, women, or other diverse individuals to inform them of employment and promotion opportunities. | 51% | 49% |
| 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. | 44% | 56% |
| 4. Cultivates relationships with professional organizations or educational institutions that primarily serve minority, women, or other diverse individuals or organizations. | 57% | 43% |
| 5. Evaluates our diversity and inclusion programs regularly and identifies areas for future improvement. | 57% | 43% |
| 6. Use analytical tools, including quantitative and qualitative data, to assess, measure, and track: | | |
| a. Our workforce diversity at all levels, including supervisory and executive ranks, by race, ethnicity, gender, or other diverse categories. | 62% | 38% |
| b. The inclusiveness of our employment practices for hiring, promotion, career development, internships, or retention, by ethnicity, gender, or other diverse category. | 53% | 47% |
| 7. Holds management accountable for diversity and inclusion efforts, for example by ensuring these efforts align with business strategies or individual performance plans. | 42% | 58% |

¹⁰ “Other diverse individuals or organizations” refers 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.

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.¹¹ 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. | 12% | 88% |
| 2. Has leadership support to incorporate supplier diversity into business planning cycles or initiatives. | 36% | 64% |
| 3. Has an established policy to solicit bids from a certain number or percentage of qualified minority- and women-owned businesses. | 5% | 95% |
| 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. | 8% | 92% |
| 5. Uses metrics to identify a baseline and track: | | |
| a. The total amount we spend annually buying and contracting goods and services. | 25% | 75% |
| b. The availability of relevant minority- and women-owned businesses to compete in our contracting opportunities. | 5% | 95% |
| c. The amount we spend with minority- and women-owned businesses. | 8% | 92% |
| 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. | 7% | 93% |
| e. The changes related to the above items over time. | 6% | 94% |
| 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. | 16% | 84% |

¹¹ See the NCUA Business Activity Diversity section of *NCUA's 2014 OMWI Congressional Report* and prior reports for detailed examples on how to implement supplier diversity policy and practices that aid in expanding contracting and procurement opportunities to minority- women-owned businesses.

| In a manner reflective of our size and other characteristics, our credit union: | Yes | No |
|---|-----|-----|
| b. Maintaining a listing of qualified minority- and women-owned businesses that may bid on upcoming contracting opportunities. | 8% | 92% |
| c. Having an ongoing process to publicize our contracting opportunities. | 5% | 95% |
| 7. Encouraging prime contractors to use minority- and women-owned subcontractors by incorporating this objective in their business contracts. | 9% | 91% |

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 entail sharing 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). | 33% | 67% |
| b. Demographic information on supplier diversity (contracting activities). | 5% | 95% |
| c. Demographic information on the board members and other officials. | 27% | 73% |
| d. Information on sponsorships or partnerships with diverse organizations. | 33% | 67% |
| e. Other information on our diversity and inclusion efforts. | 32% | 68% |
| 2. Makes the following information public: | | |
| a. Our diversity and inclusion strategic plan. | 16% | 84% |
| b. Our policy on the credit union's commitment to diversity and inclusion in the workforce. | 36% | 64% |

| In a manner reflective of our size and other characteristics, our credit union: | Yes | No |
|---|------------|-----------|
| c. Our policy on the credit union's commitment to diversity and inclusion to supplier diversity. | 7% | 93% |
| d. Our efforts and progress toward achieving diversity and inclusion in our workforce and contracting activities. | 17% | 83% |
| 3. Publicizes opportunities that promote diversity and inclusion, which may include: | | |
| a. Employment and internship opportunities. | 52% | 48% |
| b. Contracting opportunities. | 8% | 92% |
| c. Mentorship or developmental programs for employees. | 35% | 65% |
| d. Developmental programs for potential contractors. | 4% | 96% |

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. | 54% | 46% |
| 2. Modifies our diversity policies and practices based on the results of the self- assessment or evaluation of our diversity policies and practices. | 42% | 58% |
| 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. | 10% | 90% |

Key Terms and Acronyms

AHORA: Amigos and Hispanics of Regulatory Agencies

ACCESS: Advancing Communities through Credit, Education, Stability and Support

AMAC: the NCUA's Asset Management and Assistance Center

APIC: Asian Pacific Islander Connection, the NCUA ERG for Asian Americans, Hawaiians, Pacific Islanders and allies

CLF: Civilian labor force

CDI Council: the NCUA Culture, Diversity, and Inclusion Council

CUDSA: the NCUA Credit Union Diversity Self-Assessment

CULTURA: Creating Unity, Learning to Understand, Recognizing All, the NCUA ERG for Hispanic and Latino employees and allies

DEI: Diversity, equity, and inclusion

EEOC: [Equal Employment Opportunity Commission](#)

ERG: Employee resource group

FEVS: [Federal Employment Viewpoint Survey](#)

GFE: Good faith efforts

Inclusion Proxy: Score created by the NCUA to compare 2020 FEVS results to results of the 2019 New IQ. Proxy is made of up of the nine questions that were part of the OPM's original New IQ index.

LGBTQ+: Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, and those for whom LGBTQ does not accurately represent or reflect their identity and includes, but is not limited to, asexual, intersex, gender queer, non-binary, pansexual, and transsexual individuals

MDI: Minority depository institutions

Minority- and Women-Owned Businesses: defined by Section 342(g)(4) and (g)(6) of the Dodd Frank Wall Street and Consumer Protection Act of 2010

Mpower: the NCUA ERG for employees with disabilities, targeted disabilities, and allies

NCUA: [National Credit Union Administration](#)

NCUA PRIDE: NCUA People Recognizing Individual Differences Equally, the NCUA ERG for LGBTQ+ community and allies

New IQ: New Inclusion Quotient index made up of 20 FEVS questions related to inclusion and used to measure progress in fairness, openness, cooperation, support, and empowerment

OCC: [Office of the Comptroller of the Currency](#)

OCFO: the NCUA Office of the Chief Financial Officer

OCFP: the NCUA Office of Consumer Financial Protection

OCIO: the NCUA Office of the Chief Information Officer

OCLEF: Occupational civilian labor force

OHR: the NCUA Office of Human Resources

OFCCP: [Department of Labor Office of Federal Contract Compliance Programs](#)

OMB: [White House Office of Management and Budget](#)

OMWI: the NCUA Office of Minority and Women Inclusion

OPM: [Office of Personnel Management](#)

RFI: Request for information

Schedule A: Schedule A of 5 CFR 213.3102(u) is an excepted service appointing authority for hiring people with severe physical disabilities, psychiatric disabilities, and intellectual disabilities. Schedule A, 5 CFR 213.3102(II) can be used to appoint readers, interpreters, and personal assistants for employees with severe disabilities as reasonable accommodations.

Section 508: [Section 508 of the Rehabilitation Act of 1973](#) requires federal agencies to make electronic and information technology accessible to people with disabilities. The law (29 U.S.C § 794 (d)) applies to all Federal agencies when they develop, procure, maintain, or use electronic and information technology. Under Section 508, agencies must give disabled employees and members of the public access to information comparable to the access available to others.

SEP: Special Emphasis Program

SSP: NCUA senior staff positions

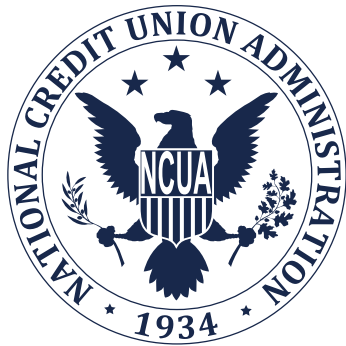
SWAN: Supporting Women At NCUA, NCUA ERG for women employees and allies

Targeted disabilities: Disabilities the government emphasizes in hiring because they pose the greatest barriers to employment (such as blindness, deafness, paralysis, convulsive disorders, and mental illnesses, among others). Term is defined by EEOC in the Rehabilitation Act, [29 CFR Part 1614.203\(a\)\(9\)](#).

Umoja: Unity, the NCUA ERG for Black and African American employees and allies

VANS: Veterans At NCUA Serving, the NCUA ERG for veteran employees and allies

VIBE: Value differences, Intentionally include, Break biases, Embrace change



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