

# NCUA DIVERSITY AND INCLUSION STRATEGIC PLAN

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## OVERVIEW

This Diversity and Inclusion Strategic Plan for 2012 -2016 is in response to the President's Executive Order 13583 on establishing an initiative to promote diversity and inclusion in the federal workforce. The objective of the plan is to more fully utilize the talents of all segments of society. A commitment to equal opportunity, diversity, and inclusion is critical for the Federal government as an employer.

Section 342 of the Dodd Frank Wall Street Reform and Consumer Protection Act of 2010 also charged NCUA with responsibility for developing standards for equal employment opportunity and for enhancing racial, ethnic, and gender diversity in the workforce and senior management of the Agency. This plan outlines standards to meet this objective.

The NCUA Diversity and Inclusion Strategic Plan includes a continuing effort to identify and adopt best practices to promote diversity and inclusion and to identify and remove any barriers to equal employment opportunity, consistent with applicable merit system principles and law. NCUA used a combination of existing plans to develop the NCUA Diversity and Inclusion Strategic Plan, including its Strategic Plan for 2011-2014, Annual Performance Budget for 2012, Federal Equal Employment Opportunity Recruitment Plan, and Management Directive 715 Report.

## BACKGROUND

On August 18, 2011, the President issued Executive Order 13583 to create a coordinated government-wide initiative to promote diversity and inclusion in the Federal workforce. The Executive Order was intended to establish the Federal workplace as a model of equal opportunity, diversity, and inclusion. As the Nation's largest employer, the Federal Government has a special obligation to lead by example.

The executive order charged the Office of Personnel Management (OPM), the Office of Management and Budget (OMB), the President's Management Council (PMC), and the Equal Employment Opportunity Commission (EEOC) with the responsibility for developing a Government-Wide Diversity and Inclusion Strategic Plan to provide guidance to federal agencies in developing their individual plans. OPM published the Government-Wide Diversity and Strategic Plan in November 2011. The Executive Order requires each federal agency to develop an Agency-wide Diversity and Inclusion Strategic Plan using the Government-Wide Plan published by OPM as a guide.

Incorporated in NCUA's Strategic Plan for 2011-2014 is the goal of cultivating an environment that fosters a diverse, well-trained and motivated staff, thus making NCUA an employer of choice. The diversity, training, and motivation of NCUA staff contribute to the enhanced economic success of credit unions and their members. As a result, it is incumbent upon NCUA to ensure it retains, recruits, and trains a highly qualified, diverse workforce that is drawn from all segments of society.

NCUA uses its Strategic Plan for 2011-2014 and the 2012 Annual Performance Budget (APB) to communicate strategic direction and provide transparency and accountability for achievement of its goals and objectives. The APB outlines the annual objectives that collectively support accomplishment of NCUA's strategic goals, along with strategies, performance indicators, and targets. One of the objectives of the APB is to develop and implement a comprehensive, integrated, and strategic focus for diversity. The APB includes the following action plans that have been incorporated into this Diversity and Inclusion Strategic Plan:

- Develop an agency-specific Diversity and Inclusion Strategic Plan that identifies and adopts best practices in compliance with the Government-Wide Diversity and Inclusion Strategic Plan.

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- Identify and develop strategies to improve the inclusion of women and minority owned businesses in NCUA contracting awards.

Creating a diverse NCUA workforce that draws from all segments of society requires a sustained commitment to ensuring a level playing field on which the broadest spectrum of applicants, employees and business owners may compete for opportunities within NCUA. Sustaining the highest levels of integrity and professionalism through new, innovative and consistent outreach, recruiting and vendor diversity efforts is essential to achieving the strategic vision set out in this Plan.

## **DEFINITIONS OF DIVERSITY AND INCLUSION**

The diversity of any organization is one of its greatest assets. Having a workforce comprised of individuals who reflect the diversity of the population enhances the organization's ability to understand and respond effectively to the needs of its customers. Diversity is a broad spectrum of characteristics including race, color, ethnicity, national origin, gender, age, religion, language, disability, sexual orientation, gender identity, socioeconomic status, family structure, geographic differences, and diversity of thought and life experiences.

Inclusion is cultivating an environment that connects each employee to the organization; encourages collaboration, flexibility, and fairness; and throughout the agency so that all individuals are empowered to participate and contribute to their full potential.

## **DIVERSITY VISION STATEMENT**

The Agency's vision is to become an "employer of choice" that creates and sustains a high-performing workforce by leveraging diversity and empowering employees to achieve superior results in carrying out the agency's mission.

## **DIVERSITY AND INCLUSION MISSION STATEMENT**

The Agency mission is to recruit, hire, develop, advance and retain a diverse, high performing workforce that reflects the public it serves, draws from all segments of society and values fairness, diversity and inclusion.

## **DIVERSITY POLICY STATEMENT**

NCUA strives to incorporate the principles of diversity as one of its core values. Empowering a workforce that includes diversity of thought, diversity in its people, and diversity in its business practices demonstrates that we are capable of understanding and responding effectively to the needs of our co-workers and to our mission to protect the safety and soundness of the credit union industry. These principles are imperative to achieving NCUA's mission both as a federal employer and as a regulator, and fulfilling the goals set forth in NCUA's Strategic Plan.

The benefits of building and sustaining a diverse workforce are immeasurable and, when managed effectively, create an environment where employees not only succeed, but strive to reach their fullest potential. NCUA must continue its commitment to the ideal that all employees are valued for their

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thoughts, ideas, and input. Employees can also contribute to this effort through active and effective teamwork.

We are dedicated to promoting a workplace where the talents of all individuals are utilized. Creating harmonious and productive working relationships not only benefits us as individuals, but also increases the success of NCUA.

## GOALS

In pursuit of its diversity and inclusion mission, NCUA has established the following goals:

1. **Workforce Diversity:** Recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of American society.
2. **Workplace Inclusion:** Cultivate an environment that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential.
3. **Sustainability:** Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion.

## IMPLEMENTATION

The Diversity and Inclusion Strategic Plan is a multi-year effort, covering 2012-2016, and will be reviewed annually and revised as needed.

## MEASURES

NCUA has incorporated in the Strategic Plan for 2011 – 2014 the goal of cultivating an environment that fosters a diverse, well-trained and motivated staff. We will use the performance indicators and targets under Goal 4 of the APB to determine measures of success.

## GOALS, PRIORITIES, AND ACTIONS

NCUA's priorities and actions are designed to achieve the established goals.

### **Goal 1: Workforce Diversity**

Recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of society.

#### Priority 1.1:

Design and perform strategic outreach and recruitment to reach all segments of society.

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### Actions:

1. Coordinate outreach and recruitment strategies to maximize opportunity to recruit from a diverse, broad spectrum of potential applicants, including a variety of geographic regions, academic sources, and professional disciplines.
2. Analyze workforce demographic data in comparison to the Civilian Labor Force (CLF) and Relevant Civilian Labor Force (RCLF) to identify underrepresentation and increase the representation of underrepresented groups in NCUA's workforce.
3. Collect and analyze applicant flow demographics for executive positions and mission critical occupations to identify possible barriers in the hiring process.
4. Perform analysis to determine possible barriers affecting diversity representation in senior level positions (CU-13 and above) and develop plan of action.
5. Involve managers and supervisors in recruitment activities and take appropriate action to ensure that outreach efforts are effective in addressing barriers.
6. Establish policy to ensure diverse interview panel members are used for all management and senior level vacancies.
7. Develop strategic partnerships and collaborations with community organizations, public and private agencies, affinity groups, professional associations, and educational institutions to increase the number of diverse candidates in the applicant pool.
8. Use student internship programs to establish a pipeline to diverse candidates for entry level positions.
9. Market NCUA as the employer of choice when representing the agency at national affinity group conferences or outreach venues.

### Priority 1.2:

Use strategic hiring initiatives for people with disabilities and for veterans, conduct barrier analysis, and support Special Emphasis Programs (SEPs), to promote diversity within the workforce.

### Actions:

1. Review and perform a barrier analysis to identify groups with higher than expected attrition rates and develop an action plan for improvement.
2. Use Schedule A hiring authority to increase the agency's percentage of the workforce for people with disabilities.
3. Use Veteran Special Appointing Authorities (*i.e.*, 30% Disabled Veterans and Veterans' Recruitment Appointments) to recruit and retain a diverse workforce, with a goal of increasing the annual percentage.

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4. Perform barrier analyses required under Management Directive 715, develop action plans to eliminate any identified barrier(s), and coordinate implementation of action plans.
5. Establish Special Emphasis Programs (SEPs) and appoint SEP Managers as advisors on hiring, retaining and promoting a diverse workforce.

### **Goal 2: Workforce Inclusion**

Cultivate an environment that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention.

#### Priority 2.1:

Promote diversity and inclusion in leadership development programs.

#### Actions:

1. Support and review leadership development programs to ensure they draw from all segments of the workforce and develop strategies to identify and eliminate barriers where they exist.
2. Develop and implement a succession plan for mission critical occupations that includes broad outreach to a diverse group of potential leaders.
3. Review and enhance mentoring programs for employees at all levels with an emphasis on aspiring executive level employees.
4. Publish a guide and materials on mentoring and coaching to improve retention and enhance diversity including lower level positions and the leadership pipeline.

#### Priority 2.2:

Cultivate a supportive, welcoming, inclusive and fair work environment.

#### Actions:

1. Use flexible workplace policies that encourage employee engagement and empowerment, including, but not limited to, telework, wellness programs, and other work-life flexibilities and benefits.
2. Establish and maintain strategic partnerships with diverse professional affinity organizations.
3. Support participation in employee affinity and resource groups and provide such groups with access to agency senior leadership.
4. Administer a robust orientation process for new NCUA employees and new SSP members to introduce them to the agency culture and to provide networking opportunities.
5. Add inclusion-specific questions to the annual Federal Employee Viewpoint Survey to assess climate and overall employee satisfaction.

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6. Analyze workforce data to determine if promotions, awards, recognitions, training, and upward mobility opportunities are occurring equitably.
7. Establish an exit interview process administered by an independent source to assess/address retention issues.

### **Goal 3: Sustainability**

Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion.

#### Priority 3.1:

Demonstrate leadership accountability, commitment, and involvement regarding diversity and inclusion in the workplace.

#### Actions:

1. Affirm the value of workforce diversity and inclusion in the strategic plan and include them in workforce planning activities.
2. Ensure that all SSP members, managers, supervisors and employees have performance measures in place to ensure the proper execution of the agency's strategic plan, which includes diversity and inclusion, and that all are trained regarding relevant legal requirements.
3. Develop and widely distribute a set of diversity and inclusion measures to track agency efforts and provide a mechanism for refining plans.
4. Review and enhance the existing Leadership and Management critical performance element to include more specific information and requirements related to diversity and inclusion.
5. Ensure accountability for diversity and inclusion in performance standards by providing examples of best practices for executives, managers, and supervisors.

#### Priority 3.2:

Fully and timely comply with all Federal laws, regulations, Executive Orders, management directives, and policies related to promoting diversity and inclusion in the Federal workforce.

#### Actions:

1. Employ a diversity and inclusion dashboard with metrics as a tool for agency workforce planning and reporting.
2. Timely submit to the U.S. Office of Personnel Management (OPM) reports required by Federal laws, regulations, Executive orders, management directives, and policies.
3. Educate employees and managers on EEO, diversity, and inclusion matters to promote competency in maintaining a fair, high performing, and healthy work environment.

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4. Develop consistent agency standards for diversity, EEO, and conflict management training for all managers and supervisors.
5. Develop and provide annual Learning Management System (LMS), EEO, diversity and inclusion training for all employees.
6. Develop an OMWI website to improve diversity and inclusion awareness at NCUA.

### Priority 3.3:

Establish and implement vendor diversity strategies to increase the inclusion, participation and utilization of minority-owned and women-owned firms at the agency.

### Actions:

1. Develop, promulgate, and implement a Supplier Diversity Policy that successfully increases the inclusion of minority-owned and women-owned firms among vendors, and meets the requirements of Section 342 of the Dodd-Frank Act.
2. Create and implement information systems and procedures that enable NCUA to capture, store, retrieve and report vendor and contracting information on a consistent basis.
3. Generate vendor list for each solicitation utilizing various sources (e.g. GSA Schedule, CCR, SBA Dynamic Small Business Search, NCUA/OMWI vendor database) to ensure a balanced and well-diversified list of invited vendors in accordance with the inclusion mandates of Section 342 of the Dodd-Frank Act.
4. Conduct a number of outreach events to communicate with the minority-owned and women-owned business community; increase NCUA's profile amongst them; and attract their participation in the Agency's contracting opportunities.