

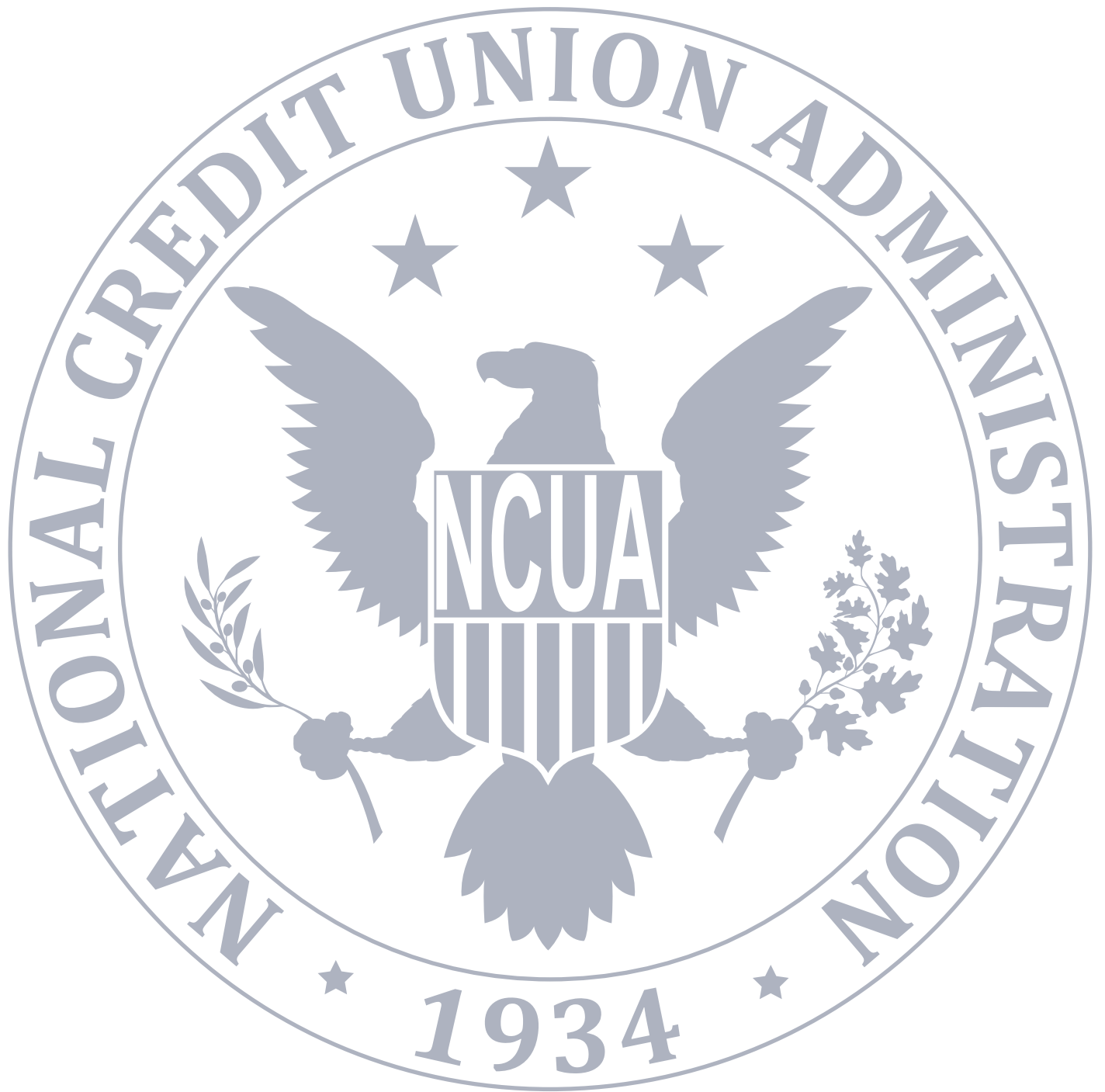


**NCUA**  
National Credit Union Administration

# Diversity and Inclusion Strategic Plan

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2018–2022





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## Message from the Board

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In accordance with the concept of “come now, let us reason together,” people with diverse experiences and backgrounds come together with their ideas and collaborate to reach the best possible solution. Promoting a diversity of backgrounds and experiences among our staff will help us better achieve our agency’s mission.

Since the first credit union in the U.S. opened in 1909, our country’s credit union system has been grounded on the principle of people helping people, on cooperative effort to build more secure financial futures for their members.

This idea of drawing strength from a broad range of talents and perspectives applies, as well, to the NCUA’s efforts to create a diverse and inclusive environment where every member of our staff can make the most of her or his own opportunities and, in turn, build a stronger agency.

A more diverse and inclusive workforce helps drive innovation by bringing a variety of perspectives to bear on how we meet the challenges we face. It’s a well-proven business model our agency is committed to incorporating into our activities. We encourage credit unions to assess their own structures and processes to find opportunities to grow and to serve their members and communities by promoting these values.





## Introduction from the Office of Minority and Women Inclusion

I am pleased to present this diversity and inclusion strategic plan. This plan is the collaborative product of several NCUA stakeholders, including the staff of the Office of the Minority and Women Inclusion and the Office of Human Resources, the Diversity Advisory Council, the entire NCUA senior leadership team, and the Talent Management Council. The NCUA, as an agency, owns this plan and the commitment to make diversity and inclusion strategic business imperatives for this organization. I am thrilled to be a part of an agency that is willing to work together to make this happen.



**Monica Davy**  
Director  
Office of Minority and Women  
Inclusion

The NCUA has long been committed to having a more diverse workforce and leadership team. At the core of this strategic plan are four focus areas for the next five years: a broader definition of diversity, the business case, intentional inclusion, and the mitigation of unconscious bias. I believe if we make advancements in these four areas, the NCUA will be positioned for significant, long-term, sustainable progress.

In the diversity and inclusion space, we are often asked what success looks like or how it can be quantifiably measured. Five years from now, my hope is the NCUA and the credit union industry will not only look different with respect to visible diversity, but will embrace and leverage the value of invisible differences. I also hope to see a greater understanding of the undeniable benefits diversity and inclusion bring to our organization and industry. Success is being committed to diversity and inclusion not because it is the right thing to do, but because we genuinely believe it is the smart thing to do.

### OMWI's Vision

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

### OMWI's Mission

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

### OMWI's Values

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



## 2012-2016 Strategic Plan Accomplishments

The 2012-2016 Diversity and Inclusion Strategic Plan consisted of three goals: Workforce Diversity, Workplace Inclusion, and Sustainability. With a variety of diversity and inclusion initiatives led throughout the agency, the NCUA made considerable progress in each of these areas. Examples of these accomplishments are listed below.

<b>Goal 1: Workforce Diversity</b>	<ul style="list-style-type: none"> <li>✓ Instituted policy to require diverse interview panels</li> <li>✓ Expanded special emphasis programs to include LGBT and veterans and broadcasted all events virtually</li> <li>✓ Established diversity advisory council with executive membership</li> </ul>
<b>Goal 2: Workplace Inclusion</b>	<ul style="list-style-type: none"> <li>✓ Established agency-wide mentor program</li> <li>✓ Established employee resource group program</li> <li>✓ Included inclusion specific language in employee survey</li> <li>✓ Established an exit interview process with independent vendor</li> <li>✓ Provided unconscious bias training to the entire workforce</li> </ul>
<b>Goal 3: Sustainability</b>	<ul style="list-style-type: none"> <li>✓ Diversity and inclusion with measurable strategies included as a goal in the agency's strategic plan</li> <li>✓ Included diversity and inclusion performance measures in all manager and executive performance plans</li> <li>✓ Updated procurement process to include invitations to minority- and women-owned businesses</li> <li>✓ Increased minority- and women-owned business contracts from 11 to 32.4 percent</li> </ul>

## The Definitions: What are Diversity and Inclusion?

### Diversity

Everything that makes you who you are and what makes you different from someone else, to include race, gender, religion, ability, age, sexual orientation, background, education, experiences, talents, skills, and much more

### Inclusion

The practice of leveraging diverse perspectives, backgrounds, skills, and talents to allow each employee to feel valued and able to contribute to his or her full potential in achieving the mission of the agency

### Diversity and Inclusion

Together, diversity and inclusion are strategic business imperatives that are part of who we are as an organization and how we do business, allowing us to leverage the diversity of our staff to achieve the agency's mission



## Why Diversity and Inclusion?

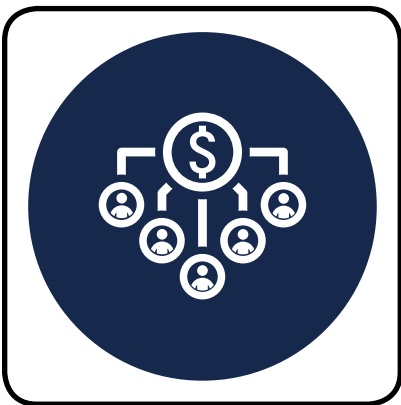
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### In the Workforce

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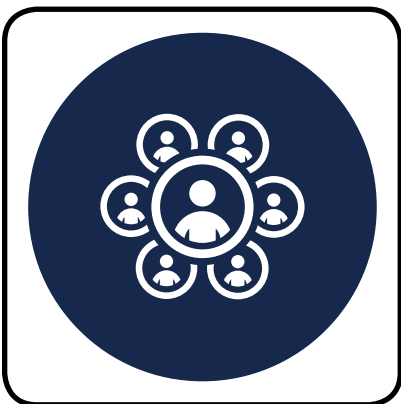
- **Talent** – a diverse workforce reflects our society and gives us a broader range of potential candidates
- **Innovation** – diversity of thought drives innovation
- **Results** – diverse perspectives, skills, and talent lead to better business results and solutions to business challenges



### In Credit Unions

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- **Growth** – diversity creates opportunities for growth in untapped markets
- **Innovation** – diversity gives credit unions the ability to create more innovative solutions and services that meet members' needs
- **Talent** – diversity allows credit unions to attract employees and volunteers from a broader pool of talent



### In Business Activities

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- **Competitive pricing** – supplier diversity creates competition among vendors
- **Innovation** – a diverse supply chain provides new and innovative business solutions
- **Community** – supplier diversity economically empowers the diverse communities in which the NCUA and the credit unions operate



## The Business Case

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Over the past few decades, the concepts of diversity and inclusion have evolved in significant ways. What began with the Civil Rights Movement has become a critical strategic imperative for business success. Initially, diversity was almost exclusively related to equal opportunity, which was primarily focused on race and gender. Today, racial and gender diversity remain critical and the NCUA is committed to improving the racial and gender make-up of our workforce and leadership team. However, we define diversity in its broadest sense. It is everything that makes us who we are, and all the ways we are different from everyone else.

When we view diversity as more than race and gender, to include diversity of thought, ideas, background, and experiences, it sparks creative insights, better solutions, and ultimately, greater efficiencies. But making an organization or a credit union more diverse is not enough. Diversity without inclusion will not yield the true benefits of diversity. Therefore, it is critical that we focus equally, or even more so, on inclusion. Inclusion is creating an environment where all differences can be leveraged to help us achieve our mission. Inclusion is using our differences to make a difference. Creating a workplace environment that taps into the unique talents and strengths of different employees leads to greater employee satisfaction and higher productivity while allowing us to understand the diversity of our workforce and regulated entities better. As such, diversity and inclusion are not just about who we are, but the way we carry out our mission. This includes the way we work together; the way we think about and solve problems; the way we engage our employees and tap into the unique strengths each of us brings to the workplace; and the way we ensure a safe and sound credit union system.

The kind of change necessary to create a truly diverse and inclusive workplace involves shifting the way employees, especially leaders, think and act. Achieving the lofty goals of diversity and inclusion requires a great deal of collaboration. Senior leaders, managers, and employees at every level must see diversity and inclusion as essential, everyday responsibilities. When viewed in this light, every office, region, and employee can apply this “business case” for diversity and inclusion to their everyday responsibilities.







## Aligning Strategies: The NCUA and OPM's Strategic Plans

**The NCUA's Strategic Plan:** The 2018-2022 Diversity and Inclusion Strategic Plan was not established independently. Each goal in this plan directly ties to one of the three goals outlined in the NCUA's Strategic Plan for 2018-2022. The strategies identified to achieve our diversity and inclusion goals also contribute to achieving the NCUA's overall objectives, and ultimately its mission. Performance for each objective will be measured against targets and indicators. The following pages contain detailed summaries of the diversity and inclusion goals and strategic objectives for 2018-2022, in support of the following NCUA strategic goals and objectives:

<b>Goal 1: Ensure a safe and sound credit union system</b>	<ul style="list-style-type: none"> <li>1.1 Maintain a strong Share Insurance Fund.</li> <li>1.2 Provide high-quality and efficient supervision.</li> </ul>
<b>Goal 2: Provide a regulatory framework that is transparent, efficient, and improves consumer access</b>	<ul style="list-style-type: none"> <li>2.1 Deliver an effective and transparent regulatory framework.</li> <li>2.2 Enforce federal consumer financial protection laws and regulations in federal credit unions.</li> <li>2.3 Facilitate access to federally-insured credit union financial services.</li> </ul>
<b>Goal 3: Maximize organizational performance to enable mission success</b>	<ul style="list-style-type: none"> <li>3.1 Attract, engage, and retain a highly-skilled, diverse workforce and cultivate an inclusive environment.</li> <li>3.2 Deliver an efficient organizational design supported by improved business processes and innovation.</li> <li>3.3 Ensure sound corporate governance.</li> </ul>

**OPM's Strategic Plan:** The NCUA's goals for diversity and inclusion also reflect those established by the Office of Personnel Management in the Government-wide Inclusive Diversity Strategic Plan for 2016:

<b>Goal 1: Diversify the federal workforce through active engagement of leadership</b>	<ul style="list-style-type: none"> <li>1.1 Emphasize the importance of inclusive diversity efforts by utilizing a wide range of communication strategies and tools that demonstrate their support for these initiatives.</li> <li>1.2 Review the wide range of policies, programs, systems, and techniques currently in use and determine specific initiatives that should be enhanced and improved.</li> <li>1.3 Develop and implement broad outreach strategies to attract leaders from diverse sources to the organization through strategic partnerships.</li> </ul>
<b>Goal 2: Include and engage everyone in the workplace</b>	<ul style="list-style-type: none"> <li>2.1 Foster a culture of inclusion and engagement by employing culture change strategies. Provide training and education on cultural competency, implicit bias awareness, and inclusion learning for all employees.</li> <li>2.2 Assess, redesign, and reengineer organizational structures and business processes to promote teamwork, collaboration, cross-functional operations, and transparency; and to deconstruct organizational siloes that lead to exclusive cultures and to flawed decision-making.</li> </ul>
<b>Goal 3: Optimize inclusive diversity efforts using data-driven approaches</b>	<ul style="list-style-type: none"> <li>3.1 Create a diverse, high-performing workforce, using data-driven approaches to recruitment, including analyzing applicant flow data.</li> <li>3.2 Foster a diverse, high-performing workforce by using data-driven approaches to promotion opportunities and career development.</li> <li>3.3 Collect relevant performance data to establish a business case for diversity and inclusion for the agency.</li> </ul>



## 2018-2022 Strategic Goals for Diversity and Inclusion

### GOAL 1: WORKFORCE DIVERSITY (NCUA Goal 3.1)

Sustain a skilled, highly engaged, and diverse workforce at all levels, including leadership

1a. Leadership commitment	Engage and train leadership in understanding and implementing sustainable diversity and inclusion strategies
1b. Inclusive recruitment	Conduct inclusive recruitment and selection practices
1c. Access to opportunities	Provide all employees with equal access to developmental and advancement opportunities
1d. Retention	Identify and address barriers that could lead to lower retention of under-represented groups
1e. Leadership diversity	Build and sustain a diverse leadership team

### GOAL 2: INCLUSION (NCUA Goal 3.1)

Cultivate an inclusive workplace where employees' unique talents, skills, and perspectives are valued and leveraged

2a. Inclusive initiatives	Develop inclusive workplace initiatives
2b. Inclusive behaviors	Develop inclusive behaviors in leaders
2c. Mitigate bias	Redesign systems to remove opportunities for adverse bias in workplace practices
2d. Disability inclusion	Improve workplace inclusion of employees with disabilities and provide necessary resources for success in their jobs

### GOAL 3: EQUAL OPPORTUNITY (NCUA Goals 3.1)

Ensure equal opportunity with proactive workplace resolutions

3a. Non-discriminatory workplace	Maintain a workplace free of discrimination
3b. Conflict resolution	Implement processes to mitigate and resolve workplace conflict
3c. Workplace accommodations	Provide effective and reasonable workplace accommodations for employees with disabilities

### GOAL 4: SUPPLIER DIVERSITY (NCUA Goal 3.2)

Build a robust and integrated supplier diversity program within the NCUA

4a. Embed procedures	Implement effective procurement procedures that support supplier diversity
4b. Increased competition	Increase opportunities for diverse suppliers to participate in competition
4c. Supplier development	Advance the development of diverse suppliers
4d. Awareness	Improve internal supplier diversity awareness

### GOAL 5: CREDIT UNION DIVERSITY (NCUA Goals 1.2 and 2.3)

Promote diversity and inclusion as valued business imperatives in the credit union system

5a. Business case	Build awareness of the value of diversity and inclusion in credit unions
5b. Policies and practices	Assess and promote diversity policies and practices in credit unions



## GOAL 1: WORKFORCE DIVERSITY (NCUA Goal 3.1)

### Sustain a skilled, highly engaged, and diverse workforce at all levels, including leadership

Building a high-performing workforce drawn from all segments of American society requires strategic outreach, broad recruitment, and intentional, proactive efforts to ensure opportunities for success are available to all employees.

#### 1a. Leadership commitment: Engage and train leadership in understanding and implementing sustainable diversity and inclusion strategies

- 1) Develop and promote an agency business case for workforce diversity and inclusion
- 2) Communicate to the workforce the organizational commitment to diversity and inclusion
- 3) Improve diversity and inclusion analytics and reporting
- 4) Hold leadership accountable for implementing diversity and inclusion initiatives through performance evaluations
- 5) Develop diversity and inclusion competencies in leadership

#### 1b. Inclusive recruitment: Conduct inclusive recruitment and selection practices

- 1) Develop recruitment processes, tools, and technology that reach and attract diverse and highly qualified talent
- 2) Ensure, to the extent possible, diverse interview and ranking panels for all vacancies
- 3) Ensure interviews are conducted using consistent, structured, and objective criteria and processes
- 4) Provide resources to help staff recognize and mitigate unconscious bias in all hiring processes
- 5) Involve managers and supervisors in targeted outreach and other recruitment activities
- 6) Develop a proactive and robust Schedule A disability hiring program (Executive Order 13548)
- 7) Ensure recruitment outreach is extended to all areas of consideration, locally and nationally, to expand the ability to create a diverse workforce

#### 1c. Access to opportunities: Provide all employees with equal access to developmental and advancement opportunities

- 1) Identify and address any barriers that inhibit inclusion in development opportunities
- 2) Maintain inclusive mentoring program with diverse participants
- 3) Ensure fair access to training and development
- 4) Implement individual development plans for every employee
- 5) Develop transparent detail program and increase awareness of opportunities

#### 1d. Retention: Identify and address barriers that could lead to lower retention of under-represented groups

- 1) Assess factors leading to employees' decision to leave or stay at the NCUA
- 2) Identify and address barriers that lead to higher than average attrition rates of under-represented groups

#### 1e. Leadership diversity: Build and sustain a diverse leadership team

- 1) Build and maintain a sustainable and diverse leadership pipeline
- 2) Identify and implement best practices for succession planning of agency-critical positions
- 3) Use succession planning to identify and broaden career development opportunities



## GOAL 2: INCLUSION (NCUA Goal 3.1)

### Cultivate an inclusive workplace where employees’ unique talents, skills, and perspectives are valued and leveraged

Cultivating an inclusive workplace allows differences to make a difference. Encouraging employees to achieve their fullest potential through flexibility, collaboration, and empowerment leads to higher levels of individual engagement and better organizational outcomes.

#### 2a. Inclusive initiatives: Develop inclusive workplace initiatives

- 1) Build agency-wide inclusion competencies, skills, and awareness
- 2) Further develop the NCUA’s Special Emphasis Program using federal agencies’ best practices
- 3) Convene and support the NCUA’s Diversity Advisory Council
- 4) Develop a Schedule A (disability) support program
- 5) Develop and support business-aligned employee resource groups

#### 2b. Inclusive behaviors: Develop inclusive behaviors in leaders

- 1) Develop a leadership toolkit based on building inclusion competencies
- 2) Incorporate diversity and inclusion curriculum into leadership development programs
- 3) Hold executives, managers, and supervisors accountable for inclusive behaviors through performance evaluations

#### 2c. Mitigate bias: Redesign systems to remove opportunities for adverse bias in workplace practices

- 1) Implement strategies to identify and address bias in agency programs, policies, and practices
- 2) Provide progressive levels of bias-related curriculum and training for all staff

#### 2d. Disability inclusion: Improve workplace inclusion of employees with disabilities and provide necessary resources for success in their jobs

- 1) Ensure needs of employees with disabilities are incorporated into business practices, policies, and processes
- 2) Create a culture where universal access is a top priority
- 3) Identify and address challenges faced by employees with disabilities



## GOAL 3: EQUAL OPPORTUNITY (NCUA Goal 3.1)

### Ensure equal opportunity with proactive workplace resolutions

Providing equal employment opportunities for employees and applicants for employment ensures fair treatment and affords talented men and women every opportunity to fully participate in the NCUA’s workforce and to contribute to the accomplishment of the agency’s mission. Equitable practices also bolster the NCUA’s reputation as an employer of choice and a strong, effective, high-performing public service organization.

#### 3a. Non-discriminatory workplace: Maintain a workplace free of discrimination

- 1) Provide a model EEO program
- 2) Provide engaging and relevant non-discrimination education and training to all employees
- 3) Improve employee knowledge of and access to EEO programs and resources
- 4) Hold managers and employees accountable for maintaining a non-discriminatory workplace through performance evaluations

#### 3b. Conflict resolution: Implement processes to mitigate and resolve workplace conflict

- 1) Develop conflict resolution and mitigation competency in leaders
- 2) Identify and train staff members (cross-regional) to serve as “Collateral Workplace Resolution Advisors”
- 3) Build cultural awareness and skills to mitigate conflict over differences

#### 3c. Workplace accommodations: Provide effective and reasonable workplace accommodations for employees with disabilities

- 1) Benchmark and implement best practices for providing reasonable accommodations
- 2) Provide employees with reasonable accommodations needed to perform essential job functions



## GOAL 4: SUPPLIER DIVERSITY (NCUA Goal 3.2)

### Build a robust and integrated supplier diversity program within the NCUA

Ensuring diversity in business activities drives competition to improve service and pricing, promotes better and more innovative solutions for the agency, and creates economic development that adds value to the communities the NCUA serves.

#### 4a. Embed procedures: Implement effective procurement procedures that support supplier diversity

- 1) Identify components of current procurement process that inhibit supplier diversity
- 2) Incorporate best supplier diversity practices into procurement procedures
- 3) Conduct near- and long-term procurement forecasting to support supplier diversity
- 4) Ensure supplier diversity is incorporated early in the procurement planning process
- 5) Provide supplier diversity training to all new employees in the procurement area
- 6) Keep office and regional directors informed of current supplier diversity standing through quarterly reporting

#### 4b. Increased competition: Increase opportunities for diverse suppliers to participate in competition

- 1) Foster outreach to minority- and women-owned businesses
- 2) Identify and encourage opportunities for minority- and women-owned business participation in the bidding process
- 3) Analyze procurement activity for minority- and women-owned businesses invited, responding to, and awarded contracts
- 4) Ensure compliance with one-third inclusion outreach guideline

#### 4c. Supplier development: Advance the development of diverse suppliers

- 1) Coordinate and promote technical assistance for minority- and women-owned businesses to help improve success in the NCUA's bidding process
- 2) Facilitate better relationships between prime contract vendors and minority- and women-owned businesses to encourage sub-contracting partnerships
- 3) Coordinate and leverage technical assistance offered by federally funded programs, including mentor-protégé programs
- 4) Promote capability briefings between minority- and women-owned businesses and program offices prior to contracting posture
- 5) Create and maintain a nationwide database of minority- and women-owned businesses for the agency's top-purchased products and services

#### 4d. Awareness: Improve internal supplier diversity awareness

- 1) Conduct analysis and provide feedback to program offices regarding supplier diversity results
- 2) Conduct proactive and consistent minority- and women-owned business market research within the NCUA programs
- 3) Educate office and regional directors and contracting officials about supplier diversity program and requirements
- 4) Develop and promote the business case for supplier diversity



## GOAL 5: CREDIT UNION DIVERSITY (NCUA Goals 1.2 and 2.3)

### Promote diversity and inclusion as valued business imperatives in the credit union system

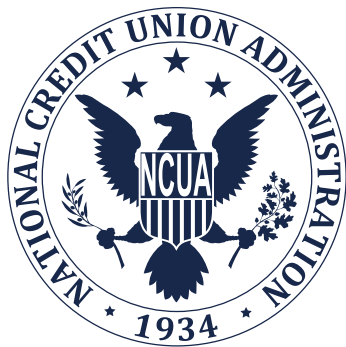
Building diversity within the credit unions will lead to better service, greater innovation, improved solutions, and increased membership. These things make credit unions strong and sustainable, which ultimately leads to greater strength for the entire credit union system.

#### 5a. Business case: Build awareness of the value of diversity and inclusion in credit unions

- 1) Create distinct and separate business cases for large and small credit unions and promote them to the industry and the NCUA examiner staff
- 2) Partner with credit unions with effective programs to support the NCUA in promoting diversity
- 3) Partner with trades and associations to promote diversity and inclusion
- 4) Build and maintain a diversity and inclusion toolkit for credit unions
- 5) Implement a #CUs for Diversity campaign as a marketing tool

#### 5b. Policies and practices: Assess and promote diversity policies and practices in credit unions

- 1) Promote the use of the NCUA's Voluntary Credit Union Diversity Self-Assessment Checklist
- 2) Educate credit union staff on the proper completion and submission for reporting EEO-1 data to the EEOC
- 3) Share strategies to increase representation of under-represented and under-served groups
- 4) Identify and highlight best and leading diversity and inclusion practices within trades and credit unions



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