



Voluntary Credit Union Self-Assessment Checklist

Best Practices for Demonstrating a Commitment to Diversity & Inclusion

Credit Union Name:	Sample Champion FCU	Credit Union No.:	12345	Date:	09/23/2016
Total Assets:	10,000,000	Total Members:	1,500	Total Employees:	110
Point of Contact:	Mary Jones	Title:	Chief Diversity and Inclusion Officer	Phone:	123456789
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Brief Description of Credit Union (i.e., field-of-membership or common bond, member or community characteristics, or geographic location):

Sample Champion FCU serves members who live, work, worship or attend school in Washington, DC. The community's population is predominantly minority at approximately 68%.

Complementary to Interagency Policy Statement Establishing Joint Standards for Assessing Diversity Policies and Practices, NCUA is providing credit unions this example of a self-assessment checklist showcasing some best practices for demonstrating a commitment to diversity and inclusion. Diversity coupled with inclusion should be a strategic business goal. When made a priority, diversity and inclusion can help your credit union to grow and better serve your diverse members. NCUA encourages credit unions, especially ones with over 100 employees, to conduct a self-assessment to demonstrate a commitment to diversity and inclusion in the workforce and in contracting activities. The credit union's diversity or human resources office may be best-positioned to review and complete the checklist, with input from the credit union's contracting staff. NCUA appreciates that some credit unions, especially smaller ones, may not find the best practices applicable and, accordingly, completion of this checklist may not be appropriate.

Please consider the following key points:

- (1) This self-assessment is voluntary, and is neither mandatory nor required by law. We encourage credit unions to review the best practices and consider completing the checklist if the questions are applicable.
- (2) NCUA examiners will not examine your credit union on whether you complete the self-assessment or on the checklist information. This is outside of the scope of the examination process.
- (3) For those credit unions that conduct self-assessments and voluntarily submit this information to NCUA, we will only use the information in an aggregate form, for example in an annual report to Congress. NCUA would not name any specific credit union in the report, unless the credit union explicitly consents to this in writing.
- (4) NCUA believes credit unions generally develop and implement successful diversity policies and practices gradually, over a period of time. We would not expect participating credit unions will implement every listed best practice. Some credit unions, especially those with more than 100 employees can use information they gain from conducting self-assessments to begin or to strengthen on-going efforts to promote diversity and inclusion.



1. Does My Credit Union’s Leadership Make an Organizational Commitment to Diversity and Inclusion?

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

Does my credit union:	Yes	No	Comments
1. Have a written diversity and inclusion policy approved by senior leadership, which includes the board of directors and senior management?	<input checked="" type="radio"/>	<input type="radio"/>	Our annual diversity & inclusion statement can be found at www.scfcu.org/whoweare/diversity
2. Have a senior level official to oversee our diversity and inclusion strategies and initiatives with knowledge of and experience in diversity and inclusion policies and practices?	<input checked="" type="radio"/>	<input type="radio"/>	SCFCU's Chief Diversity and Inclusion Officer reports directly to the CEO and sits on the board of directors.
3. Conduct training and provide educational opportunity on equal employment opportunities and diversity at least annually?	<input checked="" type="radio"/>	<input type="radio"/>	All board members, managers and employees receive annual EEO and diversity and inclusion training.
4. Take proactive steps to include a diverse pool of women and minorities or other diverse individual candidates for:			
a. hiring, recruiting, retention, or promotion of your employees?	<input checked="" type="radio"/>	<input type="radio"/>	Use diverse panels and recruit broadly
b. selection of board member candidates and senior management?	<input checked="" type="radio"/>	<input type="radio"/>	Use diverse panels and recruit broadly
5. Include diversity and inclusion considerations in our strategic plan for recruiting, hiring, retention, or promotion of our workforce?	<input checked="" type="radio"/>	<input type="radio"/>	SCFCU's strategic plan has a diversity & inclusion goal with strategic objectives. (www.scfcu.org/strategicplan)
6. Include diversity and inclusion considerations in our strategic plan in contracting with vendors?	<input checked="" type="radio"/>	<input type="radio"/>	SCFCU's strategic plan has a supplier diversity strategic objective. (www.scfcu.org/strategicplan)
7. Provide periodic (such as quarterly) progress reports on diversity and inclusion efforts to our board of directors or senior management?	<input checked="" type="radio"/>	<input type="radio"/>	Chief Diversity Officer issues quarterly diversity dashboard and provides quarterly board briefings.



2. Does My Credit Union Proactively Implement Employment Practices that Expand Outreach Efforts to Minorities and Women, or Other 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 questions identify some initiatives to promote diversity and inclusion in the workforce:

Does my credit union:	Yes	No	Comments
1. Implement policies and practices to ensure equal employment opportunities for employees and applicants for employment?	<input checked="" type="radio"/>	<input type="radio"/>	See SCFCU annual EEO policy statement. (www.scfcu.org/careers/EEO)
2. Implement policies and practices that create or foster diverse applicant pools for employment opportunities? These may include:			
a. Outreach to minority, women, or other diverse individuals? ¹	<input checked="" type="radio"/>	<input type="radio"/>	SCFCU's Diversity Outreach team leads this effort.
b. Outreach to educational institutions serving significant or predominately minority, women, or other diverse student populations?	<input checked="" type="radio"/>	<input type="radio"/>	SCFCU's Diversity Outreach team leads this effort.
c. Participation in conferences, workshops, and other events that attract minorities, women, or other diverse individuals to inform them of employment and promotion opportunities?	<input checked="" type="radio"/>	<input type="radio"/>	SCFCU's Diversity Outreach team attends job fairs at local minority serving colleges.
3. Communicate employment opportunities through media reaching diverse populations, including publications or professional organizations and educational institutions predominantly serving minority, women or other diverse populations?	<input checked="" type="radio"/>	<input type="radio"/>	SCFCU advertises in local newspapers and diverse publications. (will send separately a sample of our ad and a listing of where we advertise)

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



<p>4. Cultivate relationships with professional organizations or educational institutions that primarily serve minority, women, or other diverse individuals or organizations?</p>	<input checked="" type="radio"/>	<input type="radio"/>	<p>We partner with the African American and Hispanic bankers associations in our community.</p>
<p>5. Evaluate our diversity and inclusion programs regularly, and identify areas for future improvement?</p>	<input checked="" type="radio"/>	<input type="radio"/>	<p>This is the responsibility of our Chief Diversity Officer with our board of directors</p>
<p>6. Use analytical tools, including quantitative and qualitative data, to assess, measure, and track: ^{2, 3, 4}</p>			
<p>a. Our workforce diversity at all levels, including supervisory and executive ranks, by race, ethnicity, gender or other diverse categories?</p>	<input checked="" type="radio"/>	<input type="radio"/>	<p>Chief Diversity Officer conducts quarterly analysis of our workforce and membership.</p>
<p>b. The inclusiveness of our employment practices for hiring, promotion, career development, internships, or retention, by ethnicity, gender, or other diverse categories?</p>	<input checked="" type="radio"/>	<input type="radio"/>	<p>Chief Diversity Officer analyzes our practices to ensure that we are intentionally inclusive and identifies barriers to full participation.</p>
<p>7. Hold management accountable for diversity and inclusion efforts, such as ensuring these efforts align with business strategies or individual performance plans?</p>	<input checked="" type="radio"/>	<input type="radio"/>	<p>Managers have a diversity element in their performance plan and must report quarterly on their diversity and inclusion efforts.</p>

² Quantitative Data refers to “Quantity” and deals with numbers. Quantitative data can be measured. Qualitative Data refers to “Quality” and deals with descriptions. Qualitative data can be observed but not necessarily measured.

³ An example of a quantitative analytical tool is the Employer Information Report EEO-1 (EEO-1 Report) that tracks and analyzes employment statistics by gender, race, ethnicity, and occupational groups. An EEO-1 Report is required to be filed annually with the Equal Employment Opportunity Commission by (a) private employers with 100 or more employees and (b) federal contractors and first tier subcontractors with 50 or more employees that have a contract or subcontract of \$50,000 or more; or that serve as a depository of government funds in any amount.

⁴ Other examples of analytical tools can be found in [NCUA’s 2014 Office of Minority and Women Inclusion \(OMWI\) Congressional Report](#).



3. Does My Credit Union Consider Supplier Diversity As Part of Its Procurement and Business Practices?

Credit unions can craft and implement supplier diversity policy and practices to expand outreach for contracting opportunities to minority- and women-owned businesses.⁵ 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 questions identify some efforts to implement or demonstrate a commitment to supplier diversity.

Does my credit union:	Yes	No	Comments
1. Have a written supplier diversity policy that provides opportunities for minority- and women-owned businesses to bid to deliver business goods and services to us?	<input checked="" type="radio"/>	<input type="radio"/>	See www.scfcu.org/whoweare/diversity/supplierdiversity
2. Have leadership support to incorporate supplier diversity into business planning cycles or initiatives?	<input checked="" type="radio"/>	<input type="radio"/>	Chief Diversity Officer is part of procurement forecasting and vendor selection.
3. Encourage by policy that some percentage (for example, 33 percent) of our outside contracts solicit bids from qualified minority- and women-owned businesses?	<input checked="" type="radio"/>	<input type="radio"/>	Our policy is to solicit bids from at least 25 percent minority and women owned businesses
4. Reach out specifically to inform minority- and women-owned businesses or affinity groups representing these constituencies of contracting opportunities and how to do business with us?	<input checked="" type="radio"/>	<input type="radio"/>	We hold quarterly procurement outreach events with minority and women owned vendors in our community to share future spending opportunities.

⁵ 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-owned and women-owned businesses.



Does my credit union:	Yes	No	Comments
5. Use metrics to identify the baseline of and track:			
a. the amount we spend procuring and contracting for goods and services?	<input checked="" type="radio"/>	<input type="radio"/>	Yes supplier diversity dashboard.
b. the availability of relevant minority- and women-owned businesses?	<input checked="" type="radio"/>	<input type="radio"/>	See our market research guidance.
c. the amount we spend with minority- and women-owned businesses?	<input checked="" type="radio"/>	<input type="radio"/>	Provide quarterly reports to the board.
d. the percentage of contract dollars awarded to minority- and women-owned businesses by races, ethnicity, and gender as compared to total contract dollars awarded for calendar year?	<input checked="" type="radio"/>	<input type="radio"/>	Provide this information in our quarterly diversity dashboard that is presented by the Chief Diversity Officer to our board of directors.
e. the changes related to the above items over time?	<input checked="" type="radio"/>	<input type="radio"/>	In our quarterly diversity dashboard.
6. Implement 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?	<input checked="" type="radio"/>	<input type="radio"/>	We attend the local Small Business fair to advertise our future opportunities and provide information on our credit union.
b. Maintain a listing of qualified minority- and women-owned businesses that may bid on upcoming contracting opportunities?	<input checked="" type="radio"/>	<input type="radio"/>	We maintain this list and update it with new potential vendors.
c. Have an ongoing process to publicize our contracting opportunities?	<input checked="" type="radio"/>	<input type="radio"/>	At conferences and in local newspaper
7. Encourage prime contractors to use minority- and women-owned subcontractors by incorporating this objective in their business contracts?	<input checked="" type="radio"/>	<input type="radio"/>	See sample contract language that we usually provide in our business contracts.



4. Does My Credit Union Promote Transparency of its Diversity and Inclusion Practices?

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

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. Here are some examples of efforts to promote transparency of your credit union’s diversity and inclusion efforts:

Does my credit union:	Yes	No	Comments
1. Periodically compile information about our efforts to enhance diversity and inclusion suitable for publication, which may include:			
a. Demographic information on workforce composition (such as that found on an annual EEOC report)?	<input checked="" type="radio"/>	<input type="radio"/>	Quarterly diversity dashboard. 50% White, 30% African American, 15% Hispanic and 5% Asian
b. Demographic information on supplier diversity (contracting activities)?	<input checked="" type="radio"/>	<input type="radio"/>	See dashboard. 30% awarded 25% spent on MWOB
c. Demographic information on the board members and other officials?	<input checked="" type="radio"/>	<input type="radio"/>	50% women 30% White 30% AA 30% Hisp 10% Asian
d. Information on sponsorships or partnerships with diverse organizations?	<input checked="" type="radio"/>	<input type="radio"/>	See attached diversity dashboard.
e. Other information on our diversity and inclusion efforts?	<input checked="" type="radio"/>	<input type="radio"/>	See attached diversity dashboard.



Does my credit union:	Yes	No	Comments
2. Make the following information public:			
a. Our diversity and inclusion strategic plan?	<input checked="" type="radio"/>	<input type="radio"/>	www.scfcu.org/whoweare/diversity
b. Our policy on the credit union's commitment to diversity and inclusion in the workforce?	<input checked="" type="radio"/>	<input type="radio"/>	www.scfcu.org/whoweare/diversity
c. Our policy on the credit union's commitment to diversity and inclusion to supplier diversity?	<input checked="" type="radio"/>	<input type="radio"/>	www.scfcu.org/whoweare/diversity/supplierdiversity
d. Our efforts and progress toward achieving diversity and inclusion in our workforce and contracting activities?	<input checked="" type="radio"/>	<input type="radio"/>	www.scfcu.org/whoweare/diversity/supplierdiversity
3. Publicize opportunities that promote diversity and inclusion, which may include:			
■ employment and internship opportunities?	<input checked="" type="radio"/>	<input type="radio"/>	www.scfcu.org/careers/commitmenttodiversity
■ contracting opportunities?	<input checked="" type="radio"/>	<input type="radio"/>	www.scfcu.org/whoweare/diversity/supplierdiversity
■ mentorship or developmental programs for employees?	<input checked="" type="radio"/>	<input type="radio"/>	www.scfcu.org/whoweare/diversity/inclusiveworkplac
■ developmental programs for potential contractors?	<input checked="" type="radio"/>	<input type="radio"/>	www.scfcu.org/whoweare/diversity/supplierdiversity



5. Does My Credit Union Continually Monitor and Assess its Diversity Policies 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. NCUA encourages credit unions to disclose their diversity policies and practices and related information to both NCUA and the public.

Does My Credit Union:	Yes	No	Comments
1. Use the Diversity Standards identified above to conduct self-assessments of our diversity policies and practices annually?	<input checked="" type="radio"/>	<input type="radio"/>	We understand the value proposition of credit union diversity and do annual self-assessment
2. Modify our diversity policies and practices based on the results of the self-assessment or evaluation of our diversity policies and practices?	<input checked="" type="radio"/>	<input type="radio"/>	We are committed to continuous improvement in this area so we can better serve our members.
3. Provide information pertaining to the self-assessment or evaluation of our diversity policies and practices to NCUA’s OMWI Director annually?	<input checked="" type="radio"/>	<input type="radio"/>	We will provide this assessment annually and we are open to feedback for improvement.
4. Publish information pertaining to our efforts with respect to the above diversity standards?	<input checked="" type="radio"/>	<input type="radio"/>	We will publish on our website for transparency and to demonstrate our commitment.

Instructions for Submission

This assessment and other information may be voluntarily submitted electronically to NCUA – Office of Minority and Women Inclusion’s mailbox at CUDiversity@ncua.gov or mail to: National Credit Union Administration, Office of Minority and Women Inclusion, 1775 Duke Street, Alexandria, Virginia 22314 or fax (703) 518-6685. You may submit additional information, at your discretion, to increase NCUA and Congress’s understanding of your diversity efforts or other characteristics.

Use of Information by NCUA

NCUA may use the submitted information to monitor progress and trends in the financial services industry with regard to diversity and inclusion in employment and contracting activities and to identify those policies and practices that have been successful. The OMWI Director will also reach out to credit unions and other interested parties to discuss diversity and inclusion practices and methods of assessment. NCUA may publish information submitted, such as best practices, in a form that does not identify a particular credit union or person or disclose confidential business information.

Submit by Email