

**FEDERAL DEPOSIT
INSURANCE CORPORATION**

**Federal Agency
Annual EEO Program
Status Report**

Fiscal Year 2021



**U.S. Equal Employment Opportunity Commission
 FY 2021 – FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
 Federal Deposit Insurance Corporation**

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U.S. Equal Employment Opportunity Commission			
FY 2020 – FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT			
Federal Deposit Insurance Corporation			
EEOC FORM 715-01 PARTS A - D			
For period covering October 1, 2020, to September 30, 2021.			
PART A Department or Agency Identifying Information	1. Agency	1. Federal Deposit Insurance Corporation	
	1.a. 2 nd level reporting component	N/A	
	1.b. 3 rd level reporting component	N/A	
	1.c. 4 th level reporting component	N/A	
	2. Address	2. 550 17th Street NW	
	3. City, State, Zip Code	3. Washington, District of Columbia 20429-9990	
	4. CPDF Code	5. FIPS code(s)	4. FD68
PART B Total Employment	1. Enter total number of permanent full-time and part-time employees		1. 5623
	2. Enter total number of temporary employees		2. 412
	3.		
	4.TOTAL EMPLOYMENT [add lines B 1 through 3]		4. 6035
PART C Agency Official(s) Responsible For Oversight of EEO Program(s)	1.Head of Agency Official Title	1. Martin J. Gruenberg, Acting Chairman	
	2. Agency Head Designee	2. Nikita Pearson, Deputy to the Chairman for External Affairs and Director, Office of Minority and Women Inclusion	
	3. Principal EEO Director/Official Title/series/grade	3. Nikita Pearson, Deputy to the Chairman for External Affairs and Director, Office of Minority and Women Inclusion, EM-00	
	4. Title VII Affirmative EEO Program Official	4. Brian Guy, Deputy Director, Office of Minority and Women Inclusion	
	5. Section 501 Affirmative Action Program Official	5. Monica Flint, Disability Program Manager, Human Resources Branch	

	6. Complaint Processing Program Manager	6. Michael Moran , Branch Chief, Equal Employment Opportunity Compliance and Training, Office of Minority and Women Inclusion
	7. Other Responsible EEO Staff	7. Peter Mueller , Senior EEO Specialist Amy Del Valle, Stephanie Foster , and Theresa Marshall , EEO Specialists Donald Ballard , EEO Counselor Joyce Hunter , Special Emphasis Program Manager

U.S. Equal Employment Opportunity Commission FY 2020 – FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT Federal Deposit Insurance Corporation				
EEOC FORM 715-01 PARTS A - D				
PART D List of Subordinate Components Covered in This Report	Subordinate Component and Location (City/State)		CPDF and FIPS Codes	
			CPDF	FIPS
	Atlanta Regional Office (Atlanta / GA)		FD68	13
	Chicago Regional Office (Chicago / IL)		FD68	17
	Dallas Regional Office (Dallas / TX)		FD68	48
	Kansas City Regional Office (Kansas City / MO)		FD68	29
	New York Regional Office (New York / NY)		FD68	36
	San Francisco Regional Office (San Francisco / CA)		FD68	06
EEOC FORMS and Documents Included With This Report				
* Attachment A: FDIC Workforce Data Tables		* Attachment G: FDIC Circular 2710.5 – FDIC Reasonable Accommodation Program		
* Attachment B: FDIC FY 2020 EEO Policy Statement		* Attachment H: FDIC Guidance/Procedures for Providing Personal Assistance Services		
* Attachment C: FDIC Organizational Chart		* Attachment I: FDIC FY 2021 Disabled Veterans Affirmative Action Program (DVAAP) Report		
* Attachment D: FDIC Circular 2710.03 – Anti-Harassment Program		* Attachment J: FDIC 2021 Federal Employee Viewpoint Survey Results Status		
* Attachment E: FDIC Strategic Plan		* Attachment K: FDIC Diversity, Equity, and Inclusion Strategic Plan 2021-2023		
* Attachment F: FDIC Alternative Dispute Resolution Procedures		* Attachment L: FDIC Section 342 Dodd-Frank Wall Street Reform and Consumer Protection Act Report to Congress 2021		

Management Directive (MD)-715 Executive Summary FDIC Mission, Model EEO Program and Workforce Diversity, Equity, Inclusion and Accessibility Efforts

The Federal Deposit Insurance Corporation (FDIC) is pleased to deliver its Equal Employment Opportunity (EEO) Program Status Report for fiscal year (FY) 2021. The FDIC maintains stability and public confidence in the U.S. financial system by insuring deposits in banks and thrift institutions; examining and supervising financial institutions for safety and soundness and consumer protection; making large and complex financial institutions resolvable and limiting the effect on the economy and the financial system when a bank or thrift institution fails by managing receiverships. The FDIC is the primary federal regulator of state-chartered banks that are not members of the Federal Reserve System and is the back-up supervisor for the remaining insured banks and thrift institutions. As of September 30, 2021, the FDIC directly examined and supervised 3,171 banks and thrift institutions, more than half of the institutions in the banking system.

To better support our mission, the FDIC is building a workforce that is talented, diverse, and committed to fostering a safe, fair, and inclusive workplace and banking system. The EEO Program is a critical piece of our workforce efforts. In this EEO Program Status Report, we share information about our ongoing strategies to maintain a model EEO program and to remediate prior deficiencies. For instance, we are focusing on expanding talent sources, leadership accountability, strengthening employee development efforts, and benchmarking best practices. These initiatives will enhance our current workplace, as well as address barriers to opportunities that may exist. The FDIC recognizes that we are in a unique position to make positive, lasting changes that will impact not only our workforce, but the banking system and – even more broadly – the communities within our country.

Details regarding these and other efforts, along with our challenges and accomplishments, can also be found in the FDIC's Section 342 Dodd-Frank Wall Street Reform and Consumer Protection Act Report to Congress for 2021. (Please refer to Attachment L to review the report.)

FDIC's Annual Self-Assessment Against the MD-715 "Essential Elements"

Strengthening our diversity, equity, inclusion, and accessibility (DEIA) efforts during the reporting period has helped to place us on solid ground for achieving and maintaining a Model EEO Program. The MD-715 divides the essential elements of a model agency EEO program into six broad categories encompassing 156 measures:

- A. Demonstrated Commitment from Agency Leadership,
- B. Integration of EEO into the Agency's Strategic Mission,
- C. Management and Program Accountability,
- D. Proactive Prevention of Unlawful Discrimination,
- E. Efficiency, and
- F. Responsiveness and Legal Compliance.

For FY 2021, the FDIC has met all measures of four essential elements:

- A. Demonstrated Commitment from Agency Leadership,
- B. Integration of EEO into the Agency's Strategic Mission,
- D. Proactive Prevention of Unlawful Discrimination, and
- F. Responsiveness and Legal Compliance.

The FDIC nearly met all measures identified in Essential Element C-Management and Program Accountability. We are diligently working to meet all measures of this essential element as well as Essential Element E-Efficiency. Please see below for more details.

- Essential Element C-Management and Program Accountability. The self-assessment identified one deficiency:
 - Establishing a timetable for regular review of employee programs for systemic barriers that may be impeding full participation in the programs by all groups of employees. Although, the FDIC has reviewed these areas in the past and discussed review timetables, it has not been formally adopted as part of a regular review cycle. This effort was delayed as many of the staff initially responsible for this effort have left the Agency through retirement.

Part H of this report, "Agency EEO Plan to Attain the Essential Elements of a Model EEO Program," discusses actions the FDIC will take to address the remaining deficiency by implementing the established regular schedules to review its merit promotion program, employee recognition awards program, and employee development/training programs.

- Essential Element E-Efficiency. The self-assessment identified three deficiencies:
 - The agency provides timely EEO counseling,
 - Low Alternative Dispute Resolution (ADR) Rate in the Pre-Complaint Stage, and
 - Timely completing investigations.

Part H of this report discusses the FDIC's plans to improve ADR participation and the timeliness of EEO counseling, and investigations.

The chart below reflects FDIC's percentage of Essential Elements met for FY 2021 and the next section "Select Accomplishments Towards Attaining a Model EEO Program" will describe our efforts to ensure a model EEO program.

Element	*FY 2021 % of Measures Met
A. Demonstrated Commitment from Agency Leadership	100%
B. Integration of EEO into the Agency's Strategic Mission	100%
C. Management and Program Accountability	95%
D. Proactive Prevention	100%
E. Efficiency	83%
F. Responsiveness and Legal Compliance	100%
Total	95%

**The calculation excludes "Not Applicable" measures in Part G.*

Select Accomplishments Towards Attaining a Model EEO Program

This section provides representative examples of where FDIC has taken steps to achieve and maintain a model EEO program in relationship to the six essential elements. Highlights in this summary also include actions taken to help proactively prevent EEO barriers. In addition, success and challenges are outlined in our workforce analysis. Finally, we discuss future actions that FDIC will take to maintain a model EEO program.

A. Demonstrated Commitment from Agency Leadership

Equal Employment Opportunity Policy Statement

On October 22, 2020, the FDIC issued its annual EEO Policy Statement affirming its commitment to a workforce that is diverse and inclusive, reflecting the communities we serve, and respecting the value and contributions of all employees. The agency reaffirmed its commitment to EEO principles on April 26, 2022. The FDIC will continue its work to uphold equal opportunity and cultivate a workplace that is accessible, inclusive, and diverse—that treats everyone with dignity and respect and embraces our differences. The statement also highlighted specific initiatives that the FDIC has undertaken to increase diversity in our workforce and leadership to create a culture of excellence that supports and sustains high performance.

No FEAR Act Notice

On July 30, 2021, the FDIC issued its No FEAR Act Notice to all employees describing their right to a workplace that is free from discrimination, harassment, retaliation, and prohibited personnel practices, including reprisal for whistleblowing activities. This Notice further provided employees with specific information on how to exercise their rights.

B. Integration of EEO into the Agency's Strategic Mission

Diversity, Equity, Inclusion, and Accessibility Initiatives

At the agency, we foster a culture of excellence by ensuring every employee has equal opportunity to develop and excel in their career. In March 2021, the FDIC released its 2021-2023 Diversity Equity, and Inclusion (DEI) Strategic Plan, which lays out a bold vision for embedding DEI into every aspect of our operations. The DEI plan is attached to this report and also focuses on accessibility efforts.

C. Management and Program Accountability

Leadership

The FDIC established a new performance goal to promote DEI in our workforce and to hold FDIC leadership accountable for advancing DEI and EEO. In the DEI Strategic Plan, goal 2.2 Career Development, tasks the FDIC with maintaining a diverse leadership pipeline including a framework for holding managers accountable for actively promoting career development and advancement opportunities for their employees. In addition, the FDIC developed and implemented a new leadership development framework that includes a corporate-wide succession management program focused on the development of a broad, diverse, and talented cadre of future FDIC leaders.

Leadership Excellence Acceleration Program

The FDIC launched the Leadership Excellence Acceleration Program (LEAP) in September 2021. This program was designed to develop FDIC's next generation of managers and gives employees the knowledge and tools needed to become future leaders of the organization. The one-year program combines education and training with leadership experiences and includes opportunities for the participant to shadow managers and assume acting managerial roles. This gives the participant the

opportunity to grow their knowledge, skills, and experience so they could successfully take on a managerial role. The LEAP program selected 15 employees to participate in 2021.

D. Proactive Prevention

Accessibility

Since publishing our DEI Strategic Plan, we have included accessibility language in our agency-wide DEIA initiatives. We have always been committed to both meeting the accessibility requirements of the Rehabilitation Act of 1973 for individuals with disabilities and exceeding our prior internal expectations. For instance, in FY 2021, the agency added automated captioning, meeting conference bridge phone numbers for American Sign Language (ASL) interpreters, the ability to “pin” the video feeds of ASL interpreters, and participant spotlighting to the MS Teams meeting platform for all FDIC employees. The FDIC Section 508 Team leveraged ServiceNow to create a portal for its customers to submit requests for 508 services, including 508 training, document remediation assistance, Section 508 testing, and Voluntary Product Accessibility Template (VPAT) reviews.

Improving the Interview Process

During the reporting period, appointment/hiring was the most frequently filed EEO issue. Based on this trend we focused on minimizing bias in hiring and promotion opportunities to promote an equitable process. As outlined in the Agency’s DEI Strategic Plan, the FDIC initiated DEIA best practices to mitigate bias in the interview process. Upon request in FY 2021, OMWI reviewed Division and Office interview questions to ensure they were relevant to the job requirements and inclusive. For example, OMWI confirmed that questions were gender neutral and captured how candidates address, handle or interact with a diverse group.

Hispanic/Latino Outreach and Recruitment

The FDIC has underrepresentation of Hispanic/Latino employees compared to applicable benchmarks. While we have made incremental improvements, the Agency is closely monitoring the representational rates of Hispanic/Latino employees and implementing initiatives which seek to increase representation.

In 2021, the FDIC began development of an agency-wide Hispanic/Latino Recruitment Strategy. The Corporate Recruitment Program, OMWI, and the Hispanic Organization for Leadership and Advancement (HOLA) Employee Resource Group (ERG) Board of Directors collaborated on planned initiatives to:

- Increase our potential candidate pipeline of Hispanic/Latino students from high school to college,
- Create new partnerships and strengthen existing partnerships with Hispanic/Latino organizations, and
- Increase retention rates and engagement of Hispanic/Latino employees.

The FDIC also partnered with the Hispanic Association of Colleges and Universities (HACU) to cohost the inaugural Hispanic Serving Institutions (HSI) Week in September 2021. Throughout the week, FDIC panelists shared ways to proactively source candidates from underrepresented communities and discussed the importance of DEIA hiring initiatives and the critical role allyship plays in achieving an inclusive work environment. More than 200 FDIC employees participated, including staff that moderated and provided closing remarks. As a result of our participation, the FDIC is expanding its relationship with HACU on a new Black, Indigenous, and People of Color (BIPOC) initiative, which seeks to build financial capability and economic empowerment, focusing on HSIs and other Hispanic-serving organizations. The FDIC will also participate in HACU’s National Internship Program and provide financial education to participating students utilizing the FDIC’s Money Smart financial education curriculum as part of an inaugural professional development series. Further, in 2022 the

FDIC will establish an executive level taskforce to develop and implement a robust strategy to strengthen Hispanic/Latino recruitment and retention.

First Generation Program

FDIC launched the First-Generation Professional Program (First Gen) in June 2021. This program is centered on those individuals who are the first employee in one's family to enter the professional workforce. The First Gen Program is open to all permanent employees and provides tools and resources to help the FDIC workforce achieve their professional and personal goals. First Gen supports the FDIC's DEI Strategic Plan as it is a resource to promote access and opportunities to all permanent FDIC employees. The objective of the program is to build an inclusive community, remove barriers for its members and address any challenges. During 2021, 35 FDIC employees participated in the program.

Special Assistant Program

The Agency began its new Specialist Assistant (SA) Rotational program, which was designed to increase diversity in our workforce and leadership, for the purpose of providing developmental opportunities such as training, mentoring and coaching for rising leaders at the FDIC. Program participants are given the opportunity to serve as Special Assistants to Division Directors, Deputy Directors and Regional Directors across the FDIC. The participants are given the opportunity to learn new skills, advance their career and bring their unique perspective to support FDIC Leadership. As a result of the launch of the program, 23 employees competed and were selected to participate in the program.

Expression of Interest Program

The FDIC updated its Expression of Interest (EOI) program during the year. These enhancements ensured that the application process for details and temporary promotions was fair, open, and inclusive. One of the notable program changes removed the requirement for an employee's supervisor to approve their participation in EOIs. This new process has empowered more employees to pursue career development opportunities. Also, the program reform expanded developmental opportunities to more employees and those that participate are allowed to explore opportunities across the FDIC, learn new skills, network and learn more about the different Divisions and Offices. This broad talent-development program will help the FDIC build a stronger and well-rounded diverse workforce.

Pay Adjustment Program

The FDIC worked with external compensation experts and the National Treasury Employees Union (NTEU) to create the Pay Adjustment Program for non-supervisory FDIC employees. This follows the 2021 procedural change wherein the FDIC implemented a new pay-setting system for incoming employees. To ensure that current employees were paid in accordance with the principles underlying the new pay setting system, FDIC implemented the Pay Adjustment Program to give current bargaining and non-bargaining unit employees the opportunity to request a pay review and apply for a compensation review of their base pay. In this new program, 4,900 FDIC employees were eligible for the review and 1,800 employees applied for one. As a result of the Pay Adjustment Program, more than 700 employees received a pay adjustment.

E. Efficiency

Implementing EEO Benchmark Study

The FDIC continually strives to build a workplace and culture where all employees feel free to exercise their civil rights and where employees are held accountable for violations of antidiscrimination laws. In addition, we are focusing on an inclusive culture where differences are celebrated, because these unique characteristics make our workforce stronger and enhance our ability to fulfill our mission responsibilities. For these reasons, OMWI initiated a process during FY 2021 to benchmark other

agencies' equal employment programs for preventing and addressing discrimination and retaliation. The results of this effort will be integrated into process enhancements for our EEO program in 2022.

Promoting Alternative Dispute Resolution

On January 21, 2021, the EEOC noted in its review of the FDIC's MD-715 report that the agency's ADR/EEO mediation acceptance rate in the pre-complaint stage of the EEO process is below 50 percent. In response, OMWI initiated a benchmarking review of the informal EEO process to determine why more employees do not opt to participate in mediation. Steps initiated to improve the ADR participation rate include OMWI working with agency management to encourage resolution, and we are seeking valuable feedback, in the form of a questionnaire, from participating employees in order to implement process improvements. Our goal is to bolster the overall organizational numbers wherein we resolve conflict early in a dispute and at the lowest level possible. Upon completion of the benchmarking initiative by the close of 2022, OMWI will develop additional conflict resolution tools to improve EEO ADR participation at the FDIC.

F. Responsiveness and Legal Compliance

Processing Conflict Complaints Timely

The EEOC provides that conflict cases are EEO complaints where the alleged responsible management official is the agency head, a staff member or employee of the agency head, someone who occupies a high-level position of influence at the agency, the EEO Director, or a supervisor in the EEO office. In FY 2021, OMWI developed and implemented an Internal Conflict EEO Complaint Process policy and corresponding standard operating procedures to ensure the timely investigation and processing of all EEO conflict complaints performed by outside contractors and other governmental agencies. In prior years, some of the conflict complaint processing was completed outside of EEO timeframes. Notably, in FY 2021, the FDIC did not experience any timeliness issues with the processing of EEO conflict complaints.

Based on the above examples, it is evident that FDIC continues to make meaningful progress on the six essential elements of a Model EEO program. In the next section, we will highlight our current workforce representation.

FY 2021 Analysis of Workforce Profiles

As of September 30, 2021, the FDIC had a total workforce of 6,035, similar to the number of employees at the end of FY 2020 (n=6029). In FY 2021, the number of permanent employees decreased by two, and temporary employees increased by eight compared to the prior fiscal year, both very minor workforce changes. The racial and ethnic diversity of the FDIC's overall workforce increased from last year. While we have made measurable progress with regard to diverse representation in our workforce, FDIC understands the need to do more. Below is a summary of the FDIC workforce profile for FY 2021, noting key improvements and ongoing challenges with regard to workforce representation.

Progress

Minority Representation in the Workforce

- Increased minority representation within the total workforce from 30.97 percent in FY 2020 to 31.96 percent in FY 2021, remaining above the national CLF benchmark for minorities of 27.64 percent.
- Within the total workforce, FDIC hired above the CLF benchmarks for Black/African American and Asian men and women. When calculating for only new hires who submitted their demographic information during the application process, Hispanic men, Native Hawaiian Other

Pacific Islander men and women, and American Indian Alaska Native men were also hired slightly above the CLF.

Minority and Women Representation in the Bank Examiner Occupational Series (0570, Financial Institution Examiner, 2501 permanent employees)

- Slight increase in representation of women from 39.12 percent of permanent employees in FY 2020 to 39.50 in FY21.
- Slight increase in minority representation among permanent employees in the examiner occupational series from 21.38 percent in FY 2020, to 21.71 in FY 2021.

Representation of Persons with Disabilities and Targeted Disabilities

- Increased the percentage of persons with disabilities in our total workforce from 12.31 percent in FY 2020 to 13.70 percent in FY 2021, exceeding the 12 percent federal goal.
- Increased the percentage of persons with disabilities to 13.92 percent of the permanent workforce at the end of FY 2021 from 12.59 in FY 2020.
- Persons who self-identified as having a targeted disability were selected for positions at a rate of 5.58 percent in FY 2021, exceeding the federal goal of two percent; selections of persons who self-identified as having a disability met the 12 percent federal goal.

Key Challenges

Women and Minority Representation Throughout the Workforce

- Women represented 44.16 percent of the FDIC workforce in FY 2021, which was 3.98 percent below the CLF benchmark (48.14 percent).
- New Hires for women were 42.27 percent which was 5.87 percent below the CLF.
- White women had the largest difference below the CLF in terms of new hires at 11 percent below the CLF.
- Women are below their permanent workforce participation rate at most of the senior grade levels (grades 13 and higher).
- Minorities at the EM, CM 01-02, and CG 14-15 grade levels fall below their permanent workforce rates.
- Hispanic/Latino representation in the permanent workforce at 4.57 percent is below the CLF of 9.96 percent, although representation did increase about 1 percentage point from 4.44 in FY 2020.

Minority and Women Representation in the Bank Examiner Occupational Series (0570, Financial Institution Examiner)

- Women are below the occupational CLF (OCLF) of 45.25 percent at 39.5 percent in FY 2021, and lower than the female CLFs for all minority categories.
- Minority representation among permanent employees in the examiner occupational series (21.71 percent) is below the OCLF of 27.55 percent.
- With the exception of Black, Native American, and Two or more race Males, all other Minority groups (Black Females, Native American Females, Two or more race Females, Asian Males and Females, Hispanic Males and Females, Native Hawaiian Pacific Islander Males and Females, and White Females) are lower than the respective CLF benchmark.

Representation of Persons with Disabilities and Targeted Disabilities

- Although FDIC does meet the Federal goals of 12 and two percent respectively for persons with disabilities and targeted disabilities, it is notable that only one third of external applicants report their disability status when applying. Few individuals with disabilities are selected for internal promotion especially at senior grades. This is mainly driven by a lack of applicants who have identified their status, although a relevant applicant pool exists for internal promotions. There are also few individuals with disabilities selected for senior grade hires. This

indicates potential workforce triggers beyond workforce onboard representation and may require further analysis.

The FDIC monitors workforce statistics on an ongoing basis and takes action to attract, develop, and maintain a diverse workforce representative of the labor pool. The Planned Activities section below highlights some of these efforts.

FDIC Planned Activities

We remain committed to establishing and maintaining a diverse workforce and an accessible and inclusive environment, both at the Agency and across the financial services industry. During the reporting period we worked with an external consultant to complete a Barrier Analysis and outlined the following five key goals:

1. Recruiting. Address myths and misconceptions related to recruiting and diversity.
2. Hiring. Support recruiters, hiring officials, and managers with resources and tools to ensure equal opportunity.
3. Talent Management. Ensure that feedback, opportunities, and awards are distributed consistent with criteria that support FDIC's DEIA mission, values, and goals.
4. Culture. Foster a work environment where all employees feel welcomed, valued, respected, and engaged, and can effectively participate and bring their unique talents, skills, and perspectives.
5. Leadership. Position DEIA as a priority and mission enabler.

To make advancements in these five key areas the FDIC will continue to implement its DEI Strategic 2021-2023 Plan which is a roadmap to how FDIC will build its workforce. No matter how strong our DEI Strategic Plan is, its efficacy will be limited if we do not build the proper culture. We recognize that the work of DEIA does not end with increasing representation, so we will continue to be intentional about creating a culture where everyone can feel accepted and valued, can be their best selves, and can do their best work. To increase our accountability, FDIC developed performance goals to support DEIA.

The FDIC released performance goals to support workforce progress.

Goal 5: Promote Diversity, Equity, Inclusion, and Accessibility within the FDIC workforce, business operations, and regulated entities.

5.01. Promote a culture of inclusion across the FDIC by increasing DEIA in the FDIC's workforce and leadership.

- a. Continue and enhance targeted recruiting efforts to attract and retain diverse pools of applicants for FDIC career opportunities.
 1. Create an interdivisional, executive level Hispanic/Latino Recruitment and Retention Task Force with representation from the Hispanic Organization for Leadership and Advancement and the Corporate Recruitment Program.
 2. Develop and begin implementation of a plan to strengthen the recruitment, hiring, and retention of individuals that identify as Hispanic/Latino.
 3. Identify strategic partnerships and strengthen engagement with various Hispanic/Latino groups, such as the White House Hispanic Prosperity Initiative, Hispanic Association of Colleges and Universities, Hispanic Serving Institutions, and other affinity or professional groups or organizations.
 4. Continue to promote DEIA within the examiner workforce through the Minority Recruitment Task Force and strategic partnerships with other outside affinity organizations.

- b. Cultivate a diverse, inclusive, and high-performing culture.
 - 1. Continue implementation of divisional DEIA Strategic Plans.
 - 2. Develop an audit plan to review field, regional, and headquarters offices to identify EEO program deficiencies and evaluate efforts to eliminate identified barriers, as recommended by the EEOC and outlined in the DEI Strategic Plan.
 - 3. Complete by June 2022 the onboarding of a second round of selectees for the rotational Special Assistant Program.
 - 4. Develop interview panel guidance highlighting relevant DEIA best practices to be used by hiring managers for all recruitments where interviews are conducted.
 - 5. Conduct empathy-based training for all managers and employees to foster a culture of understanding and inclusion.
 - 6. Host a training conference for CDACs and ERGs on how to implement programming/initiatives linked to achieving corporate DEIA strategic goals.
- c. Encourage the early resolution of EEO complaints by striving to achieve an informal EEO alternative dispute resolution (ADR) participation rate of at least 50 percent through the use of ADR programs, pursuant to EEO regulations.
 - 1. Administer the EEO ADR program in collaboration with the FDIC's statutorily designated Dispute Resolution Specialist.
 - 2. Develop standard intake criteria, case assessment protocols, policies and procedures, a roster of diverse and inclusive neutrals, and qualitative and quantitative evaluative metrics, including a comparative analysis of complaint resolution rates at various stages of the EEO process.

5.03. Leverage technologies and reporting that promote continued DEIA efforts related to Section 342 of the Dodd-Frank Act.

- a. Improve IT accessibility throughout the FDIC.
 - 1. Develop and publish knowledge articles documenting the processes for employees to request accommodations, assistive services, and Information Communication Technology (ICT) by end of Q2, 2022.
 - 2. Create the ability for employees to request IT reasonable accommodations, IT assistive services, and ICT through the CIOO Services Portal by end of Q4, 2022.
- b. Develop a voluntary internal survey mechanism for gender identity, sexual orientation, and other key identifiers to provide a more complete understanding of diversity data.
- c. Develop and begin executing a strategy that outlines a plan to deliver a comprehensive reasonable accommodation information system by year-end 2023.
 - 1. Conduct market research on available reasonable accommodation solutions.
 - 2. Prepare artifacts required for the 2023 budget formulation process.

Conclusion

As outlined above, the FDIC has taken many steps to achieve and maintain a Model EEO program. The continued implementation of current and newly developed initiatives will further strengthen DEIA and equal employment opportunity at the FDIC. Currently, in partnership with OMWI, the FDIC has made internal changes (i.e., Hispanic Recruitment, Pay Adjustment Program, EOI Program, SA Program, etc.) to foster the implementation of our strong DEI Strategic Plan. Because of this, we have been able to make significant strides and are working diligently to be even more successful with the continued support of FDIC leadership, top management, employees and key partners.

EEOC FORM
715-01
PART F

U.S. Equal Employment Opportunity Commission

FY 2021 – FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Federal Deposit Insurance Corporation

CERTIFICATION of ESTABLISHMENT of CONTINUING EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS

I, Nikita Pearson, Director (Executive Manager), Office of Minority and Women Inclusion, am the Principal EEO Director/Official for the **Federal Deposit Insurance Corporation**.

The agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD-715. If an essential element was not fully compliant with the standards of EEO MD-715, a further evaluation was conducted and as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.

The agency has also analyzed its workforce profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and being maintained for EEOC review upon request.

Nikita Pearson /s/

Signature of Principal EEO Director/Official
Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.

Date




Nikita Pearson /s/


Signature of Agency Head or Agency Head Designee



Date

MD-715 - PART G

Agency Self-Assessment Checklist

<p align="center">Essential Element A: Demonstrated Commitment From Agency Leadership</p> <p align="center">This element requires the agency head to communicate a commitment to equal employment opportunity and a discrimination-free workplace.</p>			
<p></p> <p>Compliance Indicator</p>	<p>A.1 - The agency issues an effective, up-to-date EEO policy statement.</p>	<p>Measure Met? (Yes/No/NA)</p>	<p>Comments</p>
<p></p> <p>Measures</p>			
<p>A.1.a</p>	<p>Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency's commitment to EEO for all employees and applicants? If "yes", please provide the annual issuance date in the comments column. [see MD-715, II(A)]</p>	<p>Yes</p>	<p>October 29, 2020</p>
<p>A.1.b</p>	<p>Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR § 1614.101(a)]</p>	<p>Yes</p>	
<p></p> <p>Compliance Indicator</p>	<p>A.2 - The agency has communicated EEO policies and procedures to all employees.</p>	<p>Measure Met? (Yes/No/NA)</p>	<p>Comments</p>



 Measures			
A.2.a	Does the agency disseminate the following policies and procedures to all employees:		
A.2.a.1	Anti-harassment policy? [see MD 715, II(A)]	Yes	
A.2.a.2	Reasonable accommodation procedures? [see 29 C.F.R § 1614.203(d)(3)]	Yes	
A.2.b	Does the agency prominently post the following information throughout the workplace and on its public website:		
A.2.b.1	The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R § 1614.102(b)(7)]	Yes	
A.2.b.2	Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 C.F.R § 1614.102(b)(5)]	Yes	
A.2.b.3	Reasonable accommodation procedures? [see 29 C.F.R. § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	Yes	
A.2.c	Does the agency inform its employees about the following topics:	Yes	



A.2.c.1	EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If "yes", please provide how often.	Yes	Biennial No FEAR Act training. Annual new supervisor EEO and Diversity training. EEO Poster posted throughout FDIC Headquarters and Regional Offices. New Employee Orientation
A.2.c.2	ADR process? [see MD-110, Ch. 3(II)(C)] If "yes", please provide how often.	Yes	Biennial No FEAR Act Training. Annual new supervisor EEO and Diversity training.
A.2.c.3	Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If "yes", please provide how often.	Yes	Biennial No FEAR Act Training. Annual new supervisor EEO and Diversity training.
A.2.c.4	Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If "yes", please provide how often.	Yes	New Supervisor EEO and Biennial No FEAR Act Training.
A.2.c.5	Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR § 2635.101(b)] If "yes", please provide how often.	Yes	Biennial No FEAR Act Training.
 Compliance Indicator	A.3 - The agency assesses and ensures EEO principles are part of its culture.	Measure Met? (Yes/No/NA)	Comments
 Measures			
A.3.a	Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a)]	Yes	Supervisors that adhere to and foster EEO principles are recognized in their LPMR element under Teamwork, Leadership and OIG Guiding Principles that covers behavioral standards.

	<p>(9) If "yes", provide one or two examples in the comments section.</p>		<p>Each year the Chairman at the annual awards ceremony presents the Annie D. Moore EEO, Diversity and Inclusion Award to an executive and a non-executive employee Annie D. Moore EEO Diversity and Inclusion Award – Awarded to an individual employee or team of employees who has demonstrated a dedication to excellence, professionalism, and assistance to others, as well as outstanding achievement in extending equal opportunities to individuals in the workplace. The award may also recognize employees who have demonstrated extraordinary efforts to honor diversity within the FDIC through effective leadership, skill, imagination, innovation, and perseverance. This year the non-executive award was presented to the member of the Initiative Promoting Inclusive Excellence within FDIC Examiner Workforce. The executive award was presented to Nikita Pearson for her work as Chair of the Diversity and Inclusion Executive Task Force, where she led an initiative to expand diversity and inclusion across the agency by improving our ability to attract, retain, and promote a talented and diverse pool of examiner candidates. In addition to increasing diversity at the FDIC, the Task Force's recommendations will address gaps in our succession pipeline by identifying and preparing future leaders now to fulfill roles in the years to come.</p>
<p>A.3.b</p>	<p>Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]</p>	<p>Yes</p>	<p>Multiple mini town halls, culture sessions, engagement sessions, inclusion and bias training and all Hands meetings discussed these topics. Training in accordance with any OPM or EO guidance.</p> <p>FDIC utilizes the Federal Employee Viewpoint Survey (FEVS) to monitor the perception of EEO principles within the workforce through the work of TEAM FDIC. TEAM FDIC is project-based, focused employee engagement initiative that leverages leadership support and employees' knowledge, skills, and experience to positively impact the FDIC workplace and support the FDIC's mission. TEAM FDIC consists of an Advisory Group that identifies short-term projects, from one to four months in duration, and Integrated Project Teams that carry out the projects to completion. The Advisory Group identifies projects that support and promote FDIC's Core Values; and/or address agency-wide issues raised in the FEVS. Diversity, Equity and Inclusion are embedded in the FDIC's Core Values of Integrity, Competence, Teamwork, Effectiveness, Accountability and Fairness.</p>




Essential Element B: Integration of EEO into the Agency's Strategic Mission

This element requires that the agency's EEO programs are structured to maintain a workplace that is free from discrimination and support the agency's strategic mission.

 Compliance Indicator  Measures	B.1 - The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.	Measure Met? (Yes/No/NA)	Comments
B.1.a	Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]	Yes	
B.1.a.1	If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If "yes," please provide the title of the agency head designee in the comments.	N/A	
B.1.a.2	Does the agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	Yes	
B.1.b	Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program? [see 29 CFR	Yes	



	§1614.102(c)(1); MD-715 Instructions, Sec. I]		
B.1.c	During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I)] If "yes", please provide the date of the briefing in the comments column.	Yes	September 15, 2021
B.1.d	Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	Yes	
 Compliance Indicator  Measures	B.2 - The EEO Director controls all aspects of the EEO program.	Measure Met? (Yes/No/NA)	Comments
B.2.a	Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)]	Yes	

B.2.b	Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR §1614.102(c)(4)]	Yes	
B.2.c	Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	Yes	
B.2.d	Is the EEO Director responsible for overseeing the timely issuing final agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	Yes	
B.2.e	Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	Yes	
B.2.f	Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR §1614.102(c)(2)]	Yes	
B.2.g	If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2) and (c)(3)]	N/A	The FDIC does not have subordinate level components.
 Compliance Indicator	B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.	Measure Met? (Yes/No/NA)	Comments



 Measures			
B.3.a	Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]	Yes	
B.3.b	Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.	Yes	For FY 2021, the FDIC published the Diversity, Equity, and Inclusion Strategic Plan for 2021-2023. The DEI Strategic Plan is a call to action that will not only transform the FDIC workforce, but will ultimately help make the banking system safer, fairer, and more inclusive.
 Compliance Indicator  Measures	B.4 - The agency has sufficient budget and staffing to support the success of its EEO program.	Measure Met? (Yes/No/NA)	Comments
B.4.a	Pursuant to 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:		
B.4.a.1	to conduct a self-assessment of the agency for possible program deficiencies? [see MD-715, II(D)]	Yes	



B.4.a.2	to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	Yes	
B.4.a.3	to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [see 29 CFR § 1614.102(c)(5) & 1614.105(b) - (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	Yes	
B.4.a.4	to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [see MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comments column.	Yes	
B.4.a.5	to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)]	N/A	
B.4.a.6	to publish and distribute EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	Yes	
B.4.a.7	to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)]. If not, please identify	Yes	

	the systems with insufficient funding in the comments section.		
B.4.a.8	to effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	Yes	
B.4.a.9	to effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I); EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	Yes	
B.4.a.10	to effectively manage its reasonable accommodation program? [see 29 CFR § 1614.203(d)(4)(ii)]	Yes	
B.4.a.11	to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	Yes	
B.4.b	Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR § 1614.102(a)(1)]	Yes	
B.4.c	Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	Yes	

B.4.d	Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II)(A) of MD-110?	Yes	
B.4.e	Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?	Yes	
 Compliance Indicator  Measures	B.5 - The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.	Measure Met? (Yes/No/NA)	Comments
B.5.a	Pursuant to 29 CFR § 1614.102(a)(5), have all managers and supervisors received training on their responsibilities under the following areas under the agency EEO program:		
B.5.a.1	EEO Complaint Process? [see MD-715(II)(B)]	Yes	
B.5.a.2	Reasonable Accommodation Procedures? [see 29 C.F.R. § 1614.102(d)(3)]	Yes	



B.5.a.3	Anti-Harassment Policy? [see MD-715(II)(B)]	Yes	
B.5.a.4	Supervisory, managerial, communication, and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]	Yes	
B.5.a.5	ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]	Yes	
 Compliance Indicator  Measures	B.6 - The agency involves managers in the implementation of its EEO program.	Measure Met? (Yes/No/NA)	Comments
B.6.a	Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	Yes	
B.6.b	Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	Yes	
B.6.c	When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the	Yes	

	Executive Summary)? [see MD-715 Instructions, Sec. I]		
B.6.d	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR § 1614.102(a)(5)]	Yes	
Essential Element C: Management and Program Accountability This element requires the agency head to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the agency's EEO Program and Plan.			
 Compliance Indicator  Measures	C.1 - The agency conducts regular internal audits of its component and field offices.	Measure Met? (Yes/No/NA)	Comments
C.1.a	Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	N/A	
C.1.b	Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	N/A	

C.1.c	Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]	N/A	
 Compliance Indicator  Measures	C.2 - The agency has established procedures to prevent all forms of EEO discrimination.	Measure Met? (Yes/No/NA)	Comments
C.2.a	Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	Yes	
C.2.a.1	Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	Yes	
C.2.a.2	Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have	Yes	



	an Effective Anti-Harassment Program (2006)]		
C.2.a.3	Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	Yes	
C.2.a.4	Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [see Enforcement Guidance, V.C.]	Yes	
C.2.a.5	Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see <u>Complainant v. Dep't of Veterans Affairs</u> , EEOC Appeal No. 0120123232 (May 21, 2015); <u>Complainant v. Dep't of Defense (Defense Commissary Agency)</u> , EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please provide the percentage of timely-processed inquiries in the comments column.	Yes	
C.2.a.6	Do the agency's training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR 1614.203(d)(2)]	Yes	
C.2.b	Has the agency established disability reasonable accommodation procedures	Yes	

	that comply with EEOC's regulations and guidance? [see 29 CFR 1614.203(d)(3)]		
C.2.b.1	Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [see 29 CFR 1614.203(d)(3)(D)]	Yes	
C.2.b.2	Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]	Yes	
C.2.b.3	Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR 1614.203(d)(1)(ii)(B)]	Yes	
C.2.b.4	Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [see 29 CFR 1614.203(d)(3)(i)(M)]	Yes	
C.2.b.5	Does the agency process all accommodation requests within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If "no", please provide the percentage of timely-processed requests in the comments column.	Yes	
C.2.c	Has the agency established procedures for processing requests for personal assistance services that comply with	Yes	

	EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR 1614.203(d)(6)]		
C.2.c.1	Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR § 1614.203(d)(5)(v)] If "yes", please provide the internet address in the comments column.	Yes	https://www.fdic.gov/about/diversity/pdf/pas.pdf
 Compliance Indicator  Measures	C.3 - The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.	Measure Met? (Yes/No/NA)	Comments
C.3.a	Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?	Yes	See Part H Plan 4 for close out action items. The Leadership Performance Management Program (LPMP) has two key performance indicators (KPI) to evaluate manager's commitment to agency EEO policies and principles and their participation in the EEO program. The first KPI is achieving FDIC's goals by supporting FDIC's mission for achieving applicable FDIC and Division/Office/Branch/Work Unit performance goals and objectives." One of the FDIC's goals is to promote and develop a diverse and engaged workforce with the knowledge, skills, and authority to effectively execute the mission of the FDIC. The second KPI is to promote a culture of excellence as follows: • Cultivates an inclusive, constructive, harassment-free work environment built upon transparent communication, mutual trust and respect for all to succeed




			<ul style="list-style-type: none"> • Adheres to equal opportunity and merit system principles in decisions impacting employee working conditions and fosters the objectives set forth in the FDIC's Diversity and Inclusion Strategic Plan. • Upholds and applies EEO policies and principles and participates in the FDIC's EEO program. • Promotes the protection of employees in making protected disclosures by fostering an environment in which agency employees feel comfortable making such disclosures, responding constructively when employees make protected disclosures, and taking responsible actions to resolve these disclosures. <p>Additionally, one of the four categories of eligibility for the LPMP Bonus Nomination is "Culture of Inclusion and Excellence" which requires the manager to demonstrate "superior skills in leading team to achieve goals through communicating clear expectations and priorities; creating line of sight from work unit to FDIC's mission/goals; coaching, mentoring and empowering staff; fostering a constructive and inclusive work environment, valuing diversity; creating shared responsibility for outcomes and using rewards and recognition effectively."</p>
C.3.b	Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:		
C.3.b.1	Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I]	Yes	
C.3.b.2	Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR §1614.102(b)(6)]	Yes	




C.3.b.3	Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	Yes	
C.3.b.4	Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. I]	Yes	
C.3.b.5	Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]	Yes	
C.3.b.6	Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]	Yes	
C.3.b.7	Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]	Yes	
C.3.b.8	Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]	Yes	
C.3.b.9	Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]	Yes	



C.3.c	Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)]	Yes	
C.3.d	When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR §1614.102(c)(2)]	Yes	
 Compliance Indicator  Measures	C.4 - The agency ensures effective coordination between its EEO programs and Human Resources (HR) program.	Measure Met? (Yes/No/NA)	Comments
C.4.a	Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)]	Yes	The HR Director and EEO Director meet on a quarterly basis.
C.4.b	Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic	No	See Part H, Plan 5.



	barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]		
C.4.c	Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)]	Yes	
C.4.d	Does the HR office timely provide the EEO office have timely access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	Yes	
C.4.e	Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:		
C.4.e.1	Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	Yes	
C.4.e.2	Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	Yes	<p>FDIC recruiters attended 33 professional diversity outreach events (22 national and 11 regional) to increase awareness of the FDIC as an employer of choice and promote workforce diversity. The Corporate Recruitment Program partnered with the National Outreach Executive Taskforce Subcommittee to strategize and employ methods to increase the engagement of FDIC Executives in national recruitment efforts. The Subcommittee representatives hosted 9 informational and developmental workshops for students and entry-level professionals at the following events:</p> <ul style="list-style-type: none"> • National Black MBA Association (NBMBAA) HBCU Crash Course • Prospanica Leadership Summit



			<ul style="list-style-type: none"> • National Association of Black Accountants (NABA) Post-Convention Student Webinar • Association of Latino Professional for America (ALPFA) 2021 Convention Student Bootcamp • Ascend Pan-Asian Leaders Student Café Workshop • Prospanica Post-Conference Professional Development Session • Thurgood Marshall Leadership Institute Student Workshop • Association of Finance & Women Accounting Young Professionals Event • Hispanic Association of Colleges and Universities (HACU) ¡Adelante! Leadership Institute Workshop <p>The FDIC publishes a list of Professional and Diversity Events where prospective applicants can meet with an FDIC Corporate Recruiter - https://www.fdic.gov/about/careers/professional-and-diversity-events.html. Additionally, the FDIC's Human Resources Service Center distributes a weekly email notification of vacancy announcements to organizations such as the Asian American Government Executives Network, Congressional Hispanic Caucus Institute, and Diversity Careers in Engineering and Information Technology, as well as the FDIC's Employee Resource Groups.</p>
C.4.e.3	Develop and/or provide training for managers and employees? [see MD-715, II(C)]	Yes	The Corporate Recruitment Program partnered with FDIC recruiter subject matter experts and OMWI to develop content for the 2021 Virtual Recruiter Training Conference. Topics included diversity in FDIC recruitment, recruiting event types, making meaningful connections, expanding contacts and networks, and connecting digitally with potential applicants. Additionally, non-RMS/DCP Corporate Recruiters were instructed to take Diversity, Equity, and Inclusion (DEI) Training. The curriculum designed for recruiters includes modules that address unconscious bias and disability awareness.
C.4.e.4	Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	Yes	



C.4.e.5	Assist in preparing the MD-715 report? [see MD-715, II(C)]	Yes	
 Compliance Indicator  Measures	C.5 - Following a finding of discrimination, the agency explores whether it should take a disciplinary action.	Measure Met? (Yes/No/NA)	Comments
C.5.a	Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? 29 CFR § 1614.102(a)(6); see also <u>Douglas v. Veterans Administration</u> , 5 MSPR 280 (1981)	Yes	EEO Policy covers discriminatory conduct. Disciplinary Policy contains types of disciplinary actions.
C.5.b	When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR §1614.102(a)(6)] If "yes", please state the number of disciplined/sanctioned individuals during this reporting period in the comments.	Yes	
C.5.c	If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct? [see MD-715, II(C)]	Yes	There were no findings of discrimination issued in FY 2021. The FDIC implemented in FY 2021 the terms of two findings of discrimination issued in prior years.
	C.6 - The EEO office advises managers/supervisors on EEO matters.	Measure Met? (Yes/No/NA)	Comments

Compliance Indicator  Measures			
C.6.a	Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [see MD-715 Instructions, Sec. I] If "yes", please identify the frequency of the EEO updates in the comments column.	Yes	OMWI provides senior officials with regular EEO updates several times a year during Diversity and Inclusion Executive Advisory Council meetings, EEO and Diversity training for managers and supervisors, and other updates to senior management.
C.6.b	Are EEO officials readily available to answer managers' and supervisors' questions or concerns? [see MD-715 Instructions, Sec. I]	Yes	
Essential Element D: Proactive Prevention This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.			
 Compliance Indicator  Measures	D.1 - The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.	Measure Met? (Yes/No/NA)	Comments


D.1.a	Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	Yes	
D.1.b	Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I]	Yes	
D.1.c	Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? [see 29 CFR 1614.203(d)(1)(iii)(C)]	Yes	See Part H, Plan 6 for plan close out.
 Compliance Indicator  Measures	D.2 - The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	Measure Met? (Yes/No/NA)	Comments
D.2.a	Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	Yes	


D.2.b	Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]	Yes	
D.2.c	Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as reorganizations and realignments? [see 29 CFR §1614.102(a)(3)]	Yes	HRB reviews reorganizations and realignments to ensure appropriate human resource decisions are made.
D.2.d	Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I] If "yes", please identify the data sources in the comments column.	Yes	The FDIC uses the following sources to find barriers: Federal Employee Viewpoint Survey (FEVS); Employee Resource Groups; special emphasis programs; Chairman's Diversity Advisory Councils; anti-harassment program; reasonable accommodation program; focus groups; and EEO complaint data.
 Compliance Indicator  Measures	D.3 - The agency establishes appropriate action plans to remove identified barriers.	Measure Met? (Yes/No/NA)	Comments
D.3.a.	Does the agency effectively tailor action plans to address the identified barriers, in	Yes	See Part I for detailed information.



	particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]		
D.3.b	If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]	Yes	See Part I for detailed information.
D.3.c	Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	Yes	See Part I for detailed information.
 Compliance Indicator  Measures	D.4 - The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities	Measure Met? (Yes/No/NA)	Comments
D.4.a	Does the agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)] Please provide the internet address in the comments.	Yes	https://www.fdic.gov/about/diversity/omwireports.html
D.4.b	Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR 1614.203(d)(1)(i)]	Yes	FDIC partnered with multiple affinity groups and organizations to conduct diverse outreach to encourage potential candidates to apply and to increase awareness of the FDIC as an employer of choice. Nine of the 33 diversity outreach events targeted individuals with disabilities - this represents 63.6% of the regional events and 9% of the national events. Additionally, FDIC hosted three career fairs with colleges that have a significant enrollment of persons with disabilities. On a weekly basis, the FDIC's Human Resources Service Center provides a weekly notification of vacancy announcements for FDIC positions to multiple sources that target persons with disabilities, to include Vocational Rehabilitation Agencies for several states, the DC Department of Disability Services, Career Opportunities for Students with Disabilities, disABLEDPerson.com, Virginia Department for the Blind and

			Vision Impaired, and Corporate Advocacy Network for Disability Opportunities (CAN DO), an FDIC Employee Resource Group (ERG).
D.4.c	Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR 1614.203(d)(1)(ii)(A)]	Yes	
D.4.d	Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR 1614.203(d)(7)(ii)]	Yes	
Essential Element E: Efficiency This element requires the agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the agency's EEO programs and an efficient and fair dispute resolution process.			
 Compliance Indicator	E.1 - The agency maintains an efficient, fair, and impartial complaint resolution process.	Measure Met? (Yes/No/NA)	Comments
 Measures			
E.1.a	Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	No	During the fiscal year, one of the 40 completed counseling's were late. One counseling was closed late after poor internal FDIC communication for a remand from an EEOC administrative judge. This communication problem has been remedied.



E.1.b	Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?	Yes	
E.1.c	Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(l)?	Yes	
E.1.d	Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(l)? If so, please provide the average processing time in the comments.	Yes	During the fiscal year, 37 days was the average processing time for acceptance letters.
E.1.e	Does the agency ensure all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?	Yes	
E.1.f	Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?	No	There were 20 investigations completed in FY 2021. One complaint investigation was not timely processed. To prevent future late investigations, OMWI has taken measures to remedy the problem which caused the late investigation completion.
E.1.g	If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a	Yes	

	lawsuit, pursuant to 29 CFR §1614.108(g)?		
E.1.h	When the complainant does not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?	Yes	
E.1.i	Does the agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?	Yes	
E.1.j	If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comments column.	Yes	Work with Contracting Officer to address any noted deficiencies. Meet, via conference call, with investigative firm several times during the fiscal year to address any concerns.
E.1.k	If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]	Yes	
E.1.l	Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]	Yes	
 Compliance Indicator	E.2 - The agency has a neutral EEO process.	Measure Met? (Yes/No/NA)	Comments

 Measures			
E.2.a	Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)] If "yes", please explain.	Yes	For non-conflict complaints, all aspects of the EEO complaint process are conducted within the autonomous Equal Opportunity Compliance and Training Branch. For conflict EEO complaints, the Agency has dedicated staff who has oversight management responsibilities on all aspects of conflict EEO complaints. The dedicated staff does not perform EEO defensive work for the agency.
E.2.b	When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [see MD-110, Ch. 1(IV)(D)] If "yes", please identify the source/location of the attorney who conducts the legal sufficiency review in the comments column.	Yes	There are two attorneys within the EEO office that conduct legal sufficiency reviews.
E.2.c	If the EEO office relies on the agency's defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)]	N/A	OMWI does not rely on the agency's defensive function to conduct legal sufficiency reviews.
E.2.d	Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. 1(IV)(D)]	Yes	
E.2.e	If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? EEOC Report, <i>Attaining a</i>	N/A	This does not apply to the FDIC.



	<i>Model Agency Program: Efficiency (Dec. 1, 2004)</i>		
 Compliance Indicator  Measures	E.3 - The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.	Measure Met? (Yes/No/NA)	Comments
E.3.a	Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)]	Yes	
E.3.b	Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]	Yes	
E.3.c	Does the agency encourage all employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)]	Yes	
E.3.d	Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]	Yes	
E.3.e	Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]	Yes	

E.3.f	Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	Yes	
 Compliance Indicator  Measures	E.4 - The agency has effective and accurate data collection systems in place to evaluate its EEO program.	Measure Met? (Yes/No/NA)	Comments
E.4.a	Does the agency have systems in place to accurately collect, monitor, and analyze the following data:	Yes	
E.4.a.1	Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]	Yes	
E.4.a.2	The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]	Yes	
E.4.a.3	Recruitment activities? [see MD-715, II(E)]	Yes	
E.4.a.4	External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]	Yes	

E.4.a.5	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	Yes	
E.4.a.6	The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	Yes	
E.4.b	Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	Yes	
 Compliance Indicator  Measures	E.5 - The agency identifies and disseminates significant trends and best practices in its EEO program.	Measure Met? (Yes/No/NA)	Comments
E.5.a	Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If "yes", provide an example in the comments.	Yes	Weekly meetings are held with the EEO staff to identify and discuss noted trends within the EEO process. Based on noted trends, the EEO staff revised its standard operating procedures to address timeliness issues within the process.

E.5.b	Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If "yes", provide an example in the comments.	Yes	<p>Benchmarked our EEO ADR program activity against other Federal agencies of similar size and highly ranked agencies in the EEOC's Annual Report on the Federal sector complaints process.</p> <p>We conducted interviews with the Agency's EEO ADR Coordinators and researched their websites for ADR marketing and brochures.</p>
E.5.c	Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]	Yes	In 2021, benchmarked other agencies' EEO programs for preventing and addressing discrimination and retaliation. This project is ongoing, and the results will be implemented into our EEO program in 2022.

Essential Element F: Responsiveness and Legal Compliance
This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.

 Compliance Indicator  Measures	F.1 - The agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.	Measure Met? (Yes/No/NA)	Comments

F.1.a	Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)]	Yes	
F.1.b	Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]	Yes	
F.1.c	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	Yes	
F.1.d	Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	Yes	
F.1.e	When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX)(H)]	Yes	
 Compliance Indicator  Measures	F.2 - The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.	Measure Met? (Yes/No/NA)	Comments

F.2.a	Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	Yes	
F.2.a.1	When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)]	Yes	
F.2.a.2	When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [see 29 CFR §1614.501]	Yes	
F.2.a.3	When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR §1614.403(e)]	Yes	
F.2.a.4	Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	Yes	
 Compliance Indicator	F.3 - The agency reports to EEOC its program efforts and accomplishments.	Measure Met? (Yes/No/NA)	Comments
 Measures			

F.3.a	Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	Yes	
F.3.b	Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	Yes	

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Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency for Plan - 5

Type of Program Deficiency	Brief Description of Program Deficiency – C.4.b
C – Management and Program Accountability	The agency has not established timetables to review its merit promotion program, employee recognition awards program, and employee development/training program for systemic barriers.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
07/21/2019	Establish timetables to review the FDIC’s merit promotion program, employee recognition awards program, and employee development/training program for systemic barriers.	12/31/2019	06/30/2023	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Office of Minority and Women Inclusion (OMWI)	Nikita Pearson	No
Branch Chief, Affirmative Employment, Diversity and Inclusion (Acting) (OMWI)	Camron Doss	No

Title	Name	Performance Standards Address the Plan? (Yes or No)
Chief Human Capital Officer (DOA)	Jeff Rosenblum	No
Chief, Corporate HR, Performance Management and Compensation (DOA)	Nancy Green	No
Deputy Director, Corporate University (CU)	Steve Cooper	No
Assistant Inspector General for Management (OIG)	Debra Schweikert	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
07/21/2019	Schedule and meet with responsible agency officials to discuss the requirement to review the FDIC's merit promotion program, employee recognition awards program, and employee development/training program for potential barriers.	Y	09/30/2020	02/28/2021
07/21/2019	Identify HR points-of-contact for each program area.	Y	09/30/2020	02/28/2021
08/16/2019	Establish a review timetable for each program area.	Y	09/30/2021	09/30/2021
03/31/2020	Implement the review timetable for the FDIC's merit promotion, employee recognition awards, and employee development/training programs for systemic barriers.	Y	06/30/2023	
07/30/2020	Analyze results and prepare a report of the review, and make recommendations for improvement, corrections, and remedial actions, if needed (managers, supervisors, or other employees who have failed in their EEO responsibilities).	Y	06/30/2023	

Report of Accomplishments

Fiscal Year	Accomplishments
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2020	Initiated barrier analysis work, which will cover some of these elements.
2021	Identified key stakeholders and a review timetable.

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Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency for Plan - 7

Type of Program Deficiency	Brief Description of Program Deficiency – E.1.a
E – Efficiency	The agency did not timely provide EEO counseling, pursuant to 29 C.F.R. §1614.105. There was one untimely EEO counseling during the reporting period.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/1/2020	Timely complete all EEO counseling, pursuant to 29 C.F.R. §1614.105.	09/30/2021	09/30/2022	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Office of Minority and Women Inclusion (OMWI)	Nikita Pearson	Yes
Branch Chief, Equal Opportunity Compliance and Training (OMWI)	Michael Moran	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2021	Revise standard operating procedures (SOPs) to ensure timely issuance of the Notice of Right to File a Formal Discrimination complaint where settlement pending, and where aggrieved party does not timely respond to EEO Counselor.	Y	10/30/2020	10/15/2020

Report of Accomplishments

Fiscal Year	Accomplishments
2021	Revised Informal EEO complaint processing SOPs.

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Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency for Plan - 8

Type of Program Deficiency	Brief Description of Program Deficiency – E.1.f
E – Efficiency	The Agency did not timely complete one investigation, pursuant to 29 C.F.R. §1614.108.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
11/01/2019	Timely complete investigations, pursuant to 29 C.F.R. §1614.108.	09/30/2020	09/30/2022	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Office of Minority and Women Inclusion (OMWI)	Nikita Pearson	Yes
Branch Chief, Equal Opportunity Compliance and Training (OMWI)	Michael Moran	Yes
Assistant General Counsel, Labor, Employment and Administration Section, Legal Division	Eric Gold	No

Title	Name	Performance Standards Address the Plan? (Yes or No)
Counsel, Labor, Employment and Administration Section, Legal Division	Antonier White	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
11/01/2019	Review conflict procedures to identify areas for improvement to ensure timely processing of investigations.	Y	09/30/2021	04/28/2020
11/01/2019	Meet with Conflict Manager to discuss areas for improvement.	Y	09/30/2021	11/06/2020
11/01/2019	Coordinate with Conflict Manager to assist in developing standard operating procedures (SOPs) for completing conflict complaint investigations within regulatory time requirements.	Y	09/30/2021	01/12/2021
11/01/2020	Implement SOPs.	Y	09/30/2021	09/22/2021
11/01/2020	Implement timetables to conduct Quality Management Review of conflict complaints, procedures, and process to ensure investigations are completed timely, pursuant to 29 CFR §1614.108.	Y	09/30/2021	09/22/2021

Report of Accomplishments

Fiscal Year	Accomplishments
2021	Implemented Conflict of Interest Complaint Processing Policy.
2021	Developed and implemented Conflict of Interest Complaint Processing Standard Operating Procedures.

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Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency for Plan - 9

Type of Program Deficiency	Brief Description of Program Deficiency – E.1.g
E – Efficiency	The agency did not notify a complainant of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 C.F.R. §1614.108(g).

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
12/31/2018	Notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 C.F.R. §1614.108(g).	09/30/2020	09/30/2021	09/22/2021

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Office of Minority and Women Inclusion (OMWI)	Nikita Pearson	Yes
Branch Chief, Equal Opportunity Compliance and Training (OMWI)	Michael Moran	Yes
Assistant General Counsel, Labor, Employment and Administration Section, Legal Division	Eric Gold	No
Counsel, Labor, Employment and Administration Section, Legal Division	Antonier White	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
11/01/2019	Coordinate with Conflict Manager to assist in developing standard operating procedures (SOPs) for notifying complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit.	Y	09/30/2021	6/01/2021
09/30/2020	Implement SOPs.	Y	09/30/2021	09/22/2021
09/30/2020	Implement timetables to conduct Quality Management Review of conflict complaints, procedures, and process to ensure notifications are issued, pursuant to 29 C.F.R. §1614.108(g).	Y	09/30/2021	09/22/2021

Report of Accomplishments

Fiscal Year	Accomplishments
2021	Implemented Conflict of Interest Complaint Processing Policy
2021	Developed and implemented Conflict of Interest Complaint Processing Standard Operating Procedures.

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Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency for Plan - 10

Type of Program Deficiency	Brief Description of Program Deficiency – E.1.h
E – Efficiency	The agency did not timely issue three final agency decisions, pursuant to 29 C.F.R. §1614.110(b) when complainants did not request a hearing.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
03/13/2018	Timely issue final agency decisions pursuant to 29 C.F.R. §1614.110(b) when complainants do not request a hearing.	09/30/2020	09/30/2021	09/22/2021

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Office of Minority and Women Inclusion (OMWI)	Nikita Pearson	Yes
Branch Chief, Equal Opportunity Compliance and Training (OMWI)	Michael Moran	Yes

Title	Name	Performance Standards Address the Plan? (Yes or No)
Assistant General Counsel, Labor, Employment and Administration Section, Legal Division	Eric Gold	No
Counsel, Labor, Employment and Administration Section, Legal Division	Antonier White	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
06/10/2019	Coordinate with Conflict Manager to assist in developing standard operating procedures (SOPs) for issuing final agency decisions.	Y	09/30/2021	1/12/2021
11/01/2019	Implement SOPs.	Y	09/30/2021	09/22/2021
11/01/2019	Implement timetables to conduct Quality Management Review of conflict complaints, procedures, and process to ensure issuance of final agency decisions pursuant to 29 CFR §1614.110(b) when complainants do not request a hearing.	Y	09/30/2021	09/22/2021

Report of Accomplishments

Fiscal Year	Accomplishments
2021	Finalized and implemented Conflict of Interest Complaint Processing Standard Operating Procedures.
2021	Implemented timetables to conduct Quality Management Review of conflict complaints, procedures, and process to ensure issuance of final agency decisions pursuant to 29 CFR §1614.110(b) when complainants do not request a hearing.

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Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency for Plan - 12

Type of Program Deficiency	Brief Description of Program Deficiency – Other
E – Efficiency	Low Alternative Dispute Resolution (ADR) Rate in the Pre-Complaint Stage.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
02/11/2021	Increase ADR participation rate to EEOC's goal of 50 percent or greater.	12/31/2022		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Office of Minority and Women Inclusion (OMWI)	Nikita Pearson	No
Branch Chief, Equal Opportunity Compliance and Training (OMWI)	Michael Moran	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
11/30/2021	Conduct a survey to determine why employees are reluctant to participate in ADR. In, addition, FDIC's 2022 Performance Goal 5.01(c) outlines a strategy to improve our numbers.	Yes	12/31/2022	

Report of Accomplishments

Fiscal Year	Accomplishments
2021	Conducted ADR Webinar for all employees.
2021	Initiated ADR survey.

EEOC FORM 715-01 PART I	<p style="text-align: center;"><i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</p> <p style="text-align: center;">MD-715 - Part I</p> <p style="text-align: center;">Agency EEO Plan to Eliminate Identified Barrier</p> <p style="text-align: center;">Federal Deposit Insurance Corporation</p>
FY 2021	
<p>Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.</p> <p><input type="checkbox"/> If the agency did not conduct barrier analysis during the reporting period, please check the box.</p>	
<p>Statement of Condition That Was a Trigger for a Potential Barrier</p>	
<p>The FDIC completed a barrier analysis during the reporting period and outlined the following five key goals as a result:</p> <p>Recruiting. Address myths and misconceptions related to recruiting and diversity.</p> <p>Hiring. Support recruiters, hiring officials, and managers with resources and tools to ensure equal opportunity.</p> <p>Talent Management. Ensure that feedback, opportunities, and awards are distributed consistent with criteria that support FDIC’s DEIA mission, values, and goals.</p> <p>Culture. Foster a work environment where all employees feel welcomed, valued, respected, and engaged, and can effectively participate and bring their unique talents, skills, and perspectives.</p> <p>Leadership. Position DEIA as a priority and mission enabler.</p> <p>FDIC plans to address the key goals of the barrier analysis through the FDIC DEI Strategic Plan 2021-2023, Division & Office Strategic Plans, and the 2022 FDIC Performance Goals. Therefore, FDIC will continue to implement strategies to remedy any policies, procedures, or practices that may lead to identified barriers.</p>	

**EEOC FORM
715-01
PART J**

U.S. Equal Employment Opportunity Commission

FY 2021 – FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities

FY 2021

To capture agencies' affirmative action plan for persons with disabilities (PWD) and persons with targeted disabilities (PWTD), EEOC regulations (29 C.F.R. § 1614.203(e)) and MD-715 require agencies to describe how their plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities. All agencies, regardless of size, must complete this Part of the MD-715 report.

Section I: Efforts to Reach Regulatory Goals

EEOC regulations (29 C.F.R. § 1614.203(d)(7)) require agencies to establish specific numerical goals for increasing the participation of persons with reportable and targeted disabilities in the federal government.

Section I

1. Using the goal of 12% as the benchmark, does your agency have a trigger involving PWD by grade level cluster in the permanent workforce? If yes, describe the trigger(s) in the text box.

a. Cluster GS-1 to GS-10 (PWD)	Yes 0	No X
b. Cluster GS-11 to SES (PWD)	Yes 0	No X

The percentage of PWD in the permanent workforce is above the 12 percent benchmark at the each of the grade level clusters.

2. Using the goal of 2% as the benchmark, does your agency have a trigger involving PWTD by grade level cluster in the permanent workforce? If yes, describe the trigger(s) in the text box.

a. Cluster GS-1 to GS-10 (PWTD)	Yes 0	No X
b. Cluster GS-11 to SES (PWTD)	Yes 0	No X

The percentage of PWTD in the permanent workforce is above the 2 percent benchmark at each of the grade level clusters.

3. Describe how the agency has communicated the numerical goals to the hiring managers and/or recruiters.

Goals, strategies and actions identified in the Disability Employment Program Strategic Plan were incorporated into the FDIC 2021-2023 Diversity, Equity, and Inclusion Strategic Plan (DEI Strategic Plan), finalized in February 2021. All employees received notice of the goals while promoting the use of the Workforce Recruitment Program. Employees from OMWI also presented diversity and disability data along with goals during new employee orientation sessions to all employees. Furthermore, OMWI identified the goals during the annual State of the Agency briefing and at Diversity and Inclusion Executive Advisory Council meetings which are both attended by Agency executives.

Section II: Model Disability Program

Pursuant to 29 C.F.R. §1614.203(d)(1), agencies must ensure sufficient staff, training and resources to recruit and hire persons with disabilities and persons with targeted disabilities, administer the reasonable accommodation program and special emphasis program, and oversee any other disability hiring and advancement program the agency has in place.

**Section II
A. Plan to provide Sufficient and Competent Staffing for the Disability Program**

1. Has the agency designated sufficient qualified personnel to implement its disability program during the reporting period? If no, describe the agency's plan to improve the staffing for the upcoming year.

Yes No

2. Identify all staff responsible for implementing the agency's disability employment program by the office, staff employment status, and responsible official.

Disability Program Task	# of FTE Staff by Employment Status			Responsible Official (Name, Title, Office, Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD	57			Human Resources Specialists, Human Resources Branch, Division of Administration (DOA)
Answering questions from the public about hiring authorities that take disability into account	1			Roxana Flores, Program Analyst (Selective Placement Coordinator), Human Resources Branch, DOA, rflores@fdic.gov
Processing reasonable accommodation requests from applicants and employees	2			Monica Flint, Disability Program Manager, Human Resources Branch (HRB) mflint@fdic.gov
Section 508 Compliance	1			Brooke Aiken, Section 508

					Program Manager, DIT, braiken@fdic.gov
	Architectural Barriers Act Compliance	1			Gwenn Marley, Chief, Space Planning Unit, DOA, gmarley@fdic.gov
	Special Emphasis Program for PWD and PWTB	1			Monica Flint, Disability Program Manager, HRB, mflint@fdic.gov
	<p>3. Has the agency provided disability program staff with sufficient training to carry out their responsibilities during the reporting period? If yes, describe the training that disability program staff has received. If no, describe the training planned for the upcoming year.</p> <p>Yes X No 0</p>				
	<p>DPM participated in multiple training sessions and webinars on accommodations related to the COVID-19 pandemic, mental health, neurodiversity, and Section 508 Standards. The Selective Placement Coordinator (SPC) attended "The ABCs of Schedule A Tips for Human Resource Professionals on Using Schedule A Appointing Authority" hosted by the EEOC.</p>				
Section II B. Plan To Ensure Sufficient Funding for the Disability Program	<p>Has the agency provided sufficient funding and other resources to successfully implement the disability program during the reporting period? If no, describe the agency's plan to ensure all aspects of the disability program have sufficient funding and other resources.</p> <p>Yes X No 0</p>				
Section III: Plan to Recruit and Hire Individuals with Disabilities					
<p>Pursuant to 29 C.F.R. § 1614.203(d)(1)(i) and (ii), agencies must establish a plan to increase the recruitment and hiring of individuals with disabilities. The questions below are designed to identify outcomes of the agency's recruitment program plan for PWD and PWTB.</p>					
Section III A. Plan to Identify Job Applicants with Disabilities	<p>1. Describe the programs and resources the agency uses to identify job applicants with disabilities, including individuals with targeted disabilities.</p>				
	<p>The FDIC's Corporate Recruitment Program enlists nearly 300 collateral-duty employees to engage over 600 schools. The Corporate Recruiters attend events on campus or online and build relationships with professors, deans, career center staff, key school contacts, and organized student groups, including those targeting veterans and persons with disabilities. In addition to fostering relationships with the schools, recruiters also participate in events organized by professional associations and other organizations that have outreach to persons from underrepresented groups, such as minorities, women, persons with disabilities, and/or veterans.</p>				

The recruiters' efforts help to market FDIC employment opportunities to a diverse group of applicants, including people with disabilities.

In FY 2021, the FDIC participated in 14 virtual recruitment events targeting persons with disabilities, veterans, and veterans with disabilities. National and regional corporate outreach efforts included engagement with the following organizations: Equal Opportunity Publications (EOP); City Career Fair; Recruit Military; Corporate Gray; Bender Consulting Services, LLC; and campus recruitment included participation in virtual career fairs with Rochester Institute of Technology, as well as the American Public University System, which includes American Public University and Military University.

In addition to using USAJOBS.gov to advertise employment opportunities, the Division of Administration's Human Resources Branch (HRB) also sends a weekly list of all vacancy announcements to multiple sources that target persons with disabilities, to include Vocational Rehabilitation Agencies across the United States, the DC Department of Disability Services, Career Opportunities for Students with Disabilities, disABLEDPerson.com, Virginia Department for the Blind and Vision Impaired, and Corporate Advocacy Network for Disability Opportunities (CAN DO), an FDIC Employee Resource Group (ERG). We also advertised several jobs and distributed targeted email campaigns with the American GI Forum, Corporate Gray, Operation Warfighter, Recruit Military, and VetJobs.

The Corporate Recruitment Program, in collaboration with OMWI and Corporate University, provides ongoing training to nearly 300 Corporate Recruiters. The training programs highlight the value of diversity, equity, and inclusion in the workplace, and provide best practices on recruiting people with disabilities, including disabled veterans. Additionally, in FY 2021, non-RMS/DCP Corporate Recruiters were instructed to take Diversity, Equity, and Inclusion (DEI) Training. The curriculum designed for recruiters includes modules that address unconscious bias and disability awareness.

FDIC successfully used the Workforce Recruitment Program (WRP) to place one individual with disabilities in a 3-month internship, and five individuals with disabilities for internships greater than nine months.

2. Pursuant to 29 C.F.R. § 1614.203(a)(3), describe the agency's use of hiring authorities that take disability into account (e.g., Schedule A) to recruit PWD and PWT for positions in the permanent workforce.

The FDIC utilizes Schedule A hiring authority 5 C.F.R. 213.3102 (u) for people with intellectual disabilities, severe physical disabilities or psychiatric disabilities. All vacancy announcements state that the agency is an equal opportunity employer and encourages candidates with disabilities to apply. FDIC vacancy announcements and job postings have been widely distributed to attendees of the 2020 CAREERS & the disABLED Magazine's Career Expo. Prospective applicants were provided with contact information for the SPC in order to follow up with job announcements that they wish to apply for and qualified applicants were encouraged to apply for the new entry-level examiner hiring program and Financial Management Scholars Program.

3. When individuals apply for a position under a hiring authority that takes disability into account (e.g., Schedule A), explain how the agency (1) determines if the individual is eligible for appointment under such authority and (2) forwards the individual's application to the relevant hiring officials with an explanation of how and when the individual may be appointed.

Schedule A applicants are encouraged to contact the SPC to ensure that the required Schedule A letters are completed accurately before the applicants upload them to the USAjobs.gov database. Once the Human Resources Specialist receives their applications, they are reviewed for eligibility under Schedule A authority, 5 C.F.R. 213.3102 (u), for people with intellectual disabilities, severe physical disabilities or psychiatric disabilities. Upon meeting the qualification standards for a particular position, the applicant's information is supplied to the hiring official with an explanation of how and when the individual may be appointed, if selected for the position.

4. Has the agency provided training to all hiring managers on the use of hiring authorities that take disability into account (e.g., Schedule A)? If yes, describe the type(s) of training and frequency. If no, describe the agency's plan to provide this training.

Yes X

No 0

N/A 0

	Guidance on Schedule A and other special hiring authorities is provided to all managers on an ongoing basis during the recruitment and hiring process.						
Section III B. Plan to Establish Contacts with Disability Employment Organizations	Describe the agency's efforts to establish and maintain contacts with organizations that assist PWD, including PWTD, in securing and maintaining employment.						
	The DPM and SPC continue to network with organizations involved with PWD and PWTD such as the Virginia Department for the Blind and Vision Impaired, Virginia Department for Aging and Rehabilitative Services, District of Columbia Department of Disability Services, and Maryland State Department of Education, Division of Rehabilitation Services. Additionally, Corporate Recruiters build and maintain networks with organizations that assist persons with disabilities for job seeking purposes.						
Section III C. Progression Towards Goals (Recruitment and Hiring)	<p>1. Using the goals of 12% for PWD and 2% for PWTD as the benchmarks, do triggers exist for PWD and/or PWTD among the new hires in the permanent workforce? If yes, please describe the triggers below.</p> <table border="0" data-bbox="316 653 1136 735"> <tr> <td>a. New Hires for Permanent Workforce (PWD)</td> <td>Yes X</td> <td>No 0</td> </tr> <tr> <td>b. New Hires for Permanent Workforce (PWTD)</td> <td>Yes X</td> <td>No 0</td> </tr> </table>	a. New Hires for Permanent Workforce (PWD)	Yes X	No 0	b. New Hires for Permanent Workforce (PWTD)	Yes X	No 0
	a. New Hires for Permanent Workforce (PWD)	Yes X	No 0				
	b. New Hires for Permanent Workforce (PWTD)	Yes X	No 0				
	As shown in Table B1-1, the percentage of new hires of PWD within the permanent workforce was 10.1 percent and is below the 12 percent benchmark. The percentage of new hires of PWTD was 0.6 percent, which is below the 2 percent benchmark.						
	<p>2. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the new hires for any of the mission-critical occupations (MCO)? If yes, please describe the triggers below.</p> <table border="0" data-bbox="316 1003 1039 1085"> <tr> <td>a. New Hires for MCO (PWD)</td> <td>Yes X</td> <td>No 0</td> </tr> <tr> <td>b. New Hires for MCO (PWTD)</td> <td>Yes X</td> <td>No 0</td> </tr> </table>	a. New Hires for MCO (PWD)	Yes X	No 0	b. New Hires for MCO (PWTD)	Yes X	No 0
	a. New Hires for MCO (PWD)	Yes X	No 0				
	b. New Hires for MCO (PWTD)	Yes X	No 0				
	Triggers exist for only PWD for 0110 and for only PWTD in the 0570 and 1101.						
<p>3. Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the qualified <i>internal</i> applicants for any of the mission-critical occupations (MCO)? If yes, please describe the triggers below.</p> <table border="0" data-bbox="316 1352 1039 1434"> <tr> <td>a. Qualified Applicants for MCO (PWD)</td> <td>Yes 0</td> <td>No X</td> </tr> <tr> <td>b. Qualified Applicants for MCO (PWTD)</td> <td>Yes 0</td> <td>No X</td> </tr> </table>	a. Qualified Applicants for MCO (PWD)	Yes 0	No X	b. Qualified Applicants for MCO (PWTD)	Yes 0	No X	
a. Qualified Applicants for MCO (PWD)	Yes 0	No X					
b. Qualified Applicants for MCO (PWTD)	Yes 0	No X					
The FDIC has recently obtained more detailed data on applications and will work to match with eligible onboard employees for "Relevant Applicant Pool" in future MD-715 reporting.							
<p>4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the mission-critical occupations (MCO)? If yes, please describe the triggers below.</p> <table border="0" data-bbox="316 1730 1039 1812"> <tr> <td>a. Promotions for MCO (PWD)</td> <td>Yes X</td> <td>No 0</td> </tr> <tr> <td>b. Promotions for MCO (PWTD)</td> <td>Yes X</td> <td>No 0</td> </tr> </table>	a. Promotions for MCO (PWD)	Yes X	No 0	b. Promotions for MCO (PWTD)	Yes X	No 0	
a. Promotions for MCO (PWD)	Yes X	No 0					
b. Promotions for MCO (PWTD)	Yes X	No 0					
Triggers exist for both PWD and PWTD for 0570. Triggers exist for PWD for 0501.							

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Section IV: Plan to Ensure Advancement Opportunities for Employees with Disabilities

Pursuant to 29 C.F.R §1614.203(d)(1)(iii), agencies are required to provide sufficient advancement opportunities for employees with disabilities. Such activities might include specialized training and mentoring programs, career development opportunities, awards programs, promotions, and similar programs that address advancement. In this section, agencies should identify, and provide data on programs designed to ensure advancement opportunities for employees with disabilities.

Section IV A. Advancement Program Plan	Describe the agency’s plan to ensure PWD, including PWTD, have sufficient opportunities for advancement.
	The DEI Strategic Plan identifies that the agency will recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from the available talent pool in American society and will strengthen and broaden relationships with veterans' organizations and other institutions that serve people with disabilities and targeted disabilities. Goals and strategies in the updated plan are designed to increase the applicant pool of qualified individuals with disabilities, with key action items focusing on training selecting officials, interviewers, and Subject Matter Experts to ensure consistency in the hiring process for individuals with disabilities. Additionally, the FDIC provides guidance to managers and recruiters on trends in the advancement and retention of persons with disabilities and progress in implementing the FDIC and Division and Office diversity strategies targeted at persons with disabilities. Discussion of the DEI Strategic Plan is included in mandatory training for managers.

Section IV B. Career Development Opportunities	1. Please describe the career development opportunities that the agency provides to its employees.						
	The FDIC encourages employees with disabilities to participate in available formal mentoring, career development, leadership and management programs, detail opportunities, and tracks representation. Information about available programs is distributed FDIC-wide through a variety of methods. Additional reminders and notifications are sent to the Employee Resource Group (ERG) for people with disabilities, CAN DO, and the Veterans ERG.						
	2. In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/approval to participate. [Collection begins with the FY 2018 MD-715 report, which is due on February 28, 2019.] The FDIC does not have any requirements that fits the Career Development definition/requirement.						
	Career Development Opportunities	Total Participants		PWD		PWTD	
		Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Internship Programs	N/A	N/A	N/A	N/A	N/A	N/A	
Fellowship Programs	N/A	N/A	N/A	N/A	N/A	N/A	
Mentoring Programs	N/A	N/A	N/A	N/A	N/A	N/A	

	Coaching Programs	N/A	N/A	N/A	N/A	N/A	N/A
	Training Programs	N/A	N/A	N/A	N/A	N/A	N/A
	Detail Programs	N/A	N/A	N/A	N/A	N/A	N/A
	Other Career Development Programs	N/A	N/A	N/A	N/A	N/A	N/A
	<p>3. Do triggers exist for PWD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If yes, describe the trigger(s) in the text box.</p> <p>a. Applicants (PWD) Yes 0 No 0 N/A X</p> <p>b. Selections (PWD) Yes 0 No 0 N/A X</p>						
	<p>EEOC instructed the FDIC that the definition of career development program/opportunities is the same in Part J, requiring competition to participate in training that would qualify employees for a promotion. The FDIC has no career development programs as defined in the instructions to MD-715 and as confirmed by EEOC. While the FDIC does not have career development programs that, upon completion, necessarily "qualify a participant for a promotion," all Financial Institution Examiners (Series 0570) are required to attend and complete four core training programs as a part of the commissioning process. The completion of the core training programs, and the commissioning process will not qualify a participant for a promotion but may enhance an Examiner's promotion potential. Attendance in the core programs is required of all Examiners regardless of race, ethnicity, sex, or disability.</p>						
	<p>4. Do triggers exist for PWTD among the applicants and/or selectees for any of the career development programs identified? (The appropriate benchmarks are the relevant applicant pool for applicants and the applicant pool for selectees.) If yes, describe the trigger(s) in the text box.</p> <p>a. Applicants (PWTD) Yes 0 No 0 N/A X</p> <p>b. Selections (PWTD) Yes 0 No 0 N/A X</p>						
	Please see response to question 3 above.						
Section IV C. Awards	<p>1. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for any level of the time-off awards, bonuses, or other incentives? If yes, please describe the trigger(s) in the text box.</p> <p>a. Awards, Bonuses, & Incentives (PWD) Yes X No 0</p> <p>b. Awards, Bonuses, & Incentives (PWTD) Yes X No 0</p>						

As shown in Table B9-2, the inclusion rate for Awards for PWD and PWTB was lower than those with no disability across all Award categories except the Cash Award category of \$501-999 where PWTB was slightly higher than both PWD and those with no disability. Those with no disability had a higher inclusion rate than the total workforce percent receiving awards for all categories outside of \$501-999 category. Looking at Performance Based Pay Awards where PWTB had a higher inclusion rate than PWD but those with no disability had an inclusion rate higher than both groups. Alternatively, when compared with the total population, those PWTB did show representation above the threshold of two percent across all award categories. Awards to PWD and PWTB are included in the barrier analysis conducted by an outside consultant. The FDIC plans to use the results of this analysis to implement any necessary changes and conduct additional analysis as warranted.

2. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTB for quality step increases or performance-based pay increases? If yes, please describe the trigger(s) in the text box.

a. Pay Increases (PWD)	Yes 0	No X
b. Pay Increases (PWTB)	Yes 0	No X

The FDIC does not have traditional grades/steps as found in the GS scale, and the FDIC does not award Quality Step Increases (QSIs). FDIC's performance-based pay system awards bonus shares and since individual employees had the opportunity to receive one or more bonus shares, table B-9 counts the number of shares awarded, not the individuals who received bonus shares.

3. If the agency has other types of employee recognition programs, are PWD and/or PWTB recognized disproportionately less than employees without disabilities? (The appropriate benchmark is the inclusion rate.) If yes, describe the employee recognition program and relevant data in the text box.

a. Other Types of Recognition (PWD)	Yes 0	No 0	N/A X
b. Other Types of Recognition (PWTB)	Yes 0	No 0	N/A X

Section IV
D.
Promotions

1. Does your agency have a trigger involving PWD among the qualified *internal* applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified *internal* applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If yes, describe the trigger(s) in the text box.

a. SES			
i.	Qualified Internal Applicants (PWD)	Yes X	No 0
ii.	Internal Selections (PWD)	Yes 0	No X
b. Grade GS-15			
i.	Qualified Internal Applicants (PWD)	Yes X	No 0
ii.	Internal Selections (PWD)	Yes X	No 0
c. Grade GS-14			
i.	Qualified Internal Applicants (PWD)	Yes X	No 0
ii.	Internal Selections (PWD)	Yes X	No 0
d. Grade GS-13			

i.	Qualified Internal Applicants (PWD)	Yes X	No 0
ii.	Internal Selections (PWD)	Yes X	No 0

For senior grade levels the grade below was used as the Relevant Applicant Pool, although the pool could be broader for SES and will be further evaluated. This pool was higher in PWD and PWTB representation across the board, the largest difference in the applicant flow is the number of PWD or PWTB that actually applied and therefore could be rated as qualified, increasing the pool of qualified. This may be contingent on specific experience or education required for the application, and will be further reviewed.

Note: The FDIC's Senior Executive Status (SES) positions are equivalent to Executive positions.

2. Does your agency have a trigger involving PWTB among the qualified *internal* applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified *internal* applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If yes, describe the trigger(s) in the text box.

a. SES			
i.	Qualified Internal Applicants (PWTB)	Yes X	No 0
ii.	Internal Selections (PWTB)	Yes X	No 0
b. Grade GS-15			
i.	Qualified Internal Applicants (PWTB)	Yes X	No 0
ii.	Internal Selections (PWTB)	Yes X	No 0
c. Grade GS-14			
i.	Qualified Internal Applicants (PWTB)	Yes X	No 0
ii.	Internal Selections (PWTB)	Yes X	No 0
d. Grade GS-13			
i.	Qualified Internal Applicants (PWTB)	Yes X	No 0
ii.	Internal Selections (PWTB)	Yes X	No 0

For senior grade levels the grade below was used as the Relevant Applicant Pool, although the pool could be broader for SES and will be further reviewed. This pool was higher in PWD and PWTB representation across the board, the largest gap in the applicant flow is the number of PWD or PWTB that actually applied and therefore could be rated as qualified, increasing the pool of qualified. This may be contingent on educational or experiential criteria and is further narrowed by the smaller population of PWTB in the workforce. Therefore, a more granular review is required to determine the specific cause.

Note: The FDIC's Senior Executive Status (SES) positions are equivalent to Executive positions.

3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If yes, describe the trigger(s) in the text box.

a.	New Hires to SES (PWD)	Yes X	No 0
b.	New Hires to GS-15 (PWD)	Yes 0	No X

c. New Hires to GS-14 (PWD)	Yes 0	No X
d. New Hires to GS-13 (PWD)	Yes 0	No X

There were only three total hires for SES and a small pool of referred candidates, 12 referred from a pool of 119 qualified (of which five were PWD). Due to the small number of individuals an Agency-wide trigger was not identified.

Note: The FDIC's Senior Executive Status (SES) positions are equivalent to Executive positions.

4. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTB among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If yes, describe the trigger(s) in the text box.

a. New Hires to SES (PWTB)	Yes 0	No X
b. New Hires to GS-15 (PWTB)	Yes 0	No X
c. New Hires to GS-14 (PWTB)	Yes X	No 0
d. New Hires to GS-13 (PWTB)	Yes X	No 0

There were no PWTB applicants to SES, and no PWTB hires for grades CG-13 or CG-14, although there were eight referrals to CG-13 and 24 referrals to CG-14. Due to the small number of individuals an Agency-wide trigger was not identified.

Note: The FDIC's Senior Executive Status (SES) positions are equivalent to Executive positions.

5. Does your agency have a trigger involving PWD among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified *internal* applicants and the qualified applicant pool for selectees.) If yes, describe the trigger(s) in the text box.

a. Executives

i. Qualified Internal Applicants (PWD)	Yes 0	No X
ii. Internal Selections (PWD)	Yes 0	No X

b. Managers

i. Qualified Internal Applicants (PWD)	Yes 0	No X
ii. Internal Selections (PWD)	Yes X	No 0

c. Supervisors

i. Qualified Internal Applicants (PWD)	Yes 0	No X
ii. Internal Selections (PWD)	Yes 0	No X

There were 24 applications but only eight referrals for PWD for Manager positions, with no selections – all selections (n=17) were made from those with no disability. We are working to refine our data for Relevant Applicant Pools for the MD 715 to have improved comparison data analysis.

Note: The FDIC's Senior Executive Status (SES) positions are equivalent to Executive positions.

6. Does your agency have a trigger involving PWTB among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified *internal* applicants and the qualified applicant pool for selectees.) If yes, describe the trigger(s) in the text box.

a. Executives

i. Qualified Internal Applicants (PWTB) Yes 0 No **X**

ii. Internal Selections (PWTB) **Yes X** No 0

b. Managers

i. Qualified Internal Applicants (PWTB) Yes 0 No **X**

ii. Internal Selections (PWTB) **Yes X** No 0

c. Supervisors

i. Qualified Internal Applicants (PWTB) Yes 0 No **X**

ii. Internal Selections (PWTB) **Yes X** No 0

For Executive positions, there were eight PWTB applications, three referrals, no selections; for Managers there were nine PWTB applications, and four referrals, no selections; and for supervisors there were 21 applications, seven referrals and no selections. We are working to refine our data for Relevant Applicant Pools for the MD 715 to have improved comparison data analysis.

Note: The FDIC's Senior Executive Status (SES) positions are equivalent to Executive positions.

7. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the selectees for new hires to supervisory positions? If yes, describe the trigger(s) in the text box.

a. New Hires for Executives (PWD) **Yes X** No 0

b. New Hires for Managers (PWD) Yes 0 **No X**

c. New Hires for Supervisors (PWD) **Yes X** No 0

For Executive positions, there were three PWD applications and Qualified with no referrals. There were no PWD applications for Manager, but also limited applications from other groups as well. For Supervisors, there were 14 applications with 13 qualified but no referrals of PWD qualified applicants.

Note: The FDIC's Senior Executive Status (SES) positions are equivalent to Executive positions.

8. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTB among the selectees for new hires to supervisory positions? If yes, describe the trigger(s) in the text box.

a. New Hires for Executives (PWTB) Yes 0 **No X**

B. Accessibility of Technology and Facilities	accessibility of agency technology, and the Architectural Barriers Act of 1968 (42 U.S.C. § 4151-4157), concerning the accessibility of agency facilities. In addition, agencies are required to inform individuals where to file complaints if other agencies are responsible for a violation.
	1. Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under Section 508 of the Rehabilitation Act, including a description of how to file a complaint.
	Section 508 Statement: https://www.fdic.gov/about/diversity/fdicaccessibilitystatement.html
	2. Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under the Architectural Barriers Act, including a description of how to file a complaint.
	Architectural Barriers Act Statement: https://www.fdic.gov/about/diversity/fdicaccessibilitystatement.html
	3. Describe any programs, policies, or practices that the agency has undertaken, or plans on undertaking over the next fiscal year, designed to improve accessibility of agency facilities and/or technology.
	The FDIC Section 508 Program continued its advancement during FY2021 across the Corporation. The conformance levels of FDIC Intranet pages increased three percent - from 91 percent to 94 percent, and the conformance level of the FDIC's external Internet pages remained above 90 percent. The 508 team received a 10% increase in IT application testing requests and a 20% increase in document compliance remediation requests. The Section 508 team's website was rebranded, and additional document compliance subject matter experts were added within the Division of Depositor and Consumer Protection (DCP) and Division of Risk Management Supervision (RMS) organizations. The Section 508 team implemented the "Mission Accessible" awareness campaign, training over 120 employees and contractors. The Section 508 Service Now portal was implemented in FY21, directing all Section 508 workflows through a central location. Three American Sign Language classes were hosted by the 508 team and new trainings were introducing including "Accessibility for Adobe Experience Manager, and "Section 508 Awareness". Virtual office hours began in FY21 allowing employees and contractors the ability to quickly receive Section 508 assistance. The Section 508 team continues to strengthen and enhance the needs of IT Accessibility for the FDIC.
Section V C. Reasonable Accommodation Program	Pursuant to 29 C.F.R. § 1614.203(d)(3), agencies must adopt, post on their public website, and make available to all job applicants and employees, reasonable accommodation procedures.
	1. Please provide the average time frame for processing initial requests for reasonable accommodations during the reporting period. (Please do not include previously approved requests with repetitive accommodations, such as interpreting services.)
	The complexity of reasonable accommodations requests rose because of the continuation of mandatory telework and an unidentified return to office date, the DPM focused on providing clear information and next steps to employees and deciding officials which resulted in a more efficient process. The average number of days for an employee to receive a final decision for reasonable accommodation requests, once all pertinent documentation was received, fell from 14 days in FY 2020 to 11 days in FY 2021.
	2. Describe the effectiveness of the policies, procedures, or practices to implement the agency's reasonable accommodation program. Some examples of an effective program include timely processing requests, timely providing approved accommodations, conducting training for managers and supervisors, and monitoring accommodation requests for trends.

	<p>The DPM received 81 reasonable accommodation requests during FY 2021, and 70 of those accommodation requests received a decision during the fiscal year. There were 68 (97%) final decisions issued that fell within the time frame set forth in FDIC procedures or received a comparable interim accommodation prior to the issuance of the final decision. The two (3%) requests that did not meet the established time frame and an interim accommodation could not be issued involved specialized equipment that required additional consideration from other Divisions and Offices as well as the employee. During FY 2021, the DPM included response time frames and recommendations for interim accommodations when corresponding with managers and deciding officials to continue to hold decision-makers accountable and increasing the percentage of final decisions issued within policy by one percent over FY 2020. Additionally, the DPM and OOWMI began the process to create standard operating procedures to evaluate requests for reasonable accommodations due to the Executive Order on Requiring Coronavirus Disease 2019 Vaccination for Federal Employees.</p>
<p>Section V D. Personal Assistance Services Allowing Employees to Participate in the Workplace</p>	<p>Pursuant to 29 C.F.R. § 1614.203(d)(5), federal agencies, as an aspect of affirmative action, are required to provide personal assistance services (PAS) to employees who need them because of a targeted disability, unless doing so would impose an undue hardship on the agency.</p>
	<p>Describe the effectiveness of the policies, procedures, or practices to implement the PAS requirement. Some examples of an effective program include timely processing requests for PAS, timely providing approved services, conducting training for managers and supervisors, and monitoring PAS requests for trends.</p>
	<p>The FDIC issued a PAS policy memo in March 2019 that outlined the proper procedures for employees with targeted disabilities for requesting and processing a PAS. The Agency issued the policy memo in conjunction with the issuance of the finalized updated reasonable accommodation directive. The FDIC did not receive any PAS requests in FY 2021. Once PAS requests are received, the effectiveness of the program will be evaluated.</p>
<p>Section VI: EEO Complaint and Findings Data</p>	
<p>Section VI A. EEO Complaint Data Involving Harassment</p>	<p>1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging harassment, as compared to the government-wide average?</p> <p>Yes 0 No X N/A 0</p>
	<p>2. During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?</p> <p>Yes X No 0 N/A 0</p>
	<p>3. If the agency had one or more findings of discrimination alleging harassment based on disability status during the last fiscal year, please describe the corrective measures taken by the agency.</p>
	<p>N/A</p>
<p>Section VI B. EEO Complaint Data Involving Reasonable Accommodation</p>	<p>1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging failure to provide a reasonable accommodation, as compared to the government-wide average?</p> <p>Yes 0 No X N/A 0</p>
	<p>2. During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement?</p> <p>Yes X No 0 N/A 0</p>

	3. If the agency had one or more findings of discrimination involving the failure to provide a reasonable accommodation during the last fiscal year, please describe the corrective measures taken by the agency.
	N/A

Section VII: Identification and Removal of Barriers

Element D of MD-715 requires agencies to conduct a barrier analysis when a trigger suggests that a policy, procedure, or practice may be impeding the employment opportunities of a protected EEO group.

Section VII	1. Has the agency identified any barriers (policies, procedures, and/or practices) that affect employment opportunities for PWD and/or PWTB?	
	Yes 0 No X	
	2. Has the agency established a plan to correct the barrier(s) involving PWD and/or PWTB?	
	Yes 0 No 0 N/A X	
	3. Identify each trigger and plan to remove the barrier(s), including the identified barrier(s), objective(s), responsible official(s), planned activities, and, where applicable, accomplishments.	
	Trigger 1	The FDIC identified a trigger for PWD and PWTB regarding cash awards, which continued into FY 2021.
	Barrier(s)	None yet identified
	Objective(s)	Continue to review award programs, conduct additional analysis, and implement any necessary changes as outlined in the FDIC 2021-2023 DEI Strategic Plan Goal: Culture of Excellence, 1.1(b).
	Responsible Official(s)	Performance Standards Address the Plan? (Yes or No)
	Nancy Green, Assistant Director, Corporate Human Resources Performance & Compensation, DOA	No
Karen S. Rigby, Former Program Analyst, Division of Insurance and Research	Yes	
Monica Flint, Disability Program Manager, HRB	Yes	
Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)	

	No		No		
	Sources of Data	Sources Reviewed? (Yes or No)	Identify Information Collected		
	Workforce Data Tables	Yes			
	Complaint Data (Trends)	No			
	Grievance Data (Trends)	No			
	Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No			
	Climate Assessment Survey (e.g., FEVS)	Yes			
	Exit Interview Data	No			
	Focus Groups	Yes			
	Interviews	Yes			
	Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes			
	Other (Please Describe)				
	Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
	09/30/2020	Begin review of other sources of information to gain additional insights relative to trigger identified.	Yes		09/30/2020
	12/31/2021	Use analysis results to develop and implement strategies	Yes	12/31/2022	

		to remove barriers and conduct additional analysis as warranted.			
	09/30/2022	Begin to measure impact of implemented strategies	Yes	09/30/2023	
	Fiscal Year	Accomplishments			
	2021	As planned, additional analysis commenced in FY 2020 and was completed in FY 2021.			
	Trigger 2	The FDIC identified a trigger for PWTB among new hires to the GS-15 and GS-13 equivalent grade levels in the permanent workforce.			
	Barrier(s)	None yet identified			
	Objective(s)	Implement 2021-2023 DEI Strategic Plan Goal: Talent Acquisition: 2.1(a)(b), Career Development: 2.2, and Training Plan: 4.3.			
	Responsible Official(s)		Performance Standards Address the Plan? (Yes or No)		
	Cathy Grossman, Assistant Director, HR Service Center, DOA		No		
	Alyssa Asonye, Chief, Staffing Policy, Recruiting and Corporate Employee Program Operations, DOA		No		
	Karen Rigby/ Bonita Soley, PhD., Program Analyst OMWI		Yes		
	Monica Flint, Disability Program Manager, HRB		Yes		
	Roxana Flores, Program Analyst (Selective Placement Coordinator), DOA		Yes		
	Barrier Analysis Process Completed? (Yes or No)		Barrier(s) Identified? (Yes or No)		
No		No			

	Sources of Data		Sources Reviewed? (Yes or No)	Identify Information Collected	
	Workforce Data Tables		Yes		
	Complaint Data (Trends)		No		
	Grievance Data (Trends)		No		
	Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)		No		
	Climate Assessment Survey (e.g., FEVS)		Yes		
	Exit Interview Data		No		
	Focus Groups		Yes		
	Interviews		Yes		
	Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)		Yes		
Other (Please Describe)					
	Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
	09/30/2020	Begin review of other sources of information to gain additional insights relative to trigger identified.	Yes		9/30/2020
	12/31/2021	Use analysis results to develop and implement strategies to remove barriers and conduct additional analysis as warranted.	Yes	12/31/2022	

	09/30/2022	Begin to measure impact of implemented strategies	Yes	09/30/2023	
	Fiscal Year	Accomplishments			
	2021	Completed phase one of the barrier analysis.			
	4. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.				
	The FDIC completed one phase of a barrier analysis and will use the DEI Strategic Plan and other Agency initiatives to take action, as appropriate.				
	5. For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barrier(s).				
	The FDIC completed one phase of a barrier analysis and will use the DEI Strategic Plan and other Agency initiatives to take action, as appropriate.				
	6. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.				
	The FDIC completed one phase of a barrier analysis and will use the DEI Strategic Plan and other Agency initiatives to take action, as appropriate.				

ATTACHMENT A

FDIC Workforce Data Tables

Table A1: TOTAL WORKFORCE - Distribution by Race, Ethnicity, and Sex (Participation Rate)

Employment Tenure	Total	Total Males	Total Females	Hispanic or Latino Male	Hispanic or Latino Female	White Male	White Female	Black or African American Male	Black or African American Female	Asian Male	Asian Female	Native Hawaiian or Other Pacific Islander Male	Native Hawaiian or Other Pacific Islander Female	American Indian or Alaska Native Male	American Indian or Alaska Native Female	Two or More Races Male	Two or More Races Female
CLF 2014-2018 %	100	51.79	48.21	6.82	6.16	35.65	31.82	5.7	6.61	2.19	2.18	0.08	0.08	0.31	0.31	1.05	1.05
Alternative Benchmark %	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE																	
Total Workforce: Prior FY #	6454	3575	2879	144	96	2846	1799	357	772	161	158	3	5	20	18	44	31
Total Workforce: Prior FY %	100	55.39	44.61	2.23	1.49	44.10	27.87	5.53	11.96	2.49	2.45	0.05	0.08	0.31	0.28	0.68	0.48
Total Workforce: Current FY #	6036	3374	2662	144	105	2523	1566	361	702	254	229	5	3	35	18	14	18
Total Workforce: Current FY %	100	55.90	44.10	2.39	1.74	41.80	25.94	5.98	11.63	4.21	3.79	0.08	0.05	0.58	0.30	0.23	0.30
Total Workforce: Difference #	-418	-201	-217	0	9	-323	-233	4	-70	93	71	2	-2	15	0	-30	-13
Total Workforce: Ratio Change %	0.00	0.51	-0.51	0.16	0.25	-2.30	-1.93	0.45	-0.33	1.72	1.34	0.03	-0.03	0.27	0.02	-0.45	-0.18
Total Workforce: Net Change %	-6.48	-5.62	-7.54	0.00	9.38	-11.35	-12.95	1.12	-9.07	57.76	44.94	66.67	-40.00	75.00	0.00	-68.18	-41.94
EMPLOYEE GAINS																	
Total Workforce: New Hires #	606	355	251	19	16	246	124	38	70	45	37	0	0	7	1	0	3
Total Workforce: New Hires %	100	58.58	41.42	3.14	2.64	40.59	20.46	6.27	11.55	7.43	6.11	0.00	0.00	1.16	0.17	0.00	0.50
EMPLOYEE LOSSES																	
Total Workforce: Reduction in Force #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Workforce: Reduction in Force %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Workforce: Removal #	11	8	3	0	0	7	1	1	1	0	1	0	0	0	0	0	0
Total Workforce: Removal %	100	72.73	27.27	0.00	0.00	63.64	9.09	9.09	9.09	0.00	9.09	0.00	0.00	0.00	0.00	0.00	0.00
Total Workforce: Resignation #	202	117	85	4	4	89	51	10	19	11	10	0	0	3	1	0	0
Total Workforce: Resignation %	100	57.92	42.08	1.98	1.98	44.06	25.25	4.95	9.41	5.45	4.95	0.00	0.00	1.49	0.50	0.00	0.00
Total Workforce: Retirement #	285	148	137	3	1	123	86	13	42	3	5	0	0	0	1	0	0
Total Workforce: Retirement %	100	51.93	48.07	1.05	0.35	43.16	30.18	4.56	14.74	1.05	1.75	0.00	0.00	0.00	0.35	0.00	0.00
Total Workforce: Other Separations #	104	58	46	1	0	49	20	0	20	6	6	0	0	0	0	2	0
Total Workforce: Other Separations %	100	55.77	44.23	0.96	0.00	47.12	19.23	0.00	19.23	5.77	5.77	0.00	0.00	0.00	0.00	1.92	0.00
Total Workforce: Total Separations #	602	331	271	8	5	268	158	24	82	20	22	0	0	3	2	2	0
Total Workforce: Total Separations %	100	54.98	45.02	1.33	0.83	44.52	26.25	3.99	13.62	3.32	3.65	0.00	0.00	0.50	0.33	0.33	0.00
PERMANENT WORKFORCE																	
Permanent Workforce: Prior FY #	6336	3507	2829	142	94	2793	1769	350	755	157	157	3	5	19	18	43	31
Permanent Workforce: Prior FY %	100	55.35	44.65	2.24	1.48	44.08	27.92	5.52	11.92	2.48	2.48	0.05	0.08	0.30	0.28	0.68	0.49
Permanent Workforce: Current FY #	5624	3144	2480	133	95	2343	1444	349	670	231	213	5	2	32	17	13	18
Permanent Workforce: Current FY %	100	55.90	44.10	2.36	1.69	41.66	25.68	6.21	11.91	4.11	3.79	0.09	0.04	0.57	0.30	0.23	0.32
Permanent Workforce: Difference #	-712	-363	-349	-9	1	-450	-325	-1	-85	74	56	2	-3	13	-1	-30	-13
Permanent Workforce: Ratio Change %	0.00	0.55	-0.55	0.12	0.21	-2.42	-2.24	0.69	-0.01	1.63	1.31	0.04	-0.04	0.27	0.02	-0.45	-0.17
Permanent Workforce: Net Change %	-11.24	-10.35	-12.34	-6.34	1.06	-16.11	-18.37	-0.29	-11.26	47.13	35.67	66.67	-60.00	68.42	-5.56	-69.77	-41.94

Employment Tenure	Total	Total Males	Total Females	Hispanic or Latino Male	Hispanic or Latino Female	White Male	White Female	Black or African American Male	Black or African American Female	Asian Male	Asian Female	Native Hawaiian or Other Pacific Islander Male	Native Hawaiian or Other Pacific Islander Female	American Indian or Alaska Native Male	American Indian or Alaska Native Female	Two or More Races Male	Two or More Races Female
EMPLOYEE GAINS																	
Permanent Workforce: New Hires #	470	272	198	17	11	179	95	35	56	35	33	0	0	6	0	0	3
Permanent Workforce: New Hires %	100	57.87	42.13	3.62	2.34	38.09	20.21	7.45	11.91	7.45	7.02	0.00	0.00	1.28	0.00	0.00	0.64
EMPLOYEE LOSSES																	
Permanent Workforce: Reduction in Force #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Permanent Workforce: Reduction in Force %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Permanent Workforce: Removal #	11	8	3	0	0	7	1	1	1	0	1	0	0	0	0	0	0
Permanent Workforce: Removal %	100	72.73	27.27	0.00	0.00	63.64	9.09	9.09	9.09	0.00	9.09	0.00	0.00	0.00	0.00	0.00	0.00
Permanent Workforce: Resignation #	130	80	50	3	2	57	28	10	13	7	6	0	0	3	1	0	0
Permanent Workforce: Resignation %	100	61.54	38.46	2.31	1.54	43.85	21.54	7.69	10.00	5.38	4.62	0.00	0.00	2.31	0.77	0.00	0.00
Permanent Workforce: Retirement #	285	148	137	3	1	123	86	13	42	3	5	0	0	0	1	0	0
Permanent Workforce: Retirement %	100	51.93	48.07	1.05	0.35	43.16	30.18	4.56	14.74	1.05	1.75	0.00	0.00	0.00	0.35	0.00	0.00
Permanent Workforce: Other Separations #	59	36	23	1	0	30	8	0	13	3	2	0	0	0	0	2	0
Permanent Workforce: Other Separations %	100	61.02	38.98	1.69	0.00	50.85	13.56	0.00	22.03	5.08	3.39	0.00	0.00	0.00	0.00	3.39	0.00
Permanent Workforce: Total Separations #	485	272	213	7	3	217	123	24	69	13	14	0	0	3	2	2	0
Permanent Workforce: Total Separations %	100	56.08	43.92	1.44	0.62	44.74	25.36	4.95	14.23	2.68	2.89	0.00	0.00	0.62	0.41	0.41	0.00
TEMPORARY WORKFORCE																	
Temporary Workforce: Prior FY #	118	68	50	2	2	53	30	7	17	4	1	0	0	1	0	1	0
Temporary Workforce: Prior FY %	100	57.63	42.37	1.69	1.69	44.92	25.42	5.93	14.41	3.39	0.85	0.00	0.00	0.85	0.00	0.85	0.00
Temporary Workforce: Current FY #	412	230	182	11	10	180	122	12	32	23	16	0	1	3	1	1	0
Temporary Workforce: Current FY %	100	55.83	44.17	2.67	2.43	43.69	29.61	2.91	7.77	5.58	3.88	0.00	0.24	0.73	0.24	0.24	0.00
Temporary Workforce: Difference #	294	162	132	9	8	127	92	5	15	19	15	0	1	2	1	0	0
Temporary Workforce: Ratio Change %	0.00	-1.80	1.80	0.98	0.74	-1.23	4.19	-3.02	-6.64	2.19	3.03	0.00	0.24	-0.12	0.24	-0.61	0.00
Temporary Workforce: Net Change %	249.15	238.24	264.00	450.00	400.00	239.62	306.67	71.43	88.24	475.00	1500.00	0.00	0.00	200.00	0.00	0.00	0.00
EMPLOYEE GAINS																	
Temporary Workforce: New Hires #	136	83	53	2	5	67	29	3	14	10	4	0	0	1	1	0	0
Temporary Workforce: New Hires %	100	61.03	38.97	1.47	3.68	49.26	21.32	2.21	10.29	7.35	2.94	0.00	0.00	0.74	0.74	0.00	0.00
EMPLOYEE LOSSES																	
Temporary Workforce: Reduction in Force #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Temporary Workforce: Reduction in Force %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Temporary Workforce: Removal #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Temporary Workforce: Removal %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Temporary Workforce: Resignation #	72	37	35	1	2	32	23	0	6	4	4	0	0	0	0	0	0
Temporary Workforce: Resignation %	100	51.39	48.61	1.39	2.78	44.44	31.94	0.00	8.33	5.56	5.56	0.00	0.00	0.00	0.00	0.00	0.00
Temporary Workforce: Retirement #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Temporary Workforce: Retirement %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Employment Tenure	Total	Total Males	Total Females	Hispanic or Latino Male	Hispanic or Latino Female	White Male	White Female	Black or African American Male	Black or African American Female	Asian Male	Asian Female	Native Hawaiian or Other Pacific Islander Male	Native Hawaiian or Other Pacific Islander Female	American Indian or Alaska Native Male	American Indian or Alaska Native Female	Two or More Races Male	Two or More Races Female
Temporary Workforce: Other Separations #	45	22	23	0	0	19	12	0	7	3	4	0	0	0	0	0	0
Temporary Workforce: Other Separations %	100	48.89	51.11	0.00	0.00	42.22	26.67	0.00	15.56	6.67	8.89	0.00	0.00	0.00	0.00	0.00	0.00
Temporary Workforce: Total Separations #	117	59	58	1	2	51	35	0	13	7	8	0	0	0	0	0	0
Temporary Workforce: Total Separations %	100	50.43	49.57	0.85	1.71	43.59	29.91	0.00	11.11	5.98	6.84	0.00	0.00	0.00	0.00	0.00	0.00

Table A2: PERMANENT WORKFORCE BY COMPONENT - Distribution by Race, Ethnicity, and Sex (Participation Rate)

Employment Tenure for Sub-Components	Total	Total Males	Total Females	Hispanic or Latino Male	Hispanic or Latino Female	White Male	White Female	Black or African American Male	Black or African American Female	Asian Male	Asian Female	Native Hawaiian or Other Pacific Islander Male	Native Hawaiian or Other Pacific Islander Female	American Indian or Alaska Native Male	American Indian or Alaska Native Female	Two or More Races Male	Two or More Races Female
CLF 2014-2018 %	100	51.79	48.21	6.82	6.16	35.65	31.82	5.7	6.61	2.19	2.18	0.08	0.08	0.31	0.31	1.05	1.05
Alternative Benchmark %	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Permanent Workforce #	5624	3144	2480	133	95	2343	1444	349	670	231	213	5	2	32	17	13	18
Permanent Workforce %	100	55.90	44.10	2.36	1.69	41.66	25.68	6.21	11.91	4.11	3.79	0.09	0.04	0.57	0.30	0.23	0.32
FD00 #	5624	3144	2480	133	95	2343	1444	349	670	231	213	5	2	32	17	13	18
FD00 %	100	55.90	44.10	2.36	1.69	41.66	25.68	6.21	11.91	4.11	3.79	0.09	0.04	0.57	0.30	0.23	0.32

Table A3: OCCUPATIONAL CATEGORIES - Distribution by Race, Ethnicity, and Sex (Participation Rate)

Occupational Categories	Total	Total Males	Total Females	Hispanic or Latino Male	Hispanic or Latino Female	White Male	White Female	Black or African American Male	Black or African American Female	Asian Male	Asian Female	Native Hawaiian or Other Pacific Islander Male	Native Hawaiian or Other Pacific Islander Female	American Indian or Alaska Native Male	American Indian or Alaska Native Female	Two or More Races Male	Two or More Races Female
Permanent Workforce #	5624	3144	2480	133	95	2343	1444	349	670	231	213	5	2	32	17	13	18
Permanent Workforce %	100	55.90	44.10	2.36	1.69	41.66	25.68	6.21	11.91	4.11	3.79	0.09	0.04	0.57	0.30	0.23	0.32
Alternative Benchmark	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1. Management																	
Executives #	785	475	310	16	8	371	219	47	55	29	22	0	0	5	1	1	1
Executives %	100	60.51	39.49	2.04	1.02	47.26	27.90	5.99	7.01	3.69	2.80	0.00	0.00	0.64	0.13	0.13	0.13
Managers #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Managers %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Supervisors #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Supervisors %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Management #	785	475	310	16	8	371	219	47	55	29	22	0	0	5	1	1	1
Total Management %	100	60.51	39.49	2.04	1.02	47.26	27.90	5.99	7.01	3.69	2.80	0.00	0.00	0.64	0.13	0.13	0.13
2. Professionals #	4508	2570	1938	110	78	1924	1127	271	508	197	183	5	2	27	15	10	15
Professionals %	100	57.01	42.99	2.44	1.73	42.68	25.00	6.01	11.27	4.37	4.06	0.11	0.04	0.60	0.33	0.22	0.33
3. Technicians #	2	1	1	0	0	0	0	0	1	1	0	0	0	0	0	0	0
Technicians %	100	50.00	50.00	0.00	0.00	0.00	0.00	0.00	50.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4. Sales Workers #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sales Workers %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5. Administrative Workers #	235	41	194	3	8	11	76	20	93	1	7	0	0	0	1	2	2
Administrative Workers %	100	17.45	82.55	1.28	3.40	4.68	32.34	8.51	39.57	0.43	2.98	0.00	0.00	0.00	0.43	0.85	0.85
6. Craft Workers #	3	3	0	0	0	0	0	3	0	0	0	0	0	0	0	0	0
Craft Workers %	100	100.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7. Operatives #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operatives %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
8. Laborers and Helpers #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Laborers and Helpers %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
9. Service Workers #	51	40	11	2	1	30	7	4	2	3	1	0	0	0	0	0	0
Service Workers %	100	78.43	21.57	3.92	1.96	58.82	13.73	7.84	3.92	5.88	1.96	0.00	0.00	0.00	0.00	0.00	0.00

Table A4: Participation Rates For FDIC Grades by Race/Ethnicity and Sex (Permanent)

GS/GM/GL GRADES	Total	Total Males	Total Females	Hispanic or Latino Male	Hispanic or Latino Female	White Male	White Female	Black or African American Male	Black or African American Female	Asian Male	Asian Female	Native Hawaiian or Other Pacific Islander Male	Native Hawaiian or Other Pacific Islander Female	American Indian or Alaska Native Male	American Indian or Alaska Native Female	Two or More Races Male	Two or More Races Female
Permanent Workforce #	5624	3144	2480	133	95	2343	1444	349	670	231	213	5	2	32	17	13	18
Permanent Workforce %	100	55.90	44.10	2.36	1.69	41.66	25.68	6.21	11.91	4.11	3.79	0.09	0.04	0.57	0.30	0.23	0.32
Alternative Benchmark	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-03 #	4	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0	0
CG-03 %	100	50.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	50.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-04 #	90	54	36	2	3	47	24	3	5	2	4	0	0	0	0	0	0
CG-04 %	100	60.00	40.00	2.22	3.33	52.22	26.67	3.33	5.56	2.22	4.44	0.00	0.00	0.00	0.00	0.00	0.00
CG-05 #	10	4	6	0	0	1	2	2	3	1	0	0	0	0	0	0	0
CG-05 %	100	40.00	60.00	0.00	0.00	10.00	20.00	20.00	30.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-06 #	74	12	62	1	2	3	38	7	16	0	4	0	0	0	0	1	2
CG-06 %	100	16.22	83.78	1.35	2.70	4.05	51.35	9.46	21.62	0.00	5.41	0.00	0.00	0.00	0.00	1.35	2.70
CG-07 #	270	145	125	8	8	97	58	25	42	12	13	0	0	2	1	0	1
CG-07 %	100	53.70	46.30	2.96	2.96	35.93	21.48	9.26	15.56	4.44	4.81	0.00	0.00	0.74	0.37	0.00	0.37
CG-08 #	50	5	45	0	4	1	7	2	30	0	1	0	0	0	0	0	0
CG-08 %	100	10.00	90.00	0.00	8.00	2.00	14.00	4.00	60.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-09 #	343	174	169	14	9	114	83	23	60	17	11	2	0	3	1	1	4
CG-09 %	100	50.73	49.27	4.08	2.62	33.24	24.20	6.71	17.49	4.96	3.21	0.58	0.00	0.87	0.29	0.29	1.17
CG-11 #	244	114	130	8	6	79	64	16	45	8	13	0	0	1	1	1	0
CG-11 %	100	46.72	53.28	3.28	2.46	32.38	26.23	6.56	18.44	3.28	5.33	0.00	0.00	0.41	0.41	0.41	0.00
CG-12 #	825	433	392	24	14	318	236	62	113	18	18	1	1	3	4	2	2
CG-12 %	100	52.48	47.52	2.91	1.70	38.55	28.61	7.52	13.70	2.18	2.18	0.12	0.12	0.36	0.48	0.24	0.24
CG-13 #	910	483	427	20	12	368	235	52	147	34	24	0	1	5	3	2	4
CG-13 %	100	53.08	46.92	2.20	1.32	40.44	25.82	5.71	16.15	3.74	2.64	0.00	0.11	0.55	0.33	0.22	0.44
CG-14 #	1319	797	522	28	21	595	311	82	117	65	62	0	0	10	4	3	4
CG-14 %	100	60.42	39.58	2.12	1.59	45.11	23.58	6.22	8.87	4.93	4.70	0.00	0.00	0.76	0.30	0.23	0.30
CG-15 #	660	418	242	12	7	327	158	24	36	41	38	2	0	3	2	2	0
CG-15 %	100	63.33	36.67	1.82	1.06	49.55	23.94	3.64	5.45	6.21	5.76	0.30	0.00	0.45	0.30	0.30	0.00
Total CG Workforce (Permanent) #	4799	2641	2158	117	86	1950	1216	298	614	200	190	5	2	27	16	12	17
Total CG Workforce (Permanent) %	100	55.03	44.97	2.44	1.79	40.63	25.34	6.21	12.79	4.17	3.96	0.10	0.04	0.56	0.33	0.25	0.35

Table A4: Participation Rates For FDIC Grades by Race/Ethnicity and Sex (Temporary)

GS/GM/GL GRADES	Total	Total Males	Total Females	Hispanic or Latino Male	Hispanic or Latino Female	White Male	White Female	Black or African American Male	Black or African American Female	Asian Male	Asian Female	Native Hawaiian or Other Pacific Islander Male	Native Hawaiian or Other Pacific Islander Female	American Indian or Alaska Native Male	American Indian or Alaska Native Female	Two or More Races Male	Two or More Races Female
Temporary Workforce #	412	230	182	11	10	180	122	12	32	23	16	0	1	3	1	1	0
Temporary Workforce %	100	55.83	44.17	2.67	2.43	43.69	29.61	2.91	7.77	5.58	3.88	0.00	0.24	0.73	0.24	0.24	0.00
Alternative Benchmark	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-03 #	2	1	1	0	0	0	0	0	1	1	0	0	0	0	0	0	0
CG-03 %	100	50.00	50.00	0.00	0.00	0.00	0.00	0.00	50.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-04 #	89	52	37	2	3	40	20	2	11	8	3	0	0	0	0	0	0
CG-04 %	100	58.43	41.57	2.25	3.37	44.94	22.47	2.25	12.36	8.99	3.37	0.00	0.00	0.00	0.00	0.00	0.00
CG-05 #	16	3	13	0	1	2	4	0	6	1	2	0	0	0	0	0	0
CG-05 %	100	18.75	81.25	0.00	6.25	12.50	25.00	0.00	37.50	6.25	12.50	0.00	0.00	0.00	0.00	0.00	0.00
CG-06 #	1	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0
CG-06 %	100	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00
CG-07 #	136	81	55	3	1	61	42	4	6	10	5	0	1	2	0	1	0
CG-07 %	100	59.56	40.44	2.21	0.74	44.85	30.88	2.94	4.41	7.35	3.68	0.00	0.74	1.47	0.00	0.74	0.00
CG-08 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-08 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-09 #	133	71	62	5	3	58	49	5	6	3	4	0	0	0	0	0	0
CG-09 %	100	53.38	46.62	3.76	2.26	43.61	36.84	3.76	4.51	2.26	3.01	0.00	0.00	0.00	0.00	0.00	0.00
CG-11 #	8	4	4	1	1	3	2	0	1	0	0	0	0	0	0	0	0
CG-11 %	100	50.00	50.00	12.50	12.50	37.50	25.00	0.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-12 #	20	13	7	0	1	11	5	1	0	0	1	0	0	1	0	0	0
CG-12 %	100	65.00	35.00	0.00	5.00	55.00	25.00	5.00	0.00	0.00	5.00	0.00	0.00	5.00	0.00	0.00	0.00
CG-13 #	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
CG-13 %	100	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-14 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-14 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-15 #	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
CG-15 %	100	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total CG Workforce (Temporary) #	407	227	180	11	10	177	122	12	31	23	15	0	1	3	1	1	0
Total CG Workforce (Temporary) %	100	55.77	44.23	2.70	2.46	43.49	29.98	2.95	7.62	5.65	3.69	0.00	0.25	0.74	0.25	0.25	0.00

Table A4: Participation Rates For General Schedule Grades by Race/Ethnicity and Sex (Permanent)

GS/GM/GL GRADES	Total	Total Males	Total Females	Hispanic or Latino Male	Hispanic or Latino Female	White Male	White Female	Black or African American Male	Black or African American Female	Asian Male	Asian Female	Native Hawaiian or Other Pacific Islander Male	Native Hawaiian or Other Pacific Islander Female	American Indian or Alaska Native Male	American Indian or Alaska Native Female	Two or More Races Male	Two or More Races Female
Permanent Workforce #	5624	3144	2480	133	95	2343	1444	349	670	231	213	5	2	32	17	13	18
Permanent Workforce %	100	55.90	44.10	2.36	1.69	41.66	25.68	6.21	11.91	4.11	3.79	0.09	0.04	0.57	0.30	0.23	0.32
Alternative Benchmark	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-01 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-01 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-02 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-02 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-03 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-03 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-04 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-04 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-05 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-05 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-06 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-06 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-07 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-07 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-08 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-08 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-09 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-09 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-10 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-10 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-11 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-11 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-12 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-12 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-13 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-13 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-14 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-14 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

GS/GM/GL GRADES	Total	Total Males	Total Females	Hispanic or Latino Male	Hispanic or Latino Female	White Male	White Female	Black or African American Male	Black or African American Female	Asian Male	Asian Female	Native Hawaiian or Other Pacific Islander Male	Native Hawaiian or Other Pacific Islander Female	American Indian or Alaska Native Male	American Indian or Alaska Native Female	Two or More Races Male	Two or More Races Female
GS-15 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-15 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
All other (unspecified GS) #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
All other (unspecified GS) %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total GS Employees #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total GS Employees %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SES #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other Senior Pay #	822	500	322	16	9	393	228	48	56	31	23	0	0	5	1	1	1
Other Senior Pay %	100	60.83	39.17	1.95	1.09	47.81	27.74	5.84	6.81	3.77	2.80	0.00	0.00	0.61	0.12	0.12	0.12
Total Senior Pay #	822	500	322	16	9	393	228	48	56	31	23	0	0	5	1	1	1
Total Senior Pay %	100	60.83	39.17	1.95	1.09	47.81	27.74	5.84	6.81	3.77	2.80	0.00	0.00	0.61	0.12	0.12	0.12

Table A4: Participation Rates For General Schedule Grades by Race/Ethnicity and Sex (Temporary)

GS/GM/GL GRADES	Total	Total Males	Total Females	Hispanic or Latino Male	Hispanic or Latino Female	White Male	White Female	Black or African American Male	Black or African American Female	Asian Male	Asian Female	Native Hawaiian or Other Pacific Islander Male	Native Hawaiian or Other Pacific Islander Female	American Indian or Alaska Native Male	American Indian or Alaska Native Female	Two or More Races Male	Two or More Races Female
Temporary Workforce #	412	230	182	11	10	180	122	12	32	23	16	0	1	3	1	1	0
Temporary Workforce %	100	55.83	44.17	2.67	2.43	43.69	29.61	2.91	7.77	5.58	3.88	0.00	0.24	0.73	0.24	0.24	0.00
Alternative Benchmark	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-01 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-01 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-02 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-02 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-03 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-03 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-04 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-04 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-05 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-05 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-06 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-06 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-07 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-07 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-08 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-08 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-09 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-09 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-10 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-10 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-11 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-11 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-12 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-12 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-13 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-13 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-14 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-14 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

GS/GM/GL GRADES	Total	Total Males	Total Females	Hispanic or Latino Male	Hispanic or Latino Female	White Male	White Female	Black or African American Male	Black or African American Female	Asian Male	Asian Female	Native Hawaiian or Other Pacific Islander Male	Native Hawaiian or Other Pacific Islander Female	American Indian or Alaska Native Male	American Indian or Alaska Native Female	Two or More Races Male	Two or More Races Female
GS-15 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-15 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
All other (unspecified GS) #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
All other (unspecified GS) %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total GS Employees #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total GS Employees %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SES #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other Senior Pay #	4	2	2	0	0	2	0	0	1	0	1	0	0	0	0	0	0
Other Senior Pay %	100	50.00	50.00	0.00	0.00	50.00	0.00	0.00	25.00	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Senior Pay #	4	2	2	0	0	2	0	0	1	0	1	0	0	0	0	0	0
Total Senior Pay %	100	50.00	50.00	0.00	0.00	50.00	0.00	0.00	25.00	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00

Table A5P: SALARY - Distribution by Race, Ethnicity, and Sex (Participation Rate)

Salary Range	Total	Total Males	Total Females	Hispanic or Latino Male	Hispanic or Latino Female	White Male	White Female	Black or African American Male	Black or African American Female	Asian Male	Asian Female	Native Hawaiian or Other Pacific Islander Male	Native Hawaiian or Other Pacific Islander Female	American Indian or Alaska Native Male	American Indian or Alaska Native Female	Two or More Races Male	Two or More Races Female
Permanent Workforce #	5624	3144	2480	133	95	2343	1444	349	670	231	213	5	2	32	17	13	18
Permanent Workforce %	100	55.90	44.10	2.36	1.69	41.66	25.68	6.21	11.91	4.11	3.79	0.09	0.04	0.57	0.30	0.23	0.32
Alternative Benchmark	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Up to \$20,000 #	3	3	0	0	0	0	0	3	0	0	0	0	0	0	0	0	0
Up to \$20,000 %	100	100.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$20,001-\$30,000 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
\$20,001-\$30,000 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$30,001-\$40,000 #	14	7	7	0	0	3	3	2	2	2	2	0	0	0	0	0	0
\$30,001-\$40,000 %	100	50.00	50.00	0.00	0.00	21.43	21.43	14.29	14.29	14.29	14.29	0.00	0.00	0.00	0.00	0.00	0.00
\$40,001-\$50,000 #	80	45	35	2	3	38	24	2	6	3	2	0	0	0	0	0	0
\$40,001-\$50,000 %	100	56.25	43.75	2.50	3.75	47.50	30.00	2.50	7.50	3.75	2.50	0.00	0.00	0.00	0.00	0.00	0.00
\$50,001-\$60,000 #	166	101	65	6	6	73	40	14	12	5	6	2	0	1	0	0	1
\$50,001-\$60,000 %	100	60.84	39.16	3.61	3.61	43.98	24.10	8.43	7.23	3.01	3.61	1.20	0.00	0.60	0.00	0.00	0.60
\$60,001-\$70,000 #	305	166	139	10	9	114	76	24	38	15	10	0	0	2	1	1	5
\$60,001-\$70,000 %	100	54.43	45.57	3.28	2.95	37.38	24.92	7.87	12.46	4.92	3.28	0.00	0.00	0.66	0.33	0.33	1.64
\$70,001-\$80,000 #	159	79	80	9	3	51	36	10	32	7	5	0	0	1	0	1	1
\$70,001-\$80,000 %	100	49.69	50.31	5.66	1.89	32.08	22.64	6.29	20.13	4.40	3.14	0.00	0.00	0.63	0.00	0.63	0.63
\$80,001-\$90,000 #	283	141	142	7	6	106	78	20	43	5	9	0	1	3	3	0	0
\$80,001-\$90,000 %	100	49.82	50.18	2.47	2.12	37.46	27.56	7.07	15.19	1.77	3.18	0.00	0.35	1.06	1.06	0.00	0.00
\$90,001-\$100,000 #	278	124	154	13	8	88	69	15	68	4	7	1	0	1	0	0	1
\$90,001-\$100,000 %	100	44.60	55.40	4.68	2.88	31.65	24.82	5.40	24.46	1.44	2.52	0.36	0.00	0.36	0.00	0.00	0.36
\$100,001-\$110,000 #	263	133	130	7	2	98	76	18	47	7	5	0	0	1	0	2	0
\$100,001-\$110,000 %	100	50.57	49.43	2.66	0.76	37.26	28.90	6.84	17.87	2.66	1.90	0.00	0.00	0.38	0.00	0.76	0.00
\$110,001-\$120,000 #	293	158	135	5	5	112	74	26	40	10	8	0	0	3	3	1	2
\$110,001-\$120,000 %	100	53.92	46.08	1.71	1.71	38.23	25.26	8.87	13.65	3.41	2.73	0.00	0.00	1.02	1.02	0.34	0.68
\$120,001-\$130,000 #	321	174	147	6	4	129	92	27	38	9	11	0	0	0	0	2	1
\$120,001-\$130,000 %	100	54.21	45.79	1.87	1.25	40.19	28.66	8.41	11.84	2.80	3.43	0.00	0.00	0.00	0.00	0.62	0.31
\$130,001-\$140,000 #	302	159	143	5	7	115	69	21	49	13	13	0	0	4	1	0	3
\$130,001-\$140,000 %	100	52.65	47.35	1.66	2.32	38.08	22.85	6.95	16.23	4.30	4.30	0.00	0.00	1.32	0.33	0.00	0.99
\$140,001-\$150,000 #	297	157	140	8	11	108	78	18	43	16	6	0	0	3	1	1	1
\$140,001-\$150,000 %	100	52.86	47.14	2.69	3.70	36.36	26.26	6.06	14.48	5.39	2.02	0.00	0.00	1.01	0.34	0.34	0.34
\$150,001-\$160,000 #	366	197	169	7	4	150	97	20	58	12	7	0	0	3	0	1	2

Salary Range	Total	Total Males	Total Females	Hispanic or Latino Male	Hispanic or Latino Female	White Male	White Female	Black or African American Male	Black or African American Female	Asian Male	Asian Female	Native Hawaiian or Other Pacific Islander Male	Native Hawaiian or Other Pacific Islander Female	American Indian or Alaska Native Male	American Indian or Alaska Native Female	Two or More Races Male	Two or More Races Female
\$150,001-\$160,000 %	100	53.83	46.17	1.91	1.09	40.98	26.50	5.46	15.85	3.28	1.91	0.00	0.00	0.82	0.00	0.27	0.55
\$160,001-\$170,000 #	251	149	102	10	3	100	52	28	33	10	12	0	0	0	1	0	0
\$160,001-\$170,000 %	100	59.36	40.64	3.98	1.20	39.84	20.72	11.16	13.15	3.98	4.78	0.00	0.00	0.00	0.40	0.00	0.00
\$170,001-\$180,000 #	260	143	117	4	7	112	51	8	46	11	10	1	0	3	3	0	0
\$170,001-\$180,000 %	100	55.00	45.00	1.54	2.69	43.08	19.62	3.08	17.69	4.23	3.85	0.38	0.00	1.15	1.15	0.00	0.00
\$180,001 and Greater #	1983	1208	775	34	17	946	529	93	115	102	100	1	1	7	4	4	1
\$180,001 and Greater %	100	60.92	39.08	1.71	0.86	47.71	26.68	4.69	5.80	5.14	5.04	0.05	0.05	0.35	0.20	0.20	0.05

Table A5T: SALARY - Distribution by Race, Ethnicity, and Sex (Participation Rate)

Salary Range	Total	Total Males	Total Females	Hispanic or Latino Male	Hispanic or Latino Female	White Male	White Female	Black or African American Male	Black or African American Female	Asian Male	Asian Female	Native Hawaiian or Other Pacific Islander Male	Native Hawaiian or Other Pacific Islander Female	American Indian or Alaska Native Male	American Indian or Alaska Native Female	Two or More Races Male	Two or More Races Female
Temporary Workforce #	412	230	182	11	10	180	122	12	32	23	16	0	1	3	1	1	0
Temporary Workforce %	100	55.83	44.17	2.67	2.43	43.69	29.61	2.91	7.77	5.58	3.88	0.00	0.24	0.73	0.24	0.24	0.00
Alternative Benchmark	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Up to \$20,000 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Up to \$20,000 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$20,001-\$30,000 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
\$20,001-\$30,000 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$30,001-\$40,000 #	33	16	17	0	2	10	3	2	10	4	2	0	0	0	0	0	0
\$30,001-\$40,000 %	100	48.48	51.52	0.00	6.06	30.30	9.09	6.06	30.30	12.12	6.06	0.00	0.00	0.00	0.00	0.00	0.00
\$40,001-\$50,000 #	62	30	32	2	2	26	20	0	8	2	2	0	0	0	0	0	0
\$40,001-\$50,000 %	100	48.39	51.61	3.23	3.23	41.94	32.26	0.00	12.90	3.23	3.23	0.00	0.00	0.00	0.00	0.00	0.00
\$50,001-\$60,000 #	96	59	37	2	0	45	30	4	3	6	3	0	1	2	0	0	0
\$50,001-\$60,000 %	100	61.46	38.54	2.08	0.00	46.88	31.25	4.17	3.13	6.25	3.13	0.00	1.04	2.08	0.00	0.00	0.00
\$60,001-\$70,000 #	132	73	59	3	2	59	48	5	5	5	3	0	0	0	1	1	0
\$60,001-\$70,000 %	100	55.30	44.70	2.27	1.52	44.70	36.36	3.79	3.79	3.79	2.27	0.00	0.00	0.00	0.76	0.76	0.00
\$70,001-\$80,000 #	52	30	22	4	1	20	12	0	5	6	4	0	0	0	0	0	0
\$70,001-\$80,000 %	100	57.69	42.31	7.69	1.92	38.46	23.08	0.00	9.62	11.54	7.69	0.00	0.00	0.00	0.00	0.00	0.00
\$80,001-\$90,000 #	5	2	3	0	1	2	2	0	0	0	0	0	0	0	0	0	0
\$80,001-\$90,000 %	100	40.00	60.00	0.00	20.00	40.00	40.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$90,001-\$100,000 #	2	0	2	0	1	0	1	0	0	0	0	0	0	0	0	0	0
\$90,001-\$100,000 %	100	0.00	100.00	0.00	50.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$100,001-\$110,000 #	5	3	2	0	1	3	1	0	0	0	0	0	0	0	0	0	0
\$100,001-\$110,000 %	100	60.00	40.00	0.00	20.00	60.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$110,001-\$120,000 #	2	1	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0
\$110,001-\$120,000 %	100	50.00	50.00	0.00	0.00	0.00	50.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$120,001-\$130,000 #	8	4	4	0	0	3	3	0	0	0	1	0	0	1	0	0	0
\$120,001-\$130,000 %	100	50.00	50.00	0.00	0.00	37.50	37.50	0.00	0.00	0.00	12.50	0.00	0.00	12.50	0.00	0.00	0.00
\$130,001-\$140,000 #	3	3	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0
\$130,001-\$140,000 %	100	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$140,001-\$150,000 #	3	3	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0
\$140,001-\$150,000 %	100	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$150,001-\$160,000 #	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0

Salary Range	Total	Total Males	Total Females	Hispanic or Latino Male	Hispanic or Latino Female	White Male	White Female	Black or African American Male	Black or African American Female	Asian Male	Asian Female	Native Hawaiian or Other Pacific Islander Male	Native Hawaiian or Other Pacific Islander Female	American Indian or Alaska Native Male	American Indian or Alaska Native Female	Two or More Races Male	Two or More Races Female
\$150,001-\$160,000 %	100	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$160,001-\$170,000 #	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
\$160,001-\$170,000 %	100	0.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$170,001-\$180,000 #	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
\$170,001-\$180,000 %	100	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$180,001 and Greater #	5	3	2	0	0	3	0	0	1	0	1	0	0	0	0	0	0
\$180,001 and Greater %	100	60.00	40.00	0.00	0.00	60.00	0.00	0.00	20.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00

Table A6P: MISSION-CRITICAL OCCUPATIONS - Distribution by Race, Ethnicity, and Sex (Participation Rate)

Mission-Critical Occupations	Total	Total Males	Total Females	Hispanic or Latino Male	Hispanic or Latino Female	White Male	White Female	Black or African American Male	Black or African American Female	Asian Male	Asian Female	Native Hawaiian or Other Pacific Islander Male	Native Hawaiian or Other Pacific Islander Female	American Indian or Alaska Native Male	American Indian or Alaska Native Female	Two or More Races Male	Two or More Races Female
ECONOMIST (0110) #	68	45	23	2	0	36	9	1	5	5	9	0	0	0	0	0	0
ECONOMIST (0110) %	100	66.18	33.82	2.94	0.00	52.94	13.24	1.47	7.35	7.35	13.24	0.00	0.00	0.00	0.00	0.00	0.00
CG-07 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-07 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-09 #	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
CG-09 %	100	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-11 #	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0
CG-11 %	100	0.00	100.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-12 #	9	6	3	1	0	5	0	0	3	0	0	0	0	0	0	0	0
CG-12 %	100	66.67	33.33	11.11	0.00	55.56	0.00	0.00	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-13 #	5	2	3	0	0	2	1	0	1	0	1	0	0	0	0	0	0
CG-13 %	100	40.00	60.00	0.00	0.00	40.00	20.00	0.00	20.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-14 #	43	34	9	1	0	26	4	1	0	5	5	0	0	0	0	0	0
CG-14 %	100	79.07	20.93	2.33	0.00	60.47	9.30	2.33	0.00	11.63	11.63	0.00	0.00	0.00	0.00	0.00	0.00
CG-15 #	6	2	4	0	0	2	2	0	0	0	2	0	0	0	0	0	0
CG-15 %	100	33.33	66.67	0.00	0.00	33.33	33.33	0.00	0.00	0.00	33.33	0.00	0.00	0.00	0.00	0.00	0.00
CM-02 #	2	0	2	0	0	0	1	0	0	0	1	0	0	0	0	0	0
CM-02 %	100	0.00	100.00	0.00	0.00	0.00	50.00	0.00	0.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00
CX-00 #	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
CX-00 %	100	0.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF %	100	68	32	5.3	2	52.3	24.1	3.9	1.7	5.1	3	0.1	0	0.1	0.3	1.2	0.9
ADMINISTRATION AND PROGRAM (0301) #	623	273	350	11	15	179	174	48	126	22	32	0	0	5	0	2	2
ADMINISTRATION AND PROGRAM (0301) %	100	43.82	56.18	1.77	2.41	28.73	27.93	7.70	20.22	3.53	5.14	0.00	0.00	0.80	0.00	0.32	0.32
CG-07 #	4	1	3	1	0	0	0	0	2	0	1	0	0	0	0	0	0
CG-07 %	100	25.00	75.00	25.00	0.00	0.00	0.00	0.00	50.00	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-09 #	39	10	29	0	0	5	9	4	16	1	4	0	0	0	0	0	0
CG-09 %	100	25.64	74.36	0.00	0.00	12.82	23.08	10.26	41.03	2.56	10.26	0.00	0.00	0.00	0.00	0.00	0.00
CG-11 #	29	12	17	1	1	4	7	3	7	3	1	0	0	1	0	0	0
CG-11 %	100	41.38	58.62	3.45	3.45	13.79	24.14	10.34	24.14	10.34	3.45	0.00	0.00	3.45	0.00	0.00	0.00
CG-12 #	86	28	58	1	4	13	24	9	28	3	2	0	0	0	0	1	0
CG-12 %	100	32.56	67.44	1.16	4.65	15.12	27.91	10.47	32.56	3.49	2.33	0.00	0.00	0.00	0.00	1.16	0.00
CG-13 #	92	27	65	2	0	16	32	6	28	2	4	0	0	1	0	0	1
CG-13 %	100	29.35	70.65	2.17	0.00	17.39	34.78	6.52	30.43	2.17	4.35	0.00	0.00	1.09	0.00	0.00	1.09
CG-14 #	128	64	64	4	3	38	34	13	20	6	7	0	0	1	0	0	0
CG-14 %	100	50.00	50.00	3.13	2.34	29.69	26.56	10.16	15.63	4.69	5.47	0.00	0.00	0.78	0.00	0.00	0.00
CG-15 #	63	36	27	0	2	31	13	2	10	2	2	0	0	0	0	0	0

Mission-Critical Occupations	Total	Total Males	Total Females	Hispanic or Latino Male	Hispanic or Latino Female	White Male	White Female	Black or African American Male	Black or African American Female	Asian Male	Asian Female	Native Hawaiian or Other Pacific Islander Male	Native Hawaiian or Other Pacific Islander Female	American Indian or Alaska Native Male	American Indian or Alaska Native Female	Two or More Races Male	Two or More Races Female
CG-15 %	100	57.14	42.86	0.00	3.17	49.21	20.63	3.17	15.87	3.17	3.17	0.00	0.00	0.00	0.00	0.00	0.00
CM-01 #	58	24	34	0	3	14	19	5	7	3	5	0	0	0	0	0	0
CM-01 %	100	41.38	58.62	0.00	5.17	24.14	32.76	8.62	12.07	5.17	8.62	0.00	0.00	0.00	0.00	0.00	0.00
CM-02 #	39	21	18	0	1	17	10	1	3	1	4	0	0	1	0	1	0
CM-02 %	100	53.85	46.15	0.00	2.56	43.59	25.64	2.56	7.69	2.56	10.26	0.00	0.00	2.56	0.00	2.56	0.00
CX-00 #	3	2	1	0	0	2	1	0	0	0	0	0	0	0	0	0	0
CX-00 %	100	66.67	33.33	0.00	0.00	66.67	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EM-00 #	81	47	34	2	1	38	25	5	5	1	2	0	0	1	0	0	1
EM-00 %	100	58.02	41.98	2.47	1.23	46.91	30.86	6.17	6.17	1.23	2.47	0.00	0.00	1.23	0.00	0.00	1.23
EX-04 #	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
EX-04 %	100	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
IG-00 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IG-00 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF %	100	45.7	54.3	4.4	5.5	32.5	36.4	4	7.2	3.5	3.5	0.1	0.1	0.2	0.3	0.9	1.3
FINANCIAL ADMINISTRATION AND PROGRAM (0501) #	139	74	65	3	1	50	26	14	32	6	5	0	0	1	0	0	0
FINANCIAL ADMINISTRATION AND PROGRAM (0501) %	100	53.24	46.76	2.16	0.72	35.97	18.71	10.07	23.02	4.32	3.60	0.00	0.00	0.72	0.00	0.00	0.00
CG-07 #	1	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0
CG-07 %	100	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-09 #	13	4	9	1	0	2	3	1	6	0	0	0	0	0	0	0	0
CG-09 %	100	30.77	69.23	7.69	0.00	15.38	23.08	7.69	46.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-11 #	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0
CG-11 %	100	0.00	100.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-12 #	12	5	7	0	0	2	1	3	6	0	0	0	0	0	0	0	0
CG-12 %	100	41.67	58.33	0.00	0.00	16.67	8.33	25.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-13 #	24	13	11	0	0	11	1	1	10	1	0	0	0	0	0	0	0
CG-13 %	100	54.17	45.83	0.00	0.00	45.83	4.17	4.17	41.67	4.17	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-14 #	48	26	22	2	1	19	12	2	4	3	4	0	0	0	0	0	0
CG-14 %	100	54.17	45.83	4.17	2.08	39.58	25.00	4.17	8.33	6.25	8.33	0.00	0.00	0.00	0.00	0.00	0.00
CG-15 #	8	6	2	0	0	5	0	1	2	0	0	0	0	0	0	0	0
CG-15 %	100	75.00	25.00	0.00	0.00	62.50	0.00	12.50	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CM-01 #	24	14	10	0	0	8	7	3	3	2	0	0	0	1	0	0	0
CM-01 %	100	58.33	41.67	0.00	0.00	33.33	29.17	12.50	12.50	8.33	0.00	0.00	0.00	4.17	0.00	0.00	0.00
CM-02 #	3	3	0	0	0	1	0	2	0	0	0	0	0	0	0	0	0
CM-02 %	100	100.00	0.00	0.00	0.00	33.33	0.00	66.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EM-00 #	5	3	2	0	0	2	2	1	0	0	0	0	0	0	0	0	0
EM-00 %	100	60.00	40.00	0.00	0.00	40.00	40.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Mission-Critical Occupations	Total	Total Males	Total Females	Hispanic or Latino Male	Hispanic or Latino Female	White Male	White Female	Black or African American Male	Black or African American Female	Asian Male	Asian Female	Native Hawaiian or Other Pacific Islander Male	Native Hawaiian or Other Pacific Islander Female	American Indian or Alaska Native Male	American Indian or Alaska Native Female	Two or More Races Male	Two or More Races Female
Occupational CLF %	100	54.2	45.8	3.9	4.6	44.1	32.8	3	4.9	2.3	2.3	0	0.1	0.1	0.2	0.8	0.9
ACCOUNTANTS AND AUDITORS (0510) #	45	19	26	0	1	14	11	1	6	2	7	0	0	0	0	2	1
ACCOUNTANTS AND AUDITORS (0510) %	100	42.22	57.78	0.00	2.22	31.11	24.44	2.22	13.33	4.44	15.56	0.00	0.00	0.00	0.00	4.44	2.22
CG-07 #	1	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0
CG-07 %	100	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-09 #	2	1	1	0	0	0	0	0	0	1	0	0	0	0	0	0	1
CG-09 %	100	50.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	50.00
CG-11 #	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
CG-11 %	100	0.00	100.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-12 #	4	3	1	0	0	2	0	1	0	0	1	0	0	0	0	0	0
CG-12 %	100	75.00	25.00	0.00	0.00	50.00	0.00	25.00	0.00	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-13 #	21	9	12	0	0	7	7	0	3	1	2	0	0	0	0	1	0
CG-13 %	100	42.86	57.14	0.00	0.00	33.33	33.33	0.00	14.29	4.76	9.52	0.00	0.00	0.00	0.00	4.76	0.00
CG-14 #	15	5	10	0	0	4	4	0	3	0	3	0	0	0	0	1	0
CG-14 %	100	33.33	66.67	0.00	0.00	26.67	26.67	0.00	20.00	0.00	20.00	0.00	0.00	0.00	0.00	6.67	0.00
CG-15 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-15 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CX-00 #	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
CX-00 %	100	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF %	100	39	61	2.7	5.1	29.7	42.9	2.7	5.7	3.1	5.7	0	0.1	0.1	0.3	0.6	1.1
FINANCIAL INSTITUTION EXAMINING (0570) #	2505	1516	989	57	35	1241	709	113	166	65	54	2	1	15	10	3	5
FINANCIAL INSTITUTION EXAMINING (0570) %	100	60.52	39.48	2.28	1.40	49.54	28.30	4.51	6.63	2.59	2.16	0.08	0.04	0.60	0.40	0.12	0.20
CG-07 #	118	75	43	4	4	55	25	9	9	6	4	0	0	1	0	0	1
CG-07 %	100	63.56	36.44	3.39	3.39	46.61	21.19	7.63	7.63	5.08	3.39	0.00	0.00	0.85	0.00	0.00	0.85
CG-09 #	213	128	85	9	6	86	58	14	13	15	6	0	0	3	0	1	2
CG-09 %	100	60.09	39.91	4.23	2.82	40.38	27.23	6.57	6.10	7.04	2.82	0.00	0.00	1.41	0.00	0.47	0.94
CG-11 #	109	60	49	3	1	53	32	1	8	3	7	0	0	0	1	0	0
CG-11 %	100	55.05	44.95	2.75	0.92	48.62	29.36	0.92	7.34	2.75	6.42	0.00	0.00	0.00	0.92	0.00	0.00
CG-12 #	557	320	237	13	7	262	175	27	38	10	9	1	1	2	4	1	1
CG-12 %	100	57.45	42.55	2.33	1.26	47.04	31.42	4.85	6.82	1.80	1.62	0.18	0.18	0.36	0.72	0.18	0.18
CG-13 #	434	262	172	12	5	224	133	14	27	10	4	0	0	1	1	0	1
CG-13 %	100	60.37	39.63	2.76	1.15	51.61	30.65	3.23	6.22	2.30	0.92	0.00	0.00	0.23	0.23	0.00	0.23
CG-14 #	570	341	229	10	9	279	159	23	43	12	13	0	0	7	4	1	0
CG-14 %	100	59.82	40.18	1.75	1.58	48.95	27.89	4.04	7.54	2.11	2.28	0.00	0.00	1.23	0.70	0.18	0.00
CG-15 #	165	109	56	0	2	95	39	5	7	4	7	1	0	1	0	0	0
CG-15 %	100	66.06	33.94	0.00	1.21	57.58	23.64	3.03	4.24	2.42	4.24	0.61	0.00	0.61	0.00	0.00	0.00
CM-01 #	283	192	91	4	1	165	64	18	19	2	4	0	0	0	0	0	0

Mission-Critical Occupations	Total	Total Males	Total Females	Hispanic or Latino Male	Hispanic or Latino Female	White Male	White Female	Black or African American Male	Black or African American Female	Asian Male	Asian Female	Native Hawaiian or Other Pacific Islander Male	Native Hawaiian or Other Pacific Islander Female	American Indian or Alaska Native Male	American Indian or Alaska Native Female	Two or More Races Male	Two or More Races Female
CM-01 %	100	67.84	32.16	1.41	0.35	58.30	22.61	6.36	6.71	0.71	1.41	0.00	0.00	0.00	0.00	0.00	0.00
CM-02 #	53	27	26	2	0	20	23	2	2	3	0	0	0	0	0	0	0
CM-02 %	100	50.94	49.06	3.77	0.00	37.74	43.40	3.77	3.77	5.66	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CX-00 #	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
CX-00 %	100	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EM-00 #	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
EM-00 %	100	0.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF %	100	54.2	45.8	3.9	4.6	44.1	32.8	3	4.9	2.3	2.3	0	0.1	0.1	0.2	0.8	0.9
ATTORNEY (0905) #	316	181	135	5	2	153	104	12	16	6	11	0	0	2	1	1	1
ATTORNEY (0905) %	100	57.28	42.72	1.58	0.63	48.42	32.91	3.80	5.06	1.90	3.48	0.00	0.00	0.63	0.32	0.32	0.32
CG-12 #	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
CG-12 %	100	0.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-13 #	7	5	2	0	0	4	2	1	0	0	0	0	0	0	0	0	0
CG-13 %	100	71.43	28.57	0.00	0.00	57.14	28.57	14.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-14 #	67	37	30	2	0	32	22	2	2	1	5	0	0	0	0	0	1
CG-14 %	100	55.22	44.78	2.99	0.00	47.76	32.84	2.99	2.99	1.49	7.46	0.00	0.00	0.00	0.00	0.00	1.49
CG-15 #	168	91	77	2	2	76	59	6	10	3	5	0	0	2	1	1	0
CG-15 %	100	54.17	45.83	1.19	1.19	45.24	35.12	3.57	5.95	1.79	2.98	0.00	0.00	1.19	0.60	0.60	0.00
CM-01 #	17	11	6	0	0	10	5	0	1	0	0	0	0	0	0	0	0
CM-01 %	100	64.71	35.29	0.00	0.00	58.82	29.41	0.00	5.88	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CM-02 #	27	15	12	0	0	14	8	0	3	1	1	0	0	0	0	0	0
CM-02 %	100	55.56	44.44	0.00	0.00	51.85	29.63	0.00	11.11	3.70	3.70	0.00	0.00	0.00	0.00	0.00	0.00
CX-00 #	4	2	2	0	0	2	2	0	0	0	0	0	0	0	0	0	0
CX-00 %	100	50.00	50.00	0.00	0.00	50.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EM-00 #	25	20	5	1	0	15	5	3	0	1	0	0	0	0	0	0	0
EM-00 %	100	80.00	20.00	4.00	0.00	60.00	20.00	12.00	0.00	4.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF %	100	62.9	37.1	3.1	2.5	54.7	28.5	2.2	3	1.9	2.1	0	0	0.1	0.1	0.9	0.8
GENERAL BUSINESS AND INDUSTRY (1101) #	286	188	98	12	3	136	63	21	24	17	7	0	0	1	1	1	0
GENERAL BUSINESS AND INDUSTRY (1101) %	100	65.73	34.27	4.20	1.05	47.55	22.03	7.34	8.39	5.94	2.45	0.00	0.00	0.35	0.35	0.35	0.00
CG-07 #	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
CG-07 %	100	100.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-09 #	15	5	10	1	1	2	4	2	4	0	1	0	0	0	0	0	0
CG-09 %	100	33.33	66.67	6.67	6.67	13.33	26.67	13.33	26.67	0.00	6.67	0.00	0.00	0.00	0.00	0.00	0.00
CG-11 #	9	5	4	1	0	2	2	1	2	1	0	0	0	0	0	0	0
CG-11 %	100	55.56	44.44	11.11	0.00	22.22	22.22	11.11	22.22	11.11	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-12 #	20	12	8	1	0	6	4	4	4	1	0	0	0	0	0	0	0
CG-12 %	100	60.00	40.00	5.00	0.00	30.00	20.00	20.00	20.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Mission-Critical Occupations	Total	Total Males	Total Females	Hispanic or Latino Male	Hispanic or Latino Female	White Male	White Female	Black or African American Male	Black or African American Female	Asian Male	Asian Female	Native Hawaiian or Other Pacific Islander Male	Native Hawaiian or Other Pacific Islander Female	American Indian or Alaska Native Male	American Indian or Alaska Native Female	Two or More Races Male	Two or More Races Female
CG-13 #	21	12	9	3	0	9	5	0	4	0	0	0	0	0	0	0	0
CG-13 %	100	57.14	42.86	14.29	0.00	42.86	23.81	0.00	19.05	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-14 #	98	73	25	1	1	58	15	11	6	2	3	0	0	1	0	0	0
CG-14 %	100	74.49	25.51	1.02	1.02	59.18	15.31	11.22	6.12	2.04	3.06	0.00	0.00	1.02	0.00	0.00	0.00
CG-15 #	51	36	15	3	0	23	11	2	2	7	2	0	0	0	0	1	0
CG-15 %	100	70.59	29.41	5.88	0.00	45.10	21.57	3.92	3.92	13.73	3.92	0.00	0.00	0.00	0.00	1.96	0.00
CM-01 #	30	15	15	2	0	13	12	0	1	0	1	0	0	0	1	0	0
CM-01 %	100	50.00	50.00	6.67	0.00	43.33	40.00	0.00	3.33	0.00	3.33	0.00	0.00	0.00	3.33	0.00	0.00
CM-02 #	39	27	12	0	1	22	10	0	1	5	0	0	0	0	0	0	0
CM-02 %	100	69.23	30.77	0.00	2.56	56.41	25.64	0.00	2.56	12.82	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CX-00 #	2	2	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0
CX-00 %	100	100.00	0.00	0.00	0.00	50.00	0.00	0.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EM-00 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EM-00 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF %	100	45.7	54.3	4.4	5.5	32.5	36.4	4	7.2	3.5	3.5	0.1	0.1	0.2	0.3	0.9	1.3
INFORMATION TECHNOLOGY MANAGEMENT (2210) #	402	284	118	13	5	172	47	36	34	55	26	3	1	2	1	1	3
INFORMATION TECHNOLOGY MANAGEMENT (2210) %	100	70.65	29.35	3.23	1.24	42.79	11.69	8.96	8.46	13.68	6.47	0.75	0.25	0.50	0.25	0.25	0.75
CG-07 #	8	5	3	0	0	4	1	0	2	1	0	0	0	0	0	0	0
CG-07 %	100	62.50	37.50	0.00	0.00	50.00	12.50	0.00	25.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-09 #	16	14	2	1	0	10	1	1	1	0	0	2	0	0	0	0	0
CG-09 %	100	87.50	12.50	6.25	0.00	62.50	6.25	6.25	6.25	0.00	0.00	12.50	0.00	0.00	0.00	0.00	0.00
CG-11 #	15	8	7	1	0	4	3	2	2	1	2	0	0	0	0	0	0
CG-11 %	100	53.33	46.67	6.67	0.00	26.67	20.00	13.33	13.33	6.67	13.33	0.00	0.00	0.00	0.00	0.00	0.00
CG-12 #	11	8	3	1	0	3	1	2	1	2	0	0	0	0	0	0	1
CG-12 %	100	72.73	27.27	9.09	0.00	27.27	9.09	18.18	9.09	18.18	0.00	0.00	0.00	0.00	0.00	0.00	9.09
CG-13 #	114	84	30	2	0	55	8	18	14	9	6	0	1	0	0	0	1
CG-13 %	100	73.68	26.32	1.75	0.00	48.25	7.02	15.79	12.28	7.89	5.26	0.00	0.88	0.00	0.00	0.00	0.88
CG-14 #	146	102	44	3	3	61	19	8	9	26	11	0	0	1	0	1	1
CG-14 %	100	69.86	30.14	2.05	2.05	41.78	13.01	5.48	6.16	17.81	7.53	0.00	0.00	0.68	0.00	0.68	0.68
CG-15 #	43	28	15	1	0	17	9	2	8	3	17	1	0	0	1	0	0
CG-15 %	100	65.12	34.88	2.33	0.00	39.53	20.93	2.33	4.65	18.60	6.98	2.33	0.00	0.00	2.33	0.00	0.00
CM-01 #	27	20	7	0	2	11	3	2	2	6	0	0	0	1	0	0	0
CM-01 %	100	74.07	25.93	0.00	7.41	40.74	11.11	7.41	7.41	22.22	0.00	0.00	0.00	3.70	0.00	0.00	0.00
CM-02 #	9	5	4	2	0	1	2	1	1	1	1	0	0	0	0	0	0
CM-02 %	100	55.56	44.44	22.22	0.00	11.11	22.22	11.11	11.11	11.11	11.11	0.00	0.00	0.00	0.00	0.00	0.00
CX-00 #	5	4	1	0	0	3	0	1	0	0	1	0	0	0	0	0	0

Mission-Critical Occupations	Total	Total Males	Total Females	Hispanic or Latino Male	Hispanic or Latino Female	White Male	White Female	Black or African American Male	Black or African American Female	Asian Male	Asian Female	Native Hawaiian or Other Pacific Islander Male	Native Hawaiian or Other Pacific Islander Female	American Indian or Alaska Native Male	American Indian or Alaska Native Female	Two or More Races Male	Two or More Races Female
CX-00 %	100	80.00	20.00	0.00	0.00	60.00	0.00	20.00	0.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00
EM-00 #	8	6	2	2	0	3	0	0	0	1	2	0	0	0	0	0	0
EM-00 %	100	75.00	25.00	25.00	0.00	37.50	0.00	0.00	0.00	12.50	25.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF %	100	70.9	29.1	4.5	1.6	54.3	21.6	3.6	2.5	7	2.6	0.1	0	0.1	0.1	1.3	0.7

Table A6T: MISSION-CRITICAL OCCUPATIONS - Distribution by Race, Ethnicity, and Sex (Participation Rate)

Mission-Critical Occupations	Total	Total Males	Total Females	Hispanic or Latino Male	Hispanic or Latino Female	White Male	White Female	Black or African American Male	Black or African American Female	Asian Male	Asian Female	Native Hawaiian or Other Pacific Islander Male	Native Hawaiian or Other Pacific Islander Female	American Indian or Alaska Native Male	American Indian or Alaska Native Female	Two or More Races Male	Two or More Races Female
ECONOMIST (0110) #	16	11	5	0	0	7	4	3	1	1	0	0	0	0	0	0	0
ECONOMIST (0110) %	100	68.75	31.25	0.00	0.00	43.75	25.00	18.75	6.25	6.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-07 #	6	5	1	0	0	3	1	1	0	1	0	0	0	0	0	0	0
CG-07 %	100	83.33	16.67	0.00	0.00	50.00	16.67	16.67	0.00	16.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-09 #	10	6	4	0	0	4	3	2	1	0	0	0	0	0	0	0	0
CG-09 %	100	60.00	40.00	0.00	0.00	40.00	30.00	20.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF %	100	68	32	5.3	2	52.3	24.1	3.9	1.7	5.1	3	0.1	0	0.1	0.3	1.2	0.9
ADMINISTRATION AND PROGRAM (0301) #	7	4	3	0	0	4	2	0	0	0	1	0	0	0	0	0	0
ADMINISTRATION AND PROGRAM (0301) %	100	57.14	42.86	0.00	0.00	57.14	28.57	0.00	0.00	0.00	14.29	0.00	0.00	0.00	0.00	0.00	0.00
CG-11 #	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
CG-11 %	100	0.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-12 #	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
CG-12 %	100	0.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-15 #	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
CG-15 %	100	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CM-02 #	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
CM-02 %	100	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EM-00 #	2	1	1	0	0	1	0	0	0	0	1	0	0	0	0	0	0
EM-00 %	100	50.00	50.00	0.00	0.00	50.00	0.00	0.00	0.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00
IG-00 #	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
IG-00 %	100	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF %	100	45.7	54.3	4.4	5.5	32.5	36.4	4	7.2	3.5	3.5	0.1	0.1	0.2	0.3	0.9	1.3
ACCOUNTANTS AND AUDITORS (0510) #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ACCOUNTANTS AND AUDITORS (0510) %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CX-00 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CX-00 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF %	100	39	61	2.7	5.1	29.7	42.9	2.7	5.7	3.1	5.7	0	0.1	0.1	0.3	0.6	1.1
FINANCIAL INSTITUTION EXAMINING (0570) #	253	143	110	8	4	116	86	6	10	10	9	0	1	2	0	1	0
FINANCIAL INSTITUTION EXAMINING (0570) %	100	56.52	43.48	3.16	1.58	45.85	33.99	2.37	3.95	3.95	3.56	0.00	0.40	0.79	0.00	0.40	0.00
CG-07 #	121	70	51	3	1	52	39	3	5	9	5	0	1	2	0	1	0
CG-07 %	100	57.85	42.15	2.48	0.83	42.98	32.23	2.48	4.13	7.44	4.13	0.00	0.83	1.65	0.00	0.83	0.00
CG-09 #	119	62	57	5	3	53	45	3	5	1	4	0	0	0	0	0	0
CG-09 %	100	52.10	47.90	4.20	2.52	44.54	37.82	2.52	4.20	0.84	3.36	0.00	0.00	0.00	0.00	0.00	0.00
CG-12 #	13	11	2	0	0	11	2	0	0	0	0	0	0	0	0	0	0
CG-12 %	100	84.62	15.38	0.00	0.00	84.62	15.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF %	100	54.2	45.8	3.9	4.6	44.1	32.8	3	4.9	2.3	2.3	0	0.1	0.1	0.2	0.8	0.9

Mission-Critical Occupations	Total	Total Males	Total Females	Hispanic or Latino Male	Hispanic or Latino Female	White Male	White Female	Black or African American Male	Black or African American Female	Asian Male	Asian Female	Native Hawaiian or Other Pacific Islander Male	Native Hawaiian or Other Pacific Islander Female	American Indian or Alaska Native Male	American Indian or Alaska Native Female	Two or More Races Male	Two or More Races Female
ATTORNEY (0905) #	4	1	3	0	0	0	2	1	1	0	0	0	0	0	0	0	0
ATTORNEY (0905) %	100	25.00	75.00	0.00	0.00	0.00	50.00	25.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-12 #	3	1	2	0	0	0	2	1	0	0	0	0	0	0	0	0	0
CG-12 %	100	33.33	66.67	0.00	0.00	0.00	66.67	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EM-00 #	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0
EM-00 %	100	0.00	100.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF %	100	62.9	37.1	3.1	2.5	54.7	28.5	2.2	3	1.9	2.1	0	0	0.1	0.1	0.9	0.8
INFORMATION TECHNOLOGY MANAGEMENT (2210) #	3	2	1	0	1	1	0	0	0	1	0	0	0	0	0	0	0
INFORMATION TECHNOLOGY MANAGEMENT (2210) %	100	66.67	33.33	0.00	33.33	33.33	0.00	0.00	0.00	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-09 #	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
CG-09 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-12 #	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
CG-12 %	100	0.00	100.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-13 #	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
CG-13 %	100	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF %	100	70.9	29.1	4.5	1.6	54.3	21.6	3.6	2.5	7	2.6	0.1	0	0.1	0.1	1.3	0.7

Table A9: EMPLOYEE RECOGNITION AND AWARDS - Distribution by Race, Ethnicity, and Sex (Participation Rate)

Awards	Total	Total Males	Total Females	Hispanic or Latino Male	Hispanic or Latino Female	White Male	White Female	Black or African American Male	Black or African American Female	Asian Male	Asian Female	Native Hawaiian or Other Pacific Islander Male	Native Hawaiian or Other Pacific Islander Female	American Indian or Alaska Native Male	American Indian or Alaska Native Female	Two or More Races Male	Two or More Races Female
Permanent Workforce #	5624	3144	2480	133	95	2343	1444	349	670	231	213	5	2	32	17	13	18
Permanent Workforce %	100	55.90	44.10	2.36	1.69	41.66	25.68	6.21	11.91	4.11	3.79	0.09	0.04	0.57	0.30	0.23	0.32
TIME OFF AWARDS																	
Time-Off Awards 1 - 10 hours: Awards Given #	7	2	5	0	0	1	3	0	2	1	0	0	0	0	0	0	0
Time-Off Awards 1 - 10 hours: Awards Given %	100	28.57	71.43	0.00	0.00	14.29	42.86	0.00	28.57	14.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Time-Off Awards 1 - 10 Hours: Total Hours #	70	16	54	0	0	8	36	0	18	8	0	0	0	0	0	0	0
Time-Off Awards 1 - 10 Hours: Average Hours #	10	8	10	0	0	8	12	0	9	8	0	0	0	0	0	0	0
Time-Off Awards 11 - 20 hours: Awards Given #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 11 - 20 hours: Awards Given %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Time-Off Awards 11 - 20 Hours: Total Hours #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 11 - 20 Hours: Average Hours #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 21 - 30 hours: Awards Given #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 21 - 30 hours: Awards Given %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Time-Off Awards 21 - 30 Hours: Total Hours #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 21 - 30 Hours: Average Hours #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 31 - 40 hours: Awards Given #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 31 - 40 hours: Awards Given %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Time-Off Awards 31 - 40 Hours: Total Hours #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 31 - 40 Hours: Average Hours #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 41 or more Hours: Awards Given #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 41 or more Hours: Awards Given %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Time-Off Awards 41 or more Hours: Total Hours #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 41 or more Hours: Average Hours #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CASH AWARDS																	
Cash Awards \$500 and Under: Awards Given #	3155	1668	1487	78	50	1304	981	145	335	98	94	4	3	10	13	7	4
Cash Awards \$500 and Under: Awards Given %	100	52.87	47.13	2.47	1.58	41.33	31.09	4.60	10.62	3.11	2.98	0.13	0.10	0.32	0.41	0.22	0.13
Cash Awards \$500 and Under: Total Amount \$	1043807	559533	484274	28156	16083	438695	321314	46780	107340	31201	30132	1594	949	3632	4308	1706	1314
Cash Awards \$500 and Under: Average Amount \$	330.84	335.45	325.67	360.97	321.66	336.42	327.54	322.62	320.42	318.38	320.55	398.5	316.33	363.2	331.38	243.71	328.5
Cash Awards: \$501 - \$999: Awards Given #	2910	1575	1335	70	57	1210	837	129	286	127	123	2	1	17	10	4	10
Cash Awards: \$501 - \$999: Awards Given %	100	54.12	45.88	2.41	1.96	41.58	28.76	4.43	9.83	4.36	4.23	0.07	0.03	0.58	0.34	0.14	0.34
Cash Awards: \$501 - \$999: Total Amount \$	1980935	1070536	910399	46903	39399	820747	564062	88399	200838	88215	84193	1462	670	11092	6517	2705	7334
Cash Awards: \$501 - \$999: Average Amount \$	680	679	681	670	691	678	673	685	702	694	684	731	670	652	651	676	733
Cash Awards: \$1000 - \$1999: Awards Given #	1159	637	522	30	19	480	326	66	127	42	45	0	0	2	2	6	1
Cash Awards: \$1000 - \$1999: Awards Given %	100	54.96	45.04	2.59	1.64	41.42	28.13	5.69	10.96	3.62	3.88	0.00	0.00	0.17	0.17	0.52	0.09
Cash Awards: \$1000 - \$1999: Total Amount \$	1441638	792162	649476	35100	23750	601933	410674	81671	154185	50936	54267	0	0	2298	2500	7584	1600
Cash Awards: \$1000 - \$1999: Average Amount \$	1243	1243	1244	1170	1250	1254	1259	1237	1214	1212	1205	0	0	1149	1250	1264	1600

Awards	Total	Total Males	Total Females	Hispanic or Latino Male	Hispanic or Latino Female	White Male	White Female	Black or African American Male	Black or African American Female	Asian Male	Asian Female	Native Hawaiian or Other Pacific Islander Male	Native Hawaiian or Other Pacific Islander Female	American Indian or Alaska Native Male	American Indian or Alaska Native Female	Two or More Races Male	Two or More Races Female
Cash Awards: \$2000 - \$2999: Awards Given #	271	148	123	2	7	115	72	9	31	16	11	0	0	2	2	2	0
Cash Awards: \$2000 - \$2999: Awards Given %	100	54.61	45.39	0.74	2.58	42.44	26.57	3.32	11.44	5.90	4.06	0.00	0.00	0.74	0.74	0.74	0.00
Cash Awards: \$2000 - \$2999: Total Amount \$	595014	327453	267561	4000	15900	254553	157711	20500	66700	34900	23250	0	0	4500	4000	4500	0
Cash Awards: \$2000 - \$2999: Average Amount \$	2195	2212	2175	2000	2271	2213	2190	2277	2151	2181	2113	0	0	2250	2000	2250	0
Cash Awards: \$3000 - \$3999: Awards Given #	23	16	7	1	1	13	5	2	0	0	1	0	0	0	0	0	0
Cash Awards: \$3000 - \$3999: Awards Given %	100	69.57	30.43	4.35	4.35	56.52	21.74	8.70	0.00	0.00	4.35	0.00	0.00	0.00	0.00	0.00	0.00
Cash Awards: \$3000 - \$3999: Total Amount \$	72600	49600	23000	3000	3000	40200	16500	6400	0	0	3500	0	0	0	0	0	0
Cash Awards: \$3000 - \$3999: Average Amount \$	3156	3100	3285	3000	3000	3092	3300	3200	0	0	3500	0	0	0	0	0	0
Cash Awards: \$4000 - \$4999: Awards Given #	2	1	1	0	0	1	0	0	1	0	0	0	0	0	0	0	0
Cash Awards: \$4000 - \$4999: Awards Given %	100	50.00	50.00	0.00	0.00	50.00	0.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Cash Awards: \$4000 - \$4999: Total Amount \$	8750	4250	4500	0	0	4250	0	0	4500	0	0	0	0	0	0	0	0
Cash Awards: \$4000 - \$4999: Average Amount \$	4375	4250	4500	0	0	4250	0	0	4500	0	0	0	0	0	0	0	0
Cash Awards: \$5000 or more: Awards Given #	6	3	3	0	0	2	2	0	1	0	0	0	0	1	0	0	0
Cash Awards: \$5000 or more: Awards Given %	100	50.00	50.00	0.00	0.00	33.33	33.33	0.00	16.67	0.00	0.00	0.00	0.00	16.67	0.00	0.00	0.00
Cash Awards: \$5000 or more: Total Amount \$	31000	16000	15000	0	0	11000	10000	0	5000	0	0	0	0	5000	0	0	0
Cash Awards: \$5000 or more: Average Amount \$	5166	5333	5000	0	0	5500	5000	0	5000	0	0	0	0	5000	0	0	0
OTHER AWARDS																	
Total QSIs Awarded #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total QSIs Awarded %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Benefit \$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Benefit \$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Table B1-1: TOTAL WORKFORCE - Distribution by Disability Status (Participation Rate)

Employment Tenure	Total	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurer [93]
TOTAL WORKFORCE																	
Total Workforce: Prior FY #	6454	5966	378	110	42	14	5	1	7	2	7	2	4	0	0	0	0
Total Workforce: Prior FY %	100	92.44	5.86	1.70	0.65	0.22	0.08	0.02	0.11	0.03	0.11	0.03	0.06	0.00	0.00	0.00	0.00
Total Workforce: Current FY #	6036	5166	169	701	149	3	11	66	14	2	8	5	9	0	28	0	3
Total Workforce: Current FY %	100	85.59	2.80	11.61	2.47	0.05	0.18	1.09	0.23	0.03	0.13	0.08	0.15	0.00	0.46	0.00	0.05
Total Workforce: 501 Goal %				12.00	2.00												
Total Workforce: Difference #	-418	-800	-209	591	107	-11	6	65	7	0	1	3	5	0	28	0	3
Total Workforce: Ratio Change %	0.00	-6.85	-3.06	9.91	1.82	-0.17	0.10	1.07	0.12	0.00	0.02	0.05	0.09	0.00	0.46	0.00	0.05
Total Workforce: Net Change %	-6.48	-13.41	-55.29	537.27	254.76	-78.57	120.00	6500.00	100.00	0.00	14.29	150.00	125.00	0.00	0.00	0.00	0.00
EMPLOYEE GAINS																	
Total Workforce: New Hires #	606	488	37	81	19	1	2	6	1	0	0	0	0	0	9	0	0
Total Workforce: New Hires %	100	80.53	6.11	13.37	3.14	0.17	0.33	0.99	0.17	0.00	0.00	0.00	0.00	0.00	1.49	0.00	0.00
EMPLOYEE LOSSES																	
Total Workforce: Reduction in Force #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Workforce: Reduction in Force %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Workforce: Removal #	11	9	0	2	2	1	0	0	0	0	0	0	0	0	1	0	0
Total Workforce: Removal %	100	81.82	0.00	18.18	18.18	9.09	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9.09	0.00	0.00
Total Workforce: Resignation #	202	177	12	13	3	0	0	0	1	0	0	0	0	0	2	0	0
Total Workforce: Resignation %	100	87.62	5.94	6.44	1.49	0.00	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.99	0.00	0.00
Total Workforce: Retirement #	285	247	2	36	9	0	0	5	1	0	2	1	0	0	0	0	0
Total Workforce: Retirement %	100	86.67	0.70	12.63	3.16	0.00	0.00	1.75	0.35	0.00	0.70	0.35	0.00	0.00	0.00	0.00	0.00
Total Workforce: Other Separations #	104	86	4	14	4	0	0	2	1	0	1	0	0	0	0	0	0
Total Workforce: Other Separations %	100	82.69	3.85	13.46	3.85	0.00	0.00	1.92	0.96	0.00	0.96	0.00	0.00	0.00	0.00	0.00	0.00
Total Workforce: Total Separations #	602	519	18	65	18	1	0	7	3	0	3	1	0	0	3	0	0
Total Workforce: Total Separations %	100	86.21	2.99	10.80	2.99	0.17	0.00	1.16	0.50	0.00	0.50	0.17	0.00	0.00	0.50	0.00	0.00
PERMANENT WORKFORCE																	
Permanent Workforce: Prior FY #	6336	5866	368	102	34	12	4	1	5	2	6	2	2	0	0	0	0
Permanent Workforce: Prior FY %	100	92.58	5.81	1.61	0.54	0.19	0.06	0.02	0.08	0.03	0.09	0.03	0.03	0.00	0.00	0.00	0.00
Permanent Workforce: Current FY #	5624	4805	155	664	142	2	10	63	14	2	8	5	9	0	26	0	3
Permanent Workforce: Current FY %	100	85.44	2.76	11.81	2.52	0.04	0.18	1.12	0.25	0.04	0.14	0.09	0.16	0.00	0.46	0.00	0.05
Permanent Workforce: Difference #	-712	-1061	-213	562	108	-10	6	62	9	0	2	3	7	0	26	0	3
Permanent Workforce: Ratio Change %	0.00	-7.14	-3.05	10.20	1.98	-0.15	0.12	1.10	0.17	0.01	0.05	0.06	0.13	0.00	0.46	0.00	0.05
Permanent Workforce: Net Change %	-11.24	-18.09	-57.88	550.98	317.65	-83.33	150.00	6200.00	180.00	0.00	33.33	150.00	350.00	0.00	0.00	0.00	0.00
EMPLOYEE GAINS																	

Employment Tenure	Total	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurer [93]
Permanent Workforce: New Hires #	470	374	32	64	13	0	1	3	1	0	0	0	0	0	8	0	0
Permanent Workforce: New Hires %	100	79.57	6.81	13.62	2.77	0.00	0.21	0.64	0.21	0.00	0.00	0.00	0.00	0.00	1.70	0.00	0.00
EMPLOYEE LOSSES																	
Permanent Workforce: Reduction in Force #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Permanent Workforce: Reduction in Force %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Permanent Workforce: Removal #	11	9	0	2	2	1	0	0	0	0	0	0	0	0	1	0	0
Permanent Workforce: Removal %	100	81.82	0.00	18.18	18.18	9.09	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9.09	0.00	0.00
Permanent Workforce: Resignation #	130	110	10	10	3	0	0	0	1	0	0	0	0	0	2	0	0
Permanent Workforce: Resignation %	100	84.62	7.69	7.69	2.31	0.00	0.00	0.00	0.77	0.00	0.00	0.00	0.00	0.00	1.54	0.00	0.00
Permanent Workforce: Retirement #	285	247	2	36	9	0	0	5	1	0	2	1	0	0	0	0	0
Permanent Workforce: Retirement %	100	86.67	0.70	12.63	3.16	0.00	0.00	1.75	0.35	0.00	0.70	0.35	0.00	0.00	0.00	0.00	0.00
Permanent Workforce: Other Separations #	59	46	4	9	2	0	0	1	0	0	1	0	0	0	0	0	0
Permanent Workforce: Other Separations %	100	77.97	6.78	15.25	3.39	0.00	0.00	1.69	0.00	0.00	1.69	0.00	0.00	0.00	0.00	0.00	0.00
Permanent Workforce: Total Separations #	485	412	16	57	16	1	0	6	2	0	3	1	0	0	3	0	0
Permanent Workforce: Total Separations %	100	84.95	3.30	11.75	3.30	0.21	0.00	1.24	0.41	0.00	0.62	0.21	0.00	0.00	0.62	0.00	0.00
TEMPORARY WORKFORCE																	
Temporary Workforce: Prior FY #	118	100	10	8	8	2	1	0	2	0	1	0	2	0	0	0	0
Temporary Workforce: Prior FY %	100	84.75	8.47	6.78	6.78	1.69	0.85	0.00	1.69	0.00	0.85	0.00	1.69	0.00	0.00	0.00	0.00
Temporary Workforce: Current FY #	412	361	14	37	7	1	1	3	0	0	0	0	0	0	2	0	0
Temporary Workforce: Current FY %	100	87.62	3.40	8.98	1.70	0.24	0.24	0.73	0.00	0.00	0.00	0.00	0.00	0.00	0.49	0.00	0.00
Temporary Workforce: Difference #	294	261	4	29	-1	-1	0	3	-2	0	-1	0	-2	0	2	0	0
Temporary Workforce: Ratio Change %	0.00	2.87	-5.07	2.20	-5.08	-1.45	-0.61	0.73	-1.69	0.00	-0.85	0.00	-1.69	0.00	0.49	0.00	0.00
Temporary Workforce: Net Change %	249.15	261.00	40.00	362.50	-12.50	-50.00	0.00	0.00	-100.00	0.00	-100.00	0.00	-100.00	0.00	0.00	0.00	0.00
EMPLOYEE GAINS																	
Temporary Workforce: New Hires #	136	114	5	17	6	1	1	3	0	0	0	0	0	0	1	0	0
Temporary Workforce: New Hires %	100	83.82	3.68	12.50	4.41	0.74	0.74	2.21	0.00	0.00	0.00	0.00	0.00	0.00	0.74	0.00	0.00
EMPLOYEE LOSSES																	
Temporary Workforce: Reduction in Force #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Temporary Workforce: Reduction in Force %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Temporary Workforce: Removal #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Temporary Workforce: Removal %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Temporary Workforce: Resignation #	72	67	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0
Temporary Workforce: Resignation %	100	93.06	2.78	4.17	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Temporary Workforce: Retirement #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Temporary Workforce: Retirement %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Employment Tenure	Total	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurer [93]
Temporary Workforce: Other Separations #	45	40	0	5	2	0	0	1	1	0	0	0	0	0	0	0	0
Temporary Workforce: Other Separations %	100	88.89	0.00	11.11	4.44	0.00	0.00	2.22	2.22	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Temporary Workforce: Total Separations #	117	107	2	8	2	0	0	1	1	0	0	0	0	0	0	0	0
Temporary Workforce: Total Separations %	100	91.45	1.71	6.84	1.71	0.00	0.00	0.85	0.85	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SCHEDULE A EMPLOYEES IN PERMANENT WORKFORCE																	
EMPLOYEE GAINS																	
EMPLOYEE LOSSES																	

Table B1-2: TOTAL WORKFORCE - Distribution by Disability Status (Inclusion Rate)

Employment Tenure	Total	Persons Without Disability	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
TOTAL WORKFORCE (Participation Rate)																		
Total Workforce: Prior FY #	6454	6344	5966	378	110	42	14	5	1	7	2	7	2	4	0	0	0	0
Total Workforce: Prior FY %	100	98.30	92.44	5.86	1.70	0.65	0.22	0.08	0.02	0.11	0.03	0.11	0.03	0.06	0.00	0.00	0.00	0.00
Total Workforce: Current FY #	6036	5335	5166	169	701	149	3	11	66	14	2	8	5	9	0	28	0	3
Total Workforce: Current FY %	100	88.39	85.59	2.80	11.61	2.47	0.05	0.18	1.09	0.23	0.03	0.13	0.08	0.15	0.00	0.46	0.00	0.05
Total Workforce: 501 Goal %					12.00	2.00												
Total Workforce: Difference #	-418	-1009	-800	-209	591	107	-11	6	65	7	0	1	3	5	0	28	0	3
Total Workforce: Ratio Change %	0.00	-9.91	-6.85	-3.06	9.91	1.82	-0.17	0.10	1.07	0.12	0.00	0.02	0.05	0.09	0.00	0.46	0.00	0.05
Total Workforce: Net Change %	-6.48	-15.90	-13.41	-55.29	537.27	254.76	-78.57	120.00	6500.00	100.00	0.00	14.29	150.00	125.00	0.00	0.00	0.00	0.00
EMPLOYEE GAINS (Participation Rate)																		
Total Workforce: New Hires #	606	525	488	37	81	19	1	2	6	1	0	0	0	0	0	9	0	0
Total Workforce: New Hires %	100	86.63	80.53	6.11	13.37	3.14	0.17	0.33	0.99	0.17	0.00	0.00	0.00	0.00	0.00	1.49	0.00	0.00
EMPLOYEE LOSSES (Inclusion Rate)																		
Total Workforce: Reduction in Force #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Workforce: Reduction in Force %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Workforce: Removal #	11	9	9	0	2	2	1	0	0	0	0	0	0	0	0	1	0	0
Total Workforce: Removal %	0.18	0.17	0.17	0.00	0.29	1.34	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.57	0.00	0.00
Total Workforce: Resignation #	202	189	177	12	13	3	0	0	0	1	0	0	0	0	0	2	0	0
Total Workforce: Resignation %	3.35	3.54	3.43	7.10	1.85	2.01	0.00	0.00	0.00	7.14	0.00	0.00	0.00	0.00	0.00	7.14	0.00	0.00
Total Workforce: Retirement #	285	249	247	2	36	9	0	0	5	1	0	2	1	0	0	0	0	0
Total Workforce: Retirement %	4.72	4.67	4.78	1.18	5.14	6.04	0.00	0.00	7.58	7.14	0.00	25.00	20.00	0.00	0.00	0.00	0.00	0.00
Total Workforce: Other Separations #	104	90	86	4	14	4	0	0	2	1	0	1	0	0	0	0	0	0
Total Workforce: Other Separations %	1.72	1.69	1.66	2.37	2.00	2.68	0.00	0.00	3.03	7.14	0.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00
Total Workforce: Total Separations #	602	537	519	18	65	18	1	0	7	3	0	3	1	0	0	3	0	0
Total Workforce: Total Separations %	9.97	10.07	10.05	10.65	9.27	12.08	33.33	0.00	10.61	21.43	0.00	37.50	20.00	0.00	0.00	10.71	0.00	0.00
PERMANENT WORKFORCE (Participation Rate)																		
Permanent Workforce: Prior FY #	6336	6234	5866	368	102	34	12	4	1	5	2	6	2	2	0	0	0	0
Permanent Workforce: Prior FY %	100	98.39	92.58	5.81	1.61	0.54	0.19	0.06	0.02	0.08	0.03	0.09	0.03	0.03	0.00	0.00	0.00	0.00
Permanent Workforce: Current FY #	5624	4960	4805	155	664	142	2	10	63	14	2	8	5	9	0	26	0	3
Permanent Workforce: Current FY %	100	88.19	85.44	2.76	11.81	2.52	0.04	0.18	1.12	0.25	0.04	0.14	0.09	0.16	0.00	0.46	0.00	0.05
Permanent Workforce: Difference #	-712	-1274	-1061	-213	562	108	-10	6	62	9	0	2	3	7	0	26	0	3
Permanent Workforce: Ratio Change %	0.00	-10.20	-7.14	-3.05	10.20	1.98	-0.15	0.12	1.10	0.17	0.01	0.05	0.06	0.13	0.00	0.46	0.00	0.05
Permanent Workforce: Net Change %	-11.24	-20.44	-18.09	-57.88	550.98	317.65	-83.33	150.00	6200.00	180.00	0.00	33.33	150.00	350.00	0.00	0.00	0.00	0.00
EMPLOYEE GAINS (Participation Rate)																		

Employment Tenure	Total	Persons Without Disability	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
Permanent Workforce: New Hires #	470	406	374	32	64	13	0	1	3	1	0	0	0	0	0	8	0	0
Permanent Workforce: New Hires %	100	86.38	79.57	6.81	13.62	2.77	0.00	0.21	0.64	0.21	0.00	0.00	0.00	0.00	0.00	1.70	0.00	0.00
EMPLOYEE LOSSES (Inclusion Rate)																		
Permanent Workforce: Reduction in Force #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Permanent Workforce: Reduction in Force %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Permanent Workforce: Removal #	11	9	9	0	2	2	1	0	0	0	0	0	0	0	0	1	0	0
Permanent Workforce: Removal %	0.20	0.18	0.19	0.00	0.30	1.41	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.85	0.00	0.00
Permanent Workforce: Resignation #	130	120	110	10	10	3	0	0	0	1	0	0	0	0	0	2	0	0
Permanent Workforce: Resignation %	2.31	2.42	2.29	6.45	1.51	2.11	0.00	0.00	0.00	7.14	0.00	0.00	0.00	0.00	0.00	7.69	0.00	0.00
Permanent Workforce: Retirement #	285	249	247	2	36	9	0	0	5	1	0	2	1	0	0	0	0	0
Permanent Workforce: Retirement %	5.07	5.02	5.14	1.29	5.42	6.34	0.00	0.00	7.94	7.14	0.00	25.00	20.00	0.00	0.00	0.00	0.00	0.00
Permanent Workforce: Other Separations #	59	50	46	4	9	2	0	0	1	0	0	1	0	0	0	0	0	0
Permanent Workforce: Other Separations %	1.05	1.01	0.96	2.58	1.36	1.41	0.00	0.00	1.59	0.00	0.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00
Permanent Workforce: Total Separations #	485	428	412	16	57	16	1	0	6	2	0	3	1	0	0	3	0	0
Permanent Workforce: Total Separations %	8.04	8.02	7.98	9.47	8.13	10.74	33.33	0.00	9.09	14.29	0.00	37.50	20.00	0.00	0.00	10.71	0.00	0.00
TEMPORARY WORKFORCE (Participation Rate)																		
Temporary Workforce: Prior FY #	118	110	100	10	8	8	2	1	0	2	0	1	0	2	0	0	0	0
Temporary Workforce: Prior FY %	100	93.22	84.75	8.47	6.78	6.78	1.69	0.85	0.00	1.69	0.00	0.85	0.00	1.69	0.00	0.00	0.00	0.00
Temporary Workforce: Current FY #	412	375	361	14	37	7	1	1	3	0	0	0	0	0	0	2	0	0
Temporary Workforce: Current FY %	100	91.02	87.62	3.40	8.98	1.70	0.24	0.24	0.73	0.00	0.00	0.00	0.00	0.00	0.00	0.49	0.00	0.00
Temporary Workforce: Difference #	294	265	261	4	29	-1	-1	0	3	-2	0	-1	0	-2	0	2	0	0
Temporary Workforce: Ratio Change %	0.00	-2.20	2.87	-5.07	2.20	-5.08	-1.45	-0.61	0.73	-1.69	0.00	-0.85	0.00	-1.69	0.00	0.49	0.00	0.00
Temporary Workforce: Net Change %	249.15	240.91	261.00	40.00	362.50	-12.50	-50.00	0.00	0.00	-100.00	0.00	-100.00	0.00	-100.00	0.00	0.00	0.00	0.00
EMPLOYEE GAINS (Participation Rate)																		
Temporary Workforce: New Hires #	136	119	114	5	17	6	1	1	3	0	0	0	0	0	0	1	0	0
Temporary Workforce: New Hires %	100	87.50	83.82	3.68	12.50	4.41	0.74	0.74	2.21	0.00	0.00	0.00	0.00	0.00	0.00	0.74	0.00	0.00
EMPLOYEE LOSSES (Inclusion Rate)																		
Temporary Workforce: Reduction in Force #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Temporary Workforce: Reduction in Force %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Temporary Workforce: Removal #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Temporary Workforce: Removal %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Temporary Workforce: Resignation #	72	69	67	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0
Temporary Workforce: Resignation %	17.48	18.40	18.56	14.29	8.11	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Temporary Workforce: Retirement #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Temporary Workforce: Retirement %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Employment Tenure	Total	Persons Without Disability	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
Temporary Workforce: Other Separations #	45	40	40	0	5	2	0	0	1	1	0	0	0	0	0	0	0	0
Temporary Workforce: Other Separations %	10.92	10.67	11.08	0.00	13.51	28.57	0.00	0.00	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Temporary Workforce: Total Separations #	117	109	107	2	8	2	0	0	1	1	0	0	0	0	0	0	0	0
Temporary Workforce: Total Separations %	1.94	2.04	2.07	1.18	1.14	1.34	0.00	0.00	1.52	7.14	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SCHEDULE A EMPLOYEES IN PERMANENT WORKFORCE (Participation Rate)																		
EMPLOYEE GAINS (Participation Rate)																		
EMPLOYEE LOSSES (Inclusion Rate)																		

Table B2: PERMANENT WORKFORCE BY COMPONENT - Distribution by Disability Status (Participation Rate)

Subordinate Component	Total	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurer [93]
501 Goal %				12.00	2.00												
FD00 #	5624	4805	155	664	142	2	10	63	14	2	8	5	9	0	26	0	3
FD00 %	100	85.44	2.76	11.81	2.52	0.04	0.18	1.12	0.25	0.04	0.14	0.09	0.16	0.00	0.46	0.00	0.05

Table B3: OCCUPATIONAL CATEGORIES - Distribution by Disability (Participation Rate)

Occupational Categories	Total	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
501 Goal %				12.00	2.00												
1. Management																	
Executives #	785	680	24	81	14	0	1	7	3	0	1	0	0	0	1	0	1
Executives %	100	86.62	3.06	10.32	1.78	0.00	0.13	0.89	0.38	0.00	0.13	0.00	0.00	0.00	0.13	0.00	0.13
Managers #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Managers %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Supervisors #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Supervisors %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Management #	785	680	24	81	14	0	1	7	3	0	1	0	0	0	1	0	1
Total Management %	100	86.62	3.06	10.32	1.78	0.00	0.13	0.89	0.38	0.00	0.13	0.00	0.00	0.00	0.13	0.00	0.13
2. Professionals #	4508	3857	123	528	115	1	9	50	9	2	6	5	9	0	23	0	1
Professionals %	100	85.56	2.73	11.71	2.55	0.02	0.20	1.11	0.20	0.04	0.13	0.11	0.20	0.00	0.51	0.00	0.02
3. Technicians #	2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Technicians %	100	50.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4. Sales Workers #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sales Workers %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5. Administrative Workers #	235	181	3	51	12	1	0	6	1	0	1	0	0	0	2	0	1
Administrative Workers %	100	77.02	1.28	21.70	5.11	0.43	0.00	2.55	0.43	0.00	0.43	0.00	0.00	0.00	0.85	0.00	0.43
6. Craft Workers #	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Craft Workers %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7. Operatives #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operatives %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
8. Laborers and Helpers #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Laborers and Helpers %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
9. Service Workers #	51	49	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Service Workers %	100	96.08	1.96	1.96	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table B4: Participation Rates For FDIC Grades by Disability (Permanent)

GS/GM/GL GRADES	Total	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
501 Goal %				12.00	2.00												
CG-03 #	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-03 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-04 #	90	80	3	7	1	0	0	0	0	0	0	0	0	0	1	0	0
CG-04 %	100	88.89	3.33	7.78	1.11	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.11	0.00	0.00
CG-05 #	10	8	0	2	2	0	0	2	0	0	0	0	0	0	0	0	0
CG-05 %	100	80.00	0.00	20.00	20.00	0.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-06 #	74	58	1	15	4	0	0	2	0	0	1	0	0	0	1	0	0
CG-06 %	100	78.38	1.35	20.27	5.41	0.00	0.00	2.70	0.00	0.00	1.35	0.00	0.00	0.00	1.35	0.00	0.00
CG-07 #	270	225	8	37	11	0	0	2	1	1	0	0	0	0	6	0	1
CG-07 %	100	83.33	2.96	13.70	4.07	0.00	0.00	0.74	0.37	0.37	0.00	0.00	0.00	0.00	2.22	0.00	0.37
CG-08 #	50	37	0	13	2	1	0	1	0	0	0	0	0	0	0	0	0
CG-08 %	100	74.00	0.00	26.00	4.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-09 #	343	294	12	37	7	0	0	3	0	0	0	0	1	0	3	0	0
CG-09 %	100	85.71	3.50	10.79	2.04	0.00	0.00	0.87	0.00	0.00	0.00	0.00	0.29	0.00	0.87	0.00	0.00
CG-11 #	244	192	10	42	13	0	0	4	2	0	0	0	1	0	6	0	0
CG-11 %	100	78.69	4.10	17.21	5.33	0.00	0.00	1.64	0.82	0.00	0.00	0.00	0.41	0.00	2.46	0.00	0.00
CG-12 #	825	701	26	98	24	0	5	13	1	0	2	1	1	0	0	0	1
CG-12 %	100	84.97	3.15	11.88	2.91	0.00	0.61	1.58	0.12	0.00	0.24	0.12	0.12	0.00	0.00	0.00	0.12
CG-13 #	910	770	23	117	24	0	0	11	0	0	3	1	4	0	5	0	0
CG-13 %	100	84.62	2.53	12.86	2.64	0.00	0.00	1.21	0.00	0.00	0.33	0.11	0.44	0.00	0.55	0.00	0.00
CG-14 #	1319	1140	29	150	25	1	2	9	6	1	0	3	2	0	1	0	0
CG-14 %	100	86.43	2.20	11.37	1.90	0.08	0.15	0.68	0.45	0.08	0.00	0.23	0.15	0.00	0.08	0.00	0.00
CG-15 #	660	582	17	61	15	0	2	9	1	0	1	0	0	0	2	0	0
CG-15 %	100	88.18	2.58	9.24	2.27	0.00	0.30	1.36	0.15	0.00	0.15	0.00	0.00	0.00	0.30	0.00	0.00
Total CG Workforce (Permanent) #	4799	4091	129	579	128	2	9	56	11	2	7	5	9	0	25	0	2
Total CG Workforce (Permanent) %	100	85.25	2.69	12.07	2.67	0.04	0.19	1.17	0.23	0.04	0.15	0.10	0.19	0.00	0.52	0.00	0.04

Table B4: Participation Rates For FDIC Grades by Disability (Temporary)

GS/GM/GL GRADES	Total	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
501 Goal %				12.00	2.00												
CG-03 #	2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-03 %	100	50.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-04 #	89	79	2	8	3	0	0	2	0	0	0	0	0	0	1	0	0
CG-04 %	100	88.76	2.25	8.99	3.37	0.00	0.00	2.25	0.00	0.00	0.00	0.00	0.00	0.00	1.12	0.00	0.00
CG-05 #	16	12	1	3	1	0	1	0	0	0	0	0	0	0	0	0	0
CG-05 %	100	75.00	6.25	18.75	6.25	0.00	6.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-06 #	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-06 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-07 #	136	125	4	7	1	0	0	0	0	0	0	0	0	0	1	0	0
CG-07 %	100	91.91	2.94	5.15	0.74	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.74	0.00	0.00
CG-08 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-08 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-09 #	133	115	5	13	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-09 %	100	86.47	3.76	9.77	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-11 #	8	6	0	2	1	1	0	0	0	0	0	0	0	0	0	0	0
CG-11 %	100	75.00	0.00	25.00	12.50	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-12 #	20	18	0	2	1	0	0	1	0	0	0	0	0	0	0	0	0
CG-12 %	100	90.00	0.00	10.00	5.00	0.00	0.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-13 #	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-13 %	100	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-14 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-14 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-15 #	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-15 %	100	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total CG Workforce (Temporary) #	407	357	13	37	7	1	1	3	0	0	0	0	0	0	2	0	0
Total CG Workforce (Temporary) %	100	87.71	3.19	9.09	1.72	0.25	0.25	0.74	0.00	0.00	0.00	0.00	0.00	0.00	0.49	0.00	0.00

Table B4: Participation Rates For General Schedule Grades by Disability (Permanent)

GS/GM/GL GRADES	Total	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
501 Goal %				12.00	2.00												
GS-01 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-01 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-02 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-02 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-03 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-03 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-04 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-04 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-05 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-05 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-06 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-06 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-07 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-07 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-08 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-08 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-09 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-09 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-10 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-10 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-11 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-11 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-12 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-12 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-13 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-13 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-14 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-14 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-15 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-15 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
All Other (Unspecified GS) #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

GS/GM/GL GRADES	Total	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
All Other (Unspecified GS) %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total GS Employees #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total GS Employees %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SES #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other Senior Pay #	822	711	26	85	14	0	1	7	3	0	1	0	0	0	1	0	1
Other Senior Pay %	100	86.50	3.16	10.34	1.70	0.00	0.12	0.85	0.36	0.00	0.12	0.00	0.00	0.00	0.12	0.00	0.12
Total Senior Pay #	822	711	26	85	14	0	1	7	3	0	1	0	0	0	1	0	1
Total Senior Pay %	100	86.50	3.16	10.34	1.70	0.00	0.12	0.85	0.36	0.00	0.12	0.00	0.00	0.00	0.12	0.00	0.12

Table B4: Participation Rates For General Schedule Grades by Disability (Temporary)

GS/GM/GL GRADES	Total	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
501 Goal %				12.00	2.00												
GS-01 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-01 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-02 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-02 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-03 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-03 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-04 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-04 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-05 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-05 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-06 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-06 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-07 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-07 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-08 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-08 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-09 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-09 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-10 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-10 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-11 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-11 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-12 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-12 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-13 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-13 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-14 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-14 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-15 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS-15 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
All Other (Unspecified GS) #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

GS/GM/GL GRADES	Total	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
All Other (Unspecified GS) %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total GS Employees #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total GS Employees %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SES #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other Senior Pay #	4	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Senior Pay %	100	75.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Senior Pay #	4	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Senior Pay %	100	75.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table B5P: SALARY - Distribution by Disability (Participation Rate)

Salary Range	Total	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
501 Goal %				12.00	2.00												
Up to \$20,000 #	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Up to \$20,000 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$20,001-\$30,000 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
\$20,001-\$30,000 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$30,001-\$40,000 #	14	13	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
\$30,001-\$40,000 %	100	92.86	0.00	7.14	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$40,001-\$50,000 #	80	72	3	5	2	0	0	0	0	0	1	0	0	0	1	0	0
\$40,001-\$50,000 %	100	90.00	3.75	6.25	2.50	0.00	0.00	0.00	0.00	0.00	1.25	0.00	0.00	0.00	1.25	0.00	0.00
\$50,001-\$60,000 #	166	144	3	19	6	0	0	1	0	1	0	0	0	0	4	0	0
\$50,001-\$60,000 %	100	86.75	1.81	11.45	3.61	0.00	0.00	0.60	0.00	0.60	0.00	0.00	0.00	0.00	2.41	0.00	0.00
\$60,001-\$70,000 #	305	254	14	37	8	0	0	3	1	0	0	0	0	0	4	0	0
\$60,001-\$70,000 %	100	83.28	4.59	12.13	2.62	0.00	0.00	0.98	0.33	0.00	0.00	0.00	0.00	0.00	1.31	0.00	0.00
\$70,001-\$80,000 #	159	137	5	17	4	0	0	2	0	0	0	0	0	0	2	0	0
\$70,001-\$80,000 %	100	86.16	3.14	10.69	2.52	0.00	0.00	1.26	0.00	0.00	0.00	0.00	0.00	0.00	1.26	0.00	0.00
\$80,001-\$90,000 #	283	237	7	39	13	0	0	7	1	0	0	0	1	0	3	0	1
\$80,001-\$90,000 %	100	83.75	2.47	13.78	4.59	0.00	0.00	2.47	0.35	0.00	0.00	0.00	0.35	0.00	1.06	0.00	0.35
\$90,001-\$100,000 #	278	226	9	43	9	1	0	4	0	0	1	0	2	0	1	0	0
\$90,001-\$100,000 %	100	81.29	3.24	15.47	3.24	0.36	0.00	1.44	0.00	0.00	0.36	0.00	0.72	0.00	0.36	0.00	0.00
\$100,001-\$110,000 #	263	220	3	40	9	0	0	6	0	0	1	0	0	0	2	0	0
\$100,001-\$110,000 %	100	83.65	1.14	15.21	3.42	0.00	0.00	2.28	0.00	0.00	0.38	0.00	0.00	0.00	0.76	0.00	0.00
\$110,001-\$120,000 #	293	252	8	33	7	0	0	3	1	0	0	0	0	0	2	0	1
\$110,001-\$120,000 %	100	86.01	2.73	11.26	2.39	0.00	0.00	1.02	0.34	0.00	0.00	0.00	0.00	0.00	0.68	0.00	0.34
\$120,001-\$130,000 #	321	266	8	47	10	0	3	3	2	0	0	1	1	0	0	0	0
\$120,001-\$130,000 %	100	82.87	2.49	14.64	3.12	0.00	0.93	0.93	0.62	0.00	0.00	0.31	0.31	0.00	0.00	0.00	0.00
\$130,001-\$140,000 #	302	261	7	34	7	1	1	2	0	0	0	1	1	0	1	0	0
\$130,001-\$140,000 %	100	86.42	2.32	11.26	2.32	0.33	0.33	0.66	0.00	0.00	0.00	0.33	0.33	0.00	0.33	0.00	0.00
\$140,001-\$150,000 #	297	254	12	31	5	0	2	2	0	0	0	1	0	0	0	0	0
\$140,001-\$150,000 %	100	85.52	4.04	10.44	1.68	0.00	0.67	0.67	0.00	0.00	0.00	0.34	0.00	0.00	0.00	0.00	0.00
\$150,001-\$160,000 #	366	310	13	43	6	0	0	3	1	0	0	0	2	0	0	0	0
\$150,001-\$160,000 %	100	84.70	3.55	11.75	1.64	0.00	0.00	0.82	0.27	0.00	0.00	0.00	0.55	0.00	0.00	0.00	0.00
\$160,001-\$170,000 #	251	213	2	36	12	0	2	3	1	1	3	0	0	0	2	0	0

Salary Range	Total	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
\$160,001-\$170,000 %	100	84.86	0.80	14.34	4.78	0.00	0.80	1.20	0.40	0.40	1.20	0.00	0.00	0.00	0.80	0.00	0.00
\$170,001-\$180,000 #	260	222	10	28	3	0	0	2	0	0	0	0	0	0	1	0	0
\$170,001-\$180,000 %	100	85.38	3.85	10.77	1.15	0.00	0.00	0.77	0.00	0.00	0.00	0.00	0.00	0.00	0.38	0.00	0.00
\$180,001 and Greater #	1983	1721	51	211	41	0	2	22	7	0	2	2	2	0	3	0	1
\$180,001 and Greater %	100	86.79	2.57	10.64	2.07	0.00	0.10	1.11	0.35	0.00	0.10	0.10	0.10	0.00	0.15	0.00	0.05

Table B5T: SALARY - Distribution by Disability (Participation Rate)

Salary Range	Total	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
501 Goal %				12.00	2.00												
Up to \$20,000 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Up to \$20,000 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$20,001-\$30,000 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
\$20,001-\$30,000 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$30,001-\$40,000 #	33	28	0	5	2	0	0	2	0	0	0	0	0	0	0	0	0
\$30,001-\$40,000 %	100	84.85	0.00	15.15	6.06	0.00	0.00	6.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$40,001-\$50,000 #	62	54	1	7	2	0	1	0	0	0	0	0	0	0	1	0	0
\$40,001-\$50,000 %	100	87.10	1.61	11.29	3.23	0.00	1.61	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.61	0.00	0.00
\$50,001-\$60,000 #	96	86	5	5	0	0	0	0	0	0	0	0	0	0	0	0	0
\$50,001-\$60,000 %	100	89.58	5.21	5.21	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$60,001-\$70,000 #	132	115	4	13	1	0	0	0	0	0	0	0	0	0	1	0	0
\$60,001-\$70,000 %	100	87.12	3.03	9.85	0.76	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.76	0.00	0.00
\$70,001-\$80,000 #	52	50	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
\$70,001-\$80,000 %	100	96.15	1.92	1.92	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$80,001-\$90,000 #	5	2	1	2	1	1	0	0	0	0	0	0	0	0	0	0	0
\$80,001-\$90,000 %	100	40.00	20.00	40.00	20.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$90,001-\$100,000 #	2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
\$90,001-\$100,000 %	100	50.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$100,001-\$110,000 #	5	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
\$100,001-\$110,000 %	100	60.00	20.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$110,001-\$120,000 #	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
\$110,001-\$120,000 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$120,001-\$130,000 #	8	7	0	1	1	0	0	1	0	0	0	0	0	0	0	0	0
\$120,001-\$130,000 %	100	87.50	0.00	12.50	12.50	0.00	0.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$130,001-\$140,000 #	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
\$130,001-\$140,000 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$140,001-\$150,000 #	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
\$140,001-\$150,000 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$150,001-\$160,000 #	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
\$150,001-\$160,000 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$160,001-\$170,000 #	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Salary Range	Total	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
\$160,001-\$170,000 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$170,001-\$180,000 #	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
\$170,001-\$180,000 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$180,001 and Greater #	5	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
\$180,001 and Greater %	100	60.00	20.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table B6P: MISSION-CRITICAL OCCUPATIONS - Distribution by Disability (Participation Rate)

Mission-Critical Occupations	Total	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
501 Goal %				12.00	2.00												
ECONOMIST (0110) #	68	56	3	9	2	0	0	1	1	0	0	0	0	0	0	0	0
ECONOMIST (0110) %	100	82.35	4.41	13.24	2.94	0.00	0.00	1.47	1.47	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-07 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-07 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-09 #	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-09 %	100	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-11 #	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-11 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-12 #	9	8	0	1	1	0	0	1	0	0	0	0	0	0	0	0	0
CG-12 %	100	88.89	0.00	11.11	11.11	0.00	0.00	11.11	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-13 #	5	4	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-13 %	100	80.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-14 #	43	34	3	6	1	0	0	0	1	0	0	0	0	0	0	0	0
CG-14 %	100	79.07	6.98	13.95	2.33	0.00	0.00	0.00	2.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-15 #	6	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-15 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CM-02 #	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CM-02 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CX-00 #	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CX-00 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ADMINISTRATION AND PROGRAM (0301) #	623	513	31	79	16	0	1	5	0	0	1	1	3	0	4	0	1
ADMINISTRATION AND PROGRAM (0301) %	100	82.34	4.98	12.68	2.57	0.00	0.16	0.80	0.00	0.00	0.16	0.16	0.48	0.00	0.64	0.00	0.16
CG-07 #	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-07 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-09 #	39	26	2	11	3	0	0	1	0	0	0	0	1	0	1	0	0
CG-09 %	100	66.67	5.13	28.21	7.69	0.00	0.00	2.56	0.00	0.00	0.00	0.00	2.56	0.00	2.56	0.00	0.00
CG-11 #	29	24	1	4	2	0	0	2	0	0	0	0	0	0	0	0	0
CG-11 %	100	82.76	3.45	13.79	6.90	0.00	0.00	6.90	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-12 #	86	66	6	14	3	0	1	0	0	0	1	1	0	0	0	0	0
CG-12 %	100	76.74	6.98	16.28	3.49	0.00	1.16	0.00	0.00	0.00	1.16	1.16	0.00	0.00	0.00	0.00	0.00
CG-13 #	92	77	4	11	2	0	0	0	0	0	0	0	1	0	1	0	0
CG-13 %	100	83.70	4.35	11.96	2.17	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.09	0.00	1.09	0.00	0.00
CG-14 #	128	108	6	14	2	0	0	0	0	0	0	0	1	0	1	0	0
CG-14 %	100	84.38	4.69	10.94	1.56	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.78	0.00	0.78	0.00	0.00
CG-15 #	63	55	4	4	1	0	0	1	0	0	0	0	0	0	0	0	0

Mission-Critical Occupations	Total	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
CG-15 %	100	87.30	6.35	6.35	1.59	0.00	0.00	1.59	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CM-01 #	58	49	2	7	1	0	0	1	0	0	0	0	0	0	0	0	0
CM-01 %	100	84.48	3.45	12.07	1.72	0.00	0.00	1.72	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CM-02 #	39	33	3	3	1	0	0	0	0	0	0	0	0	0	1	0	0
CM-02 %	100	84.62	7.69	7.69	2.56	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.56	0.00	0.00
CX-00 #	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CX-00 %	100	66.67	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EM-00 #	81	68	2	11	1	0	0	0	0	0	0	0	0	0	0	0	1
EM-00 %	100	83.95	2.47	13.58	1.23	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.23
EX-04 #	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EX-04 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
IG-00 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IG-00 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
FINANCIAL ADMINISTRATION AND PROGRAM (0501) %	139	121	4	14	4	0	0	1	2	0	0	0	0	0	1	0	0
FINANCIAL ADMINISTRATION AND PROGRAM (0501) %	100	87.05	2.88	10.07	2.88	0.00	0.00	0.72	1.44	0.00	0.00	0.00	0.00	0.00	0.72	0.00	0.00
CG-07 #	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-07 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-09 #	13	12	0	1	1	0	0	1	0	0	0	0	0	0	0	0	0
CG-09 %	100	92.31	0.00	7.69	7.69	0.00	0.00	7.69	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-11 #	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-11 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-12 #	12	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-12 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-13 #	24	19	1	4	1	0	0	0	0	0	0	0	0	0	1	0	0
CG-13 %	100	79.17	4.17	16.67	4.17	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.17	0.00	0.00
CG-14 #	48	39	2	7	1	0	0	0	1	0	0	0	0	0	0	0	0
CG-14 %	100	81.25	4.17	14.58	2.08	0.00	0.00	0.00	2.08	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-15 #	8	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-15 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CM-01 #	24	22	1	1	1	0	0	0	1	0	0	0	0	0	0	0	0
CM-01 %	100	91.67	4.17	4.17	4.17	0.00	0.00	0.00	4.17	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CM-02 #	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CM-02 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EM-00 #	5	4	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
EM-00 %	100	80.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ACCOUNTANTS AND AUDITORS (0510) #	45	38	1	6	2	0	0	2	0	0	0	0	0	0	0	0	0
ACCOUNTANTS AND AUDITORS (0510) %	100	84.44	2.22	13.33	4.44	0.00	0.00	4.44	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Mission-Critical Occupations	Total	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
CG-07 #	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-07 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-09 #	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-09 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-11 #	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-11 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-12 #	4	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-12 %	100	75.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-13 #	21	18	0	3	1	0	0	1	0	0	0	0	0	0	0	0	0
CG-13 %	100	85.71	0.00	14.29	4.76	0.00	0.00	4.76	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-14 #	15	12	0	3	1	0	0	1	0	0	0	0	0	0	0	0	0
CG-14 %	100	80.00	0.00	20.00	6.67	0.00	0.00	6.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-15 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-15 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CX-00 #	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CX-00 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
FINANCIAL INSTITUTION EXAMINING (0570) #	2505	2205	50	250	55	1	5	26	5	2	3	3	4	0	6	0	0
FINANCIAL INSTITUTION EXAMINING (0570) %	100	88.02	2.00	9.98	2.20	0.04	0.20	1.04	0.20	0.08	0.12	0.12	0.16	0.00	0.24	0.00	0.00
CG-07 #	118	102	3	13	4	0	0	0	0	1	0	0	0	0	3	0	0
CG-07 %	100	86.44	2.54	11.02	3.39	0.00	0.00	0.00	0.00	0.85	0.00	0.00	0.00	0.00	2.54	0.00	0.00
CG-09 #	213	185	9	19	3	0	0	1	0	0	0	0	0	0	2	0	0
CG-09 %	100	86.85	4.23	8.92	1.41	0.00	0.00	0.47	0.00	0.00	0.00	0.00	0.00	0.00	0.94	0.00	0.00
CG-11 #	109	90	6	13	1	0	0	0	0	0	0	0	0	0	1	0	0
CG-11 %	100	82.57	5.50	11.93	0.92	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.92	0.00	0.00
CG-12 #	557	484	12	61	15	0	4	8	1	0	1	0	1	0	0	0	0
CG-12 %	100	86.89	2.15	10.95	2.69	0.00	0.72	1.44	0.18	0.00	0.18	0.00	0.18	0.00	0.00	0.00	0.00
CG-13 #	434	391	3	40	9	0	0	4	0	0	2	0	3	0	0	0	0
CG-13 %	100	90.09	0.69	9.22	2.07	0.00	0.00	0.92	0.00	0.00	0.46	0.00	0.69	0.00	0.00	0.00	0.00
CG-14 #	570	509	12	49	13	1	1	4	3	1	0	3	0	0	0	0	0
CG-14 %	100	89.30	2.11	8.60	2.28	0.18	0.18	0.70	0.53	0.18	0.00	0.53	0.00	0.00	0.00	0.00	0.00
CG-15 #	165	147	2	16	5	0	0	5	0	0	0	0	0	0	0	0	0
CG-15 %	100	89.09	1.21	9.70	3.03	0.00	0.00	3.03	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CM-01 #	283	246	3	34	4	0	0	3	1	0	0	0	0	0	0	0	0
CM-01 %	100	86.93	1.06	12.01	1.41	0.00	0.00	1.06	0.35	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CM-02 #	53	48	0	5	1	0	0	1	0	0	0	0	0	0	0	0	0
CM-02 %	100	90.57	0.00	9.43	1.89	0.00	0.00	1.89	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CX-00 #	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CX-00 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Mission-Critical Occupations	Total	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
EM-00 #	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EM-00 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ATTORNEY (0905) #	316	274	12	30	6	0	1	2	2	0	0	0	0	0	1	0	0
ATTORNEY (0905) %	100	86.71	3.80	9.49	1.90	0.00	0.32	0.63	0.63	0.00	0.00	0.00	0.00	0.00	0.32	0.00	0.00
CG-12 #	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-12 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-13 #	7	6	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-13 %	100	85.71	0.00	14.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-14 #	67	56	1	10	1	0	0	0	1	0	0	0	0	0	0	0	0
CG-14 %	100	83.58	1.49	14.93	1.49	0.00	0.00	0.00	1.49	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-15 #	168	146	6	16	5	0	1	2	1	0	0	0	0	0	1	0	0
CG-15 %	100	86.90	3.57	9.52	2.98	0.00	0.60	1.19	0.60	0.00	0.00	0.00	0.00	0.00	0.60	0.00	0.00
CM-01 #	17	13	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0
CM-01 %	100	76.47	17.65	5.88	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CM-02 #	27	25	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
CM-02 %	100	92.59	3.70	3.70	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CX-00 #	4	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
CX-00 %	100	75.00	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EM-00 #	25	24	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EM-00 %	100	96.00	4.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GENERAL BUSINESS AND INDUSTRY (1101) #	286	223	1	62	8	0	1	5	0	0	0	0	1	0	1	0	0
GENERAL BUSINESS AND INDUSTRY (1101) %	100	77.97	0.35	21.68	2.80	0.00	0.35	1.75	0.00	0.00	0.00	0.00	0.35	0.00	0.35	0.00	0.00
CG-07 #	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-07 %	100	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-09 #	15	14	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-09 %	100	93.33	0.00	6.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-11 #	9	6	0	3	1	0	0	0	0	0	0	0	0	0	1	0	0
CG-11 %	100	66.67	0.00	33.33	11.11	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11.11	0.00	0.00
CG-12 #	20	15	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-12 %	100	75.00	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-13 #	21	15	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-13 %	100	71.43	0.00	28.57	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-14 #	98	69	1	28	4	0	0	3	0	0	0	0	1	0	0	0	0
CG-14 %	100	70.41	1.02	28.57	4.08	0.00	0.00	3.06	0.00	0.00	0.00	0.00	1.02	0.00	0.00	0.00	0.00
CG-15 #	51	42	0	9	2	0	1	1	0	0	0	0	0	0	0	0	0
CG-15 %	100	82.35	0.00	17.65	3.92	0.00	1.96	1.96	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CM-01 #	30	25	0	5	1	0	0	1	0	0	0	0	0	0	0	0	0
CM-01 %	100	83.33	0.00	16.67	3.33	0.00	0.00	3.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Mission-Critical Occupations	Total	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
CM-02 #	39	35	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0
CM-02 %	100	89.74	0.00	10.26	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CX-00 #	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CX-00 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EM-00 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EM-00 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
INFORMATION TECHNOLOGY MANAGEMENT (2210) #	402	353	9	40	9	0	0	5	1	0	1	0	1	0	1	0	0
INFORMATION TECHNOLOGY MANAGEMENT (2210) %	100	87.81	2.24	9.95	2.24	0.00	0.00	1.24	0.25	0.00	0.25	0.00	0.25	0.00	0.25	0.00	0.00
CG-07 #	8	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-07 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-09 #	16	15	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-09 %	100	93.75	6.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-11 #	15	12	0	3	2	0	0	0	1	0	0	0	1	0	0	0	0
CG-11 %	100	80.00	0.00	20.00	13.33	0.00	0.00	0.00	6.67	0.00	0.00	0.00	6.67	0.00	0.00	0.00	0.00
CG-12 #	11	8	0	3	2	0	0	2	0	0	0	0	0	0	0	0	0
CG-12 %	100	72.73	0.00	27.27	18.18	0.00	0.00	18.18	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-13 #	114	96	2	16	4	0	0	3	0	0	0	0	0	0	1	0	0
CG-13 %	100	84.21	1.75	14.04	3.51	0.00	0.00	2.63	0.00	0.00	0.00	0.00	0.00	0.00	0.88	0.00	0.00
CG-14 #	146	132	2	12	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-14 %	100	90.41	1.37	8.22	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-15 #	43	39	1	3	1	0	0	0	0	0	1	0	0	0	0	0	0
CG-15 %	100	90.70	2.33	6.98	2.33	0.00	0.00	0.00	0.00	0.00	2.33	0.00	0.00	0.00	0.00	0.00	0.00
CM-01 #	27	24	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0
CM-01 %	100	88.89	7.41	3.70	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CM-02 #	9	8	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
CM-02 %	100	88.89	0.00	11.11	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CX-00 #	5	4	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
CX-00 %	100	80.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EM-00 #	8	7	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EM-00 %	100	87.50	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table B6T: MISSION-CRITICAL OCCUPATIONS - Distribution by Disability (Participation Rate)

Mission-Critical Occupations	Total	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
501 Goal %				12.00	2.00												
ECONOMIST (0110) #	16	14	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
ECONOMIST (0110) %	100	87.50	0.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-07 #	6	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-07 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-09 #	10	8	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-09 %	100	80.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ADMINISTRATION AND PROGRAM (0301) #	7	5	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMINISTRATION AND PROGRAM (0301) %	100	71.43	0.00	28.57	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-11 #	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-11 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-12 #	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-12 %	100	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-15 #	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-15 %	100	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CM-02 #	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CM-02 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EM-00 #	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EM-00 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
IG-00 #	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IG-00 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ACCOUNTANTS AND AUDITORS (0510) #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ACCOUNTANTS AND AUDITORS (0510) %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CX-00 #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CX-00 %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
FINANCIAL INSTITUTION EXAMINING (0570) #	253	229	8	16	2	0	0	1	0	0	0	0	0	0	1	0	0
FINANCIAL INSTITUTION EXAMINING (0570) %	100	90.51	3.16	6.32	0.79	0.00	0.00	0.40	0.00	0.00	0.00	0.00	0.00	0.00	0.40	0.00	0.00
CG-07 #	121	114	3	4	1	0	0	0	0	0	0	0	0	0	1	0	0
CG-07 %	100	94.21	2.48	3.31	0.83	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.83	0.00	0.00
CG-09 #	119	103	5	11	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-09 %	100	86.55	4.20	9.24	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-12 #	13	12	0	1	1	0	0	1	0	0	0	0	0	0	0	0	0
CG-12 %	100	92.31	0.00	7.69	7.69	0.00	0.00	7.69	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ATTORNEY (0905) #	4	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ATTORNEY (0905) %	100	75.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-12 #	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Mission-Critical Occupations	Total	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
CG-12 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EM-00 #	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EM-00 %	100	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
INFORMATION TECHNOLOGY MANAGEMENT (2210) #	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
INFORMATION TECHNOLOGY MANAGEMENT (2210) %	100	66.67	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-09 #	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-09 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-12 #	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-12 %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CG-13 #	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CG-13 %	100	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table B9-1: EMPLOYEE RECOGNITION AND AWARDS - Distribution by Disability (Participation Rate)

Awards	Total	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
TIME OFF AWARDS																	
Time-Off Awards 1 - 10 hours: Awards Given #	7	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 1 - 10 hours: Awards Given %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Time-Off Awards 1 - 10 Hours: Total Hours #	70	70	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 1 - 10 Hours: Average Hours #	10	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 11 - 20 hours: Awards Given #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 11 - 20 hours: Awards Given %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Time-Off Awards 11 - 20 Hours: Total Hours #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 11 - 20 Hours: Average Hours #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 21 - 30 hours: Awards Given #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 21 - 30 hours: Awards Given %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Time-Off Awards 21 - 30 Hours: Total Hours #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 21 - 30 Hours: Average Hours #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 31 - 40 hours: Awards Given #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 31 - 40 hours: Awards Given %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Time-Off Awards 31 - 40 Hours: Total Hours #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 31 - 40 Hours: Average Hours #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 41 or more Hours: Awards Given #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 41 or more Hours: Awards Given %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Time-Off Awards 41 or more Hours: Total Hours #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 41 or more Hours: Average Hours #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CASH AWARDS																	
Cash Awards \$500 and Under: Awards Given #	3155	2730	91	334	71	1	5	33	15	0	5	1	4	0	7	0	0
Cash Awards \$500 and Under: Awards Given %	100	86.53	2.88	10.59	2.25	0.03	0.16	1.05	0.48	0.00	0.16	0.03	0.13	0.00	0.22	0.00	0.00
Cash Awards \$500 and Under: Total Amount \$	1043807	904318	29400	110089	22143	219	1799	10304	4192	0	1886	365	1699	0	1679	0	0
Cash Awards \$500 and Under: Average Amount \$	330.84	331.25	323.08	329.61	311.87	219	360	312.24	279.47	0	377	365	424.75	0	239.86	0	0
Cash Awards: \$501 - \$999: Awards Given #	2910	2528	78	304	69	0	1	37	10	0	4	7	6	0	3	0	1
Cash Awards: \$501 - \$999: Awards Given %	100	86.87	2.68	10.45	2.37	0.00	0.03	1.27	0.34	0.00	0.14	0.24	0.21	0.00	0.10	0.00	0.03
Cash Awards: \$501 - \$999: Total Amount \$	1980935	1720441	53112	207382	46964	0	750	24516	6627	0	2863	4876	4366	0	2381	0	585
Cash Awards: \$501 - \$999: Average Amount \$	680	680	680	682	680	0	750	662	662	0	715	696	727	0	793	0	585
Cash Awards: \$1000 - \$1999: Awards Given #	1159	1005	27	127	22	0	3	6	6	0	1	1	0	0	5	0	0
Cash Awards: \$1000 - \$1999: Awards Given %	100	86.71	2.33	10.96	1.90	0.00	0.26	0.52	0.52	0.00	0.09	0.09	0.00	0.00	0.43	0.00	0.00
Cash Awards: \$1000 - \$1999: Total Amount \$	1441638	1251481	31817	158340	28950	0	4200	8250	8000	0	1000	1000	0	0	6500	0	0
Cash Awards: \$1000 - \$1999: Average Amount \$	1243	1245	1178	1246	1315	0	1400	1375	1333	0	1000	1000	0	0	1300	0	0
Cash Awards: \$2000 - \$2999: Awards Given #	271	246	5	20	6	0	0	5	1	0	0	0	0	0	0	0	0
Cash Awards: \$2000 - \$2999: Awards Given %	100	90.77	1.85	7.38	2.21	0.00	0.00	1.85	0.37	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Awards	Total	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
Cash Awards: \$2000 - \$2999: Total Amount \$	595014	541562	10250	43202	13500	0	0	11500	2000	0	0	0	0	0	0	0	0
Cash Awards: \$2000 - \$2999: Average Amount \$	2195	2201	2050	2160	2250	0	0	2300	2000	0	0	0	0	0	0	0	0
Cash Awards: \$3000 - \$3999: Awards Given #	23	23	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Awards: \$3000 - \$3999: Awards Given %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Cash Awards: \$3000 - \$3999: Total Amount \$	72600	72600	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Awards: \$3000 - \$3999: Average Amount \$	3156	3156	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Awards: \$4000 - \$4999: Awards Given #	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Awards: \$4000 - \$4999: Awards Given %	100	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Cash Awards: \$4000 - \$4999: Total Amount \$	8750	8750	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Awards: \$4000 - \$4999: Average Amount \$	4375	4375	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Awards: \$5000 or more: Awards Given #	6	4	0	2	1	0	0	0	0	0	0	0	0	0	1	0	0
Cash Awards: \$5000 or more: Awards Given %	100	66.67	0.00	33.33	16.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	16.67	0.00	0.00
Cash Awards: \$5000 or more: Total Amount \$	31000	21000	0	10000	5000	0	0	0	0	0	0	0	0	0	5000	0	0
Cash Awards: \$5000 or more: Average Amount \$	5166	5250	0	5000	5000	0	0	0	0	0	0	0	0	0	5000	0	0
OTHER AWARDS																	
Total QSIs Awarded #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total QSIs Awarded %	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Benefit \$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Benefit \$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Table B9-2: EMPLOYEE RECOGNITION AND AWARDS - Distribution by Disability (Inclusion Rate)

Awards	Total	Persons Without Disability	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
TIME OFF AWARDS																		
Time-Off Awards 1 - 10 hours: Awards Given #	7	7	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 1 - 10 hours: Awards Given %	0.12	0.14	0.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Time-Off Awards 1 - 10 Hours: Total Hours #	70	70	70	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 1 - 10 Hours: Average Hours #	10	10	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 11 - 20 hours: Awards Given #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 11 - 20 hours: Awards Given %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Time-Off Awards 11 - 20 Hours: Total Hours #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 11 - 20 Hours: Average Hours #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 21 - 30 hours: Awards Given #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 21 - 30 hours: Awards Given %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Time-Off Awards 21 - 30 Hours: Total Hours #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 21 - 30 Hours: Average Hours #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 31 - 40 hours: Awards Given #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 31 - 40 hours: Awards Given %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Time-Off Awards 31 - 40 Hours: Total Hours #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 31 - 40 Hours: Average Hours #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 41 or more Hours: Awards Given #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 41 or more Hours: Awards Given %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Time-Off Awards 41 or more Hours: Total Hours #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards 41 or more Hours: Average Hours #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CASH AWARDS																		
Cash Awards \$500 and Under: Awards Given #	3155	2821	2730	91	334	71	1	5	33	15	0	5	1	4	0	7	0	0
Cash Awards \$500 and Under: Awards Given %	56.10	56.88	56.82	58.71	50.30	50.00	50.00	50.00	52.38	107.14	0.00	62.50	20.00	44.44	0.00	26.92	0.00	0.00
Cash Awards \$500 and Under: Total Amount \$	1043807	933718	904318	29400	110089	22143	219	1799	10304	4192	0	1886	365	1699	0	1679	0	0
Cash Awards \$500 and Under: Average Amount \$	330.84	1	331.25	323.08	329.61	311.87	219	360	312.24	279.47	0	377	365	424.75	0	239.86	0	0
Cash Awards: \$501 - \$999: Awards Given #	2910	2606	2528	78	304	69	0	1	37	10	0	4	7	6	0	3	0	1
Cash Awards: \$501 - \$999: Awards Given %	51.74	52.54	52.61	50.32	45.78	48.59	0.00	10.00	58.73	71.43	0.00	50.00	140.00	66.67	0.00	11.54	0.00	33.33
Cash Awards: \$501 - \$999: Total Amount \$	1980935	1773553	1720441	53112	207382	46964	0	750	24516	6627	0	2863	4876	4366	0	2381	0	585
Cash Awards: \$501 - \$999: Average Amount \$	680	-2	680	680	682	680	0	750	662	662	0	715	696	727	0	793	0	585
Cash Awards: \$1000 - \$1999: Awards Given #	1159	1032	1005	27	127	22	0	3	6	6	0	1	1	0	0	5	0	0
Cash Awards: \$1000 - \$1999: Awards Given %	20.61	20.81	20.92	17.42	19.13	15.49	0.00	30.00	9.52	42.86	0.00	12.50	20.00	0.00	0.00	19.23	0.00	0.00
Cash Awards: \$1000 - \$1999: Total Amount \$	1441638	1283298	1251481	31817	158340	28950	0	4200	8250	8000	0	1000	1000	0	0	6500	0	0
Cash Awards: \$1000 - \$1999: Average Amount \$	1243	-3	1245	1178	1246	1315	0	1400	1375	1333	0	1000	1000	0	0	1300	0	0
Cash Awards: \$2000 - \$2999: Awards Given #	271	251	246	5	20	6	0	0	5	1	0	0	0	0	0	0	0	0
Cash Awards: \$2000 - \$2999: Awards Given %	4.82	5.06	5.12	3.23	3.01	4.23	0.00	0.00	7.94	7.14	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Awards	Total	Persons Without Disability	No Disability [05]	Not Identified [01]	Disability [02-03, 06-99]	Targeted Disability	Developmental Disability [02]	Traumatic Brain Injury [03]	Deaf or Serious Difficulty Hearing [19]	Blind or Serious Difficulty Seeing [20]	Missing Extremities [31]	Significant Mobility Impairment [40]	Partial or Complete Paralysis [60]	Epilepsy or Other Seizure Disorders [82]	Intellectual Disability [90]	Significant Psychiatric Disorder [91]	Dwarfism [92]	Significant Disfigurement [93]
Cash Awards: \$2000 - \$2999: Total Amount \$	595014	551812	541562	10250	43202	13500	0	0	11500	2000	0	0	0	0	0	0	0	0
Cash Awards: \$2000 - \$2999: Average Amount \$	2195	35	2201	2050	2160	2250	0	0	2300	2000	0	0	0	0	0	0	0	0
Cash Awards: \$3000 - \$3999: Awards Given #	23	23	23	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Awards: \$3000 - \$3999: Awards Given %	0.41	0.46	0.48	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Cash Awards: \$3000 - \$3999: Total Amount \$	72600	72600	72600	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Awards: \$3000 - \$3999: Average Amount \$	3156	3156	3156	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Awards: \$4000 - \$4999: Awards Given #	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Awards: \$4000 - \$4999: Awards Given %	0.04	0.04	0.04	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Cash Awards: \$4000 - \$4999: Total Amount \$	8750	8750	8750	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Awards: \$4000 - \$4999: Average Amount \$	4375	4375	4375	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Awards: \$5000 or more: Awards Given #	6	4	4	0	2	1	0	0	0	0	0	0	0	0	0	1	0	0
Cash Awards: \$5000 or more: Awards Given %	0.11	0.08	0.08	0.00	0.30	0.70	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.85	0.00	0.00
Cash Awards: \$5000 or more: Total Amount \$	31000	21000	21000	0	10000	5000	0	0	0	0	0	0	0	0	0	5000	0	0
Cash Awards: \$5000 or more: Average Amount \$	5166	166	5250	0	5000	5000	0	0	0	0	0	0	0	0	0	5000	0	0
OTHER AWARDS																		
Total QSIs Awarded #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total QSIs Awarded %	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Benefit \$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Benefit \$	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

ATTACHMENT A

FDIC Applicant Flow Data

Table A6T: MISSION-CRITICAL OCCUPATIONS (TEMPORARY) - Distribution by Race, Ethnicity, and Sex (Participation Rate)

Mission-Critical Occupations	Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females	
Internal Competitive Promotions (T)																		
General Business and Industry (1101) Vacancy Announcements	#	2																
Estimated Relevant Applicant Pool	%	100.00	65.51	34.49	3.83	0.70	47.04	22.65	7.67	8.36	5.57	2.09	0.00	0.00	0.00	0.00	1.39	0.70
Internal Applications	#	13	12	1	1	0	6	1	3	0	2	0	0	0	0	0	0	0
	%	100.00	92.31	7.69	7.69	0.00	46.15	7.69	23.08	0.00	15.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified Internal Applicants	#	12	11	1	1	0	5	1	3	0	2	0	0	0	0	0	0	0
	%	100.00	91.67	8.33	8.33	0.00	41.67	8.33	25.00	0.00	16.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants	#	12	11	1	1	0	5	1	3	0	2	0	0	0	0	0	0	0
	%	100.00	91.67	8.33	8.33	0.00	41.67	8.33	25.00	0.00	16.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections	#	4	4	0	1	0	1	0	1	0	1	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	25.00	0.00	25.00	0.00	25.00	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Hires (T)																		
General Business and Industry (1101) Vacancy Announcements	#	0																
Occupational CLF		100	36.71	63.29	2.86	5.87	27.06	43.84	3.56	8.77	2.41	3.24	0.03	0.05	0.17	0.39	0.62	1.14
Voluntarily Identified Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified External Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections	#	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Internal Competitive Promotions (T)

Economist (0110) Vacancy Announcements	#	0																
Estimated Relevant Applicant Pool	%	100.00	68.12	31.88	4.35	1.45	55.07	10.14	1.45	5.80	5.80	13.04	0.00	0.00	0.00	0.00	1.45	1.45
Internal Applications	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified Internal Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

New Hires (T)

Economist (0110) Vacancy Announcements	#	0																
Occupational CLF		100	67.07	32.93	3.34	1.85	55.79	25.2	2.84	2.66	4.4	2.66	0	0.05	0.16	0.1	0.55	0.41
Voluntarily Identified Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified External Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Internal Competitive Promotions (T)																		
Financial Institution Examining (0570) Vacancy Announcements	#	100																
Estimated Relevant Applicant Pool	%	100.00	60.50	39.50	2.64	1.64	49.82	28.47	4.24	6.40	2.32	2.08	0.08	0.04	0.52	0.16	0.88	0.72
Internal Applications	#	841	650	191	27	13	597	130	21	33	4	12	0	0	1	3	0	0
	%	100.00	77.29	22.71	3.21	1.55	70.99	15.46	2.50	3.92	0.48	1.43	0.00	0.00	0.12	0.36	0.00	0.00
Qualified Internal Applicants	#	819	634	185	26	13	584	126	21	31	2	12	0	0	1	3	0	0
	%	100.00	77.41	22.59	3.17	1.59	71.31	15.38	2.56	3.79	0.24	1.47	0.00	0.00	0.12	0.37	0.00	0.00
Referred Applicants	#	757	591	166	26	10	542	112	20	30	2	11	0	0	1	3	0	0
	%	100.00	78.07	21.93	3.43	1.32	71.60	14.80	2.64	3.96	0.26	1.45	0.00	0.00	0.13	0.40	0.00	0.00
Interviewed Applicants	#	10	7	3	0	1	7	1	0	1	0	0	0	0	0	0	0	0
	%	100.00	70.00	30.00	0.00	10.00	70.00	10.00	0.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections	#	204	157	47	7	0	143	36	6	9	1	1	0	0	0	1	0	0
	%	100.00	76.96	23.04	3.43	0.00	70.10	17.65	2.94	4.41	0.49	0.49	0.00	0.00	0.00	0.49	0.00	0.00
New Hires (T)																		
Financial Institution Examining (0570) Vacancy Announcements	#	5																
Occupational CLF	%	100.00	54.75	45.25	3.06	3.65	44.11	28.34	3.41	8.40	3.53	3.69	0.00	0.00	0.08	0.20	0.55	0.98
Voluntarily Identified Applicants	#	923	739	184	45	22	603	67	49	70	38	24	0	1	3	0	1	0
	%	100.00	80.07	19.93	4.88	2.38	65.33	7.26	5.31	7.58	4.12	2.60	0.00	0.11	0.33	0.00	0.11	0.00
Qualified External Applicants	#	290	227	63	12	9	196	24	7	23	10	7	0	0	2	0	0	0
	%	100.00	78.28	21.72	4.14	3.10	67.59	8.28	2.41	7.93	3.45	2.41	0.00	0.00	0.69	0.00	0.00	0.00
Referred Applicants	#	106	82	24	3	6	68	9	4	5	3	4	0	0	4	0	0	0
	%	100.00	77.36	22.64	2.83	5.66	64.15	8.49	3.77	4.72	2.83	3.77	0.00	0.00	3.77	0.00	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections	#	57	45	12	1	2	36	6	4	3	2	1	0	0	2	0	0	0
	%	100.00	78.95	21.05	1.75	3.51	63.16	10.53	7.02	5.26	3.51	1.75	0.00	0.00	3.51	0.00	0.00	0.00

Table A6P: MISSION-CRITICAL OCCUPATIONS (PERMANENT - Distribution by Race, Ethnicity, and Sex (Participation Rate)

Internal Competitive Promotions (P)																		
Economist (0110) Vacancy Announcements	#	2																
Estimated Relevant Applicant Pool	%	100.00	68.12	31.88	4.35	1.45	55.07	10.14	1.45	5.80	5.80	13.04	0.00	0.00	0.00	0.00	1.45	1.45
Internal Applications	#	59	48	11	5	1	28	3	8	4	6	2	0	0	1	0	0	1
	%	100.00	81.36	18.64	8.47	1.69	47.46	5.08	13.56	6.78	10.17	3.39	0.00	0.00	1.69	0.00	0.00	1.69
Qualified Internal Applicants	#	16	15	1	2	0	13	0	0	1	0	0	0	0	0	0	0	0
	%	100.00	93.75	6.25	12.50	0.00	81.25	0.00	0.00	6.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants	#	16	15	1	2	0	13	0	0	1	0	0	0	0	0	0	0	0
	%	100.00	93.75	6.25	12.50	0.00	81.25	0.00	0.00	6.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections	#	3	3	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Hires (P)																		
Economist (0110) Vacancy Announcements	#	1																
Occupational CLF		100	67.07	32.93	3.34	1.85	55.79	25.2	2.84	2.66	4.4	2.66	0	0.05	0.16	0.1	0.55	0.41
Voluntarily Identified Applicants	#	153	119	34	4	2	79	12	16	11	20	9	0	0	0	0	0	0
	%	100.00	77.78	22.22	2.61	1.31	51.63	7.84	10.46	7.19	13.07	5.88	0.00	0.00	0.00	0.00	0.00	0.00
Qualified External Applicants	#	107	82	25	2	2	57	10	10	7	13	6	0	0	0	0	0	0
	%	100.00	76.64	23.36	1.87	1.87	53.27	9.35	9.35	6.54	12.15	5.61	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants	#	20	18	2	0	0	13	0	0	1	5	1	0	0	0	0	0	0
	%	100.00	90.00	10.00	0.00	0.00	65.00	0.00	0.00	5.00	25.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections	#	4	3	1	0	0	2	0	0	0	1	1	0	0	0	0	0	0
	%	100.00	75.00	25.00	0.00	0.00	50.00	0.00	0.00	0.00	25.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00

Table A6P: MISSION-CRITICAL OCCUPATIONS (PERMANENT) - Distribution by Race, Ethnicity, and Sex (Participation Rate)

Mission-Critical Occupations	Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females	
Internal Competitive Promotions (P)																		
General Business and Industry (1101) Vacancy Announcements	#	35																
Estimated Relevant Applicant Pool	%	100.00	65.51	34.49	3.83	0.70	47.04	22.65	7.67	8.36	5.57	2.09	0.00	0.00	0.00	0.00	1.39	0.70
Internal Applications	#	924	624	300	56	23	391	79	116	168	45	16	1	0	8	5	7	9
	%	100.00	67.53	32.47	6.06	2.49	42.32	8.55	12.55	18.18	4.87	1.73	0.11	0.00	0.87	0.54	0.76	0.97
Qualified Internal Applicants	#	446	311	135	29	6	202	43	48	70	26	8	0	0	3	3	3	5
	%	100.00	69.73	30.27	6.50	1.35	45.29	9.64	10.76	15.70	5.83	1.79	0.00	0.00	0.67	0.67	0.67	1.12
Referred Applicants	#	420	295	125	29	6	191	44	43	60	26	8	0	0	4	3	2	4
	%	100.00	70.24	29.76	6.90	1.43	45.48	10.48	10.24	14.29	6.19	1.90	0.00	0.00	0.95	0.71	0.48	0.95
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections	#	59	45	14	5	0	34	7	4	5	1	2	0	0	1	0	0	0
	%	100.00	76.27	23.73	8.47	0.00	57.63	11.86	6.78	8.47	1.69	3.39	0.00	0.00	1.69	0.00	0.00	0.00
New Hires (P)																		
General Business and Industry (1101) Vacancy Announcements	#	7																
Occupational CLF		100	36.71	63.29	2.86	5.87	27.06	43.84	3.56	8.77	2.41	3.24	0.03	0.05	0.17	0.39	0.62	1.14
Voluntarily Identified Applicants	#	364	253	111	19	12	176	28	36	54	20	14	0	0	0	1	2	2
	%	100.00	69.51	30.49	5.22	3.30	48.35	7.69	9.89	14.84	5.49	3.85	0.00	0.00	0.00	0.27	0.55	0.55
Qualified External Applicants	#	248	169	79	15	8	117	20	17	37	19	11	0	0	0	1	1	2
	%	100.00	68.15	31.85	6.05	3.23	47.18	8.06	6.85	14.92	7.66	4.44	0.00	0.00	0.00	0.40	0.40	0.81
Referred Applicants	#	69	53	16	6	0	32	7	4	8	10	0	0	0	0	0	1	1
	%	100.00	76.81	23.19	8.70	0.00	46.38	10.14	5.80	11.59	14.49	0.00	0.00	0.00	0.00	0.00	1.45	1.45
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections	#	9	8	1	0	0	3	1	1	0	4	0	0	0	0	0	0	0
	%	100.00	88.89	11.11	0.00	0.00	33.33	11.11	11.11	0.00	44.44	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Internal Competitive Promotions (P)																		
Financial Institution Examining (0570) Vacancy Announcements	#	152																
Estimated Relevant Applicant Pool	%	100.00	60.50	39.50	2.64	1.64	49.82	28.47	4.24	6.40	2.32	2.08	0.08	0.04	0.52	0.16	0.88	0.72
Internal Applications	#	1083	828	255	40	23	670	129	71	77	37	20	0	1	6	3	4	2
	%	100.00	76.45	23.55	3.69	2.12	61.87	11.91	6.56	7.11	3.42	1.85	0.00	0.09	0.55	0.28	0.37	0.18
Qualified Internal Applicants	#	888	692	196	35	11	584	119	50	46	16	16	0	0	5	3	2	1
	%	100.00	77.93	22.07	3.94	1.24	65.77	13.40	5.63	5.18	1.80	1.80	0.00	0.00	0.56	0.34	0.23	0.11
Referred Applicants	#	843	655	188	32	9	556	115	47	46	13	14	0	0	5	3	2	1
	%	100.00	77.70	22.30	3.80	1.07	65.95	13.64	5.58	5.46	1.54	1.66	0.00	0.00	0.59	0.36	0.24	0.12
Interviewed Applicants	#	4	2	2	0	1	2	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	50.00	50.00	0.00	25.00	50.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections	#	248	178	70	9	4	162	47	3	12	4	6	0	0	0	0	0	1
	%	100.00	71.77	28.23	3.63	1.61	65.32	18.95	1.21	4.84	1.61	2.42	0.00	0.00	0.00	0.00	0.00	0.40
New Hires (P)																		
Financial Institution Examining (0570) Vacancy Announcements	#	8																
Occupational CLF	%	100.00	54.75	45.25	3.06	3.65	44.11	28.34	3.41	8.40	3.53	3.69	0.00	0.00	0.08	0.20	0.55	0.98
Voluntarily Identified Applicants	#	359	255	104	24	5	166	40	40	53	19	4	1	0	2	1	3	1
	%	100.00	71.03	28.97	6.69	1.39	46.24	11.14	11.14	14.76	5.29	1.11	0.28	0.00	0.56	0.28	0.84	0.28
Qualified External Applicants	#	201	142	59	11	4	96	23	23	29	9	2	0	0	2	0	1	1
	%	100.00	70.65	29.35	5.47	1.99	47.76	11.44	11.44	14.43	4.48	1.00	0.00	0.00	1.00	0.00	0.50	0.50
Referred Applicants	#	74	53	21	6	1	30	9	10	10	5	1	0	0	2	0	0	0
	%	100.00	71.62	28.38	8.11	1.35	40.54	12.16	13.51	13.51	6.76	1.35	0.00	0.00	2.70	0.00	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections	#	24	14	10	1	1	10	5	3	4	0	0	0	0	0	0	0	0
	%	100.00	58.33	41.67	4.17	4.17	41.67	20.83	12.50	16.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table A7: Senior Grade Levels by Race, Ethnicity, and Sex (PERMANENT)

Senior Grade Levels		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
Upward Mobility Benchmark	%	100.00	61.10	38.90	2.54	1.32	47.94	25.77	4.92	7.40	4.21	3.57	0.06	0.03	0.42	0.23	1.00	0.58
Total Senior Grades	#	3703	2192	1511	91	50	1684	937	198	348	160	140	2	1	17	10	40	25
	%	100.00	59.20	40.80	2.46	1.35	45.48	25.30	5.35	9.40	4.32	3.78	0.05	0.03	0.46	0.27	1.08	0.68
Internal Competitive Promotions (P)																		
SES or equivalent Vacancy Announcements	#	20																
Estimated Relevant Applicant Pool		100.00	63.21	36.79	2.44	1.22	49.62	24.12	3.21	5.34	5.95	5.34	0.31	0.00	0.46	0.31	1.22	0.46
Internal Applications	#	516	384	132	29	16	246	47	60	50	44	16	0	0	4	0	1	3
	%	100.00	74.42	25.58	5.62	3.10	47.67	9.11	11.63	9.69	8.53	3.10	0.00	0.00	0.78	0.00	0.19	0.58
Qualified Internal Applicants	#	251	182	69	12	5	123	27	28	25	17	11	0	0	2	0	0	1
	%	100.00	72.51	27.49	4.78	1.99	49.00	10.76	11.16	9.96	6.77	4.38	0.00	0.00	0.80	0.00	0.00	0.40
Referred Applicants	#	204	150	54	11	4	104	21	18	20	15	9	0	0	2	0	0	0
	%	100.00	73.53	26.47	5.39	1.96	50.98	10.29	8.82	9.80	7.35	4.41	0.00	0.00	0.98	0.00	0.00	0.00
Interviewed Applicants	#	6	5	1	0	0	3	0	1	0	1	1	0	0	0	0	0	0
	%	100.00	83.33	16.67	0.00	0.00	50.00	0.00	16.67	0.00	16.67	16.67	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections	#	15	10	5	0	0	8	3	1	0	1	2	0	0	0	0	0	0
	%	100.00	66.67	33.33	0.00	0.00	53.33	20.00	6.67	0.00	6.67	13.33	0.00	0.00	0.00	0.00	0.00	0.00

New Hires (P)

SES or equivalent Vacancy Announcements	#	3																
Voluntarily Identified Applicants	#	135	114	21	6	1	83	8	10	5	13	7	0	0	2	0	0	0
	%	100.00	84.44	15.56	4.44	0.74	61.48	5.93	7.41	3.70	9.63	5.19	0.00	0.00	1.48	0.00	0.00	0.00
Qualified External Applicants	#	119	100	19	6	1	70	7	9	4	13	7	0	0	2	0	0	0
	%	100.00	84.03	15.97	5.04	0.84	58.82	5.88	7.56	3.36	10.92	5.88	0.00	0.00	1.68	0.00	0.00	0.00
Referred Applicants	#	12	10	2	1	0	9	1	0	0	0	1	0	0	0	0	0	0
	%	100.00	83.33	16.67	8.33	0.00	75.00	8.33	0.00	0.00	0.00	8.33	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections	#	3	3	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Internal Competitive Promotions (P)

GS-15 or equivalent Vacancy Announcements	#	128																
Estimated Relevant Applicant Pool	%	100.00	60.29	39.71	2.73	1.29	45.03	24.07	6.23	8.81	4.78	4.63	0.00	0.00	0.76	0.30	0.76	0.61
Internal Applications	#	1637	1268	369	92	47	836	116	179	147	144	48	0	0	9	4	8	7
	%	100.00	77.46	22.54	5.62	2.87	51.07	7.09	10.93	8.98	8.80	2.93	0.00	0.00	0.55	0.24	0.49	0.43
Qualified Internal Applicants	#	893	705	188	47	15	497	66	78	75	71	29	0	0	7	2	5	1
	%	100.00	78.95	21.05	5.26	1.68	55.66	7.39	8.73	8.40	7.95	3.25	0.00	0.00	0.78	0.22	0.56	0.11
Referred Applicants	#	803	631	172	44	12	439	62	73	70	63	25	0	0	7	2	5	1
	%	100.00	78.58	21.42	5.48	1.49	54.67	7.72	9.09	8.72	7.85	3.11	0.00	0.00	0.87	0.25	0.62	0.12
Interviewed Applicants	#	10	7	3	0	1	5	1	2	1	0	0	0	0	0	0	0	0
	%	100.00	70.00	30.00	0.00	10.00	50.00	10.00	20.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections	#	114	82	32	2	1	69	19	5	8	5	4	0	0	1	0	0	0
	%	100.00	71.93	28.07	1.75	0.88	60.53	16.67	4.39	7.02	4.39	3.51	0.00	0.00	0.88	0.00	0.00	0.00

New Hires (P)

Gs-15 or equivalent Vacancy Announcements	#	27																
Voluntarily Identified Applicants	#	773	611	162	27	26	437	60	68	45	71	27	0	0	3	1	5	3
	%	100.00	79.04	20.96	3.49	3.36	56.53	7.76	8.80	5.82	9.18	3.49	0.00	0.00	0.39	0.13	0.65	0.39
Qualified External Applicants	#	407	335	72	12	11	225	25	40	22	53	12	0	0	1	0	4	2
	%	100.00	82.31	17.69	2.95	2.70	55.28	6.14	9.83	5.41	13.02	2.95	0.00	0.00	0.25	0.00	0.98	0.49
Referred Applicants	#	152	125	27	9	3	104	16	2	6	9	1	0	0	0	0	1	1
	%	100.00	82.24	17.76	5.92	1.97	68.42	10.53	1.32	3.95	5.92	0.66	0.00	0.00	0.00	0.00	0.66	0.66
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections	#	27	20	7	1	1	12	5	2	1	5	0	0	0	0	0	0	0
	%	100.00	74.07	25.93	3.70	3.70	44.44	18.52	7.41	3.70	18.52	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Internal Competitive Promotions (P)																		
GS-14 or equivalent Vacancy Announcements	#	196																
Estimated Relevant Applicant Pool	%	100.00	53.19	46.81	2.09	1.54	40.75	25.55	5.29	15.75	3.30	2.31	0.00	0.11	0.33	0.44	1.43	1.10
Internal Applications	#	6010	4230	1780	292	196	2818	432	654	864	416	230	2	2	20	14	28	42
	%	100.00	70.38	29.62	4.86	3.26	46.89	7.19	10.88	14.38	6.92	3.83	0.03	0.03	0.33	0.23	0.47	0.70
Qualified Internal Applicants	#	2886	2072	814	160	84	1402	230	276	398	214	76	2	0	4	6	14	20
	%	100.00	71.79	28.21	5.54	2.91	48.58	7.97	9.56	13.79	7.42	2.63	0.07	0.00	0.14	0.21	0.49	0.69
Referred Applicants	#	2246	1620	626	118	66	1150	196	210	290	128	54	2	0	6	6	6	14
	%	100.00	72.13	27.87	5.25	2.94	51.20	8.73	9.35	12.91	5.70	2.40	0.09	0.00	0.27	0.27	0.27	0.62
Interviewed Applicants	#	48	32	16	2	2	24	2	4	6	2	4	0	0	0	2	0	0
	%	100.00	66.67	33.33	4.17	4.17	50.00	4.17	8.33	12.50	4.17	8.33	0.00	0.00	0.00	4.17	0.00	0.00
Internal Selections	#	358	260	98	16	8	214	48	12	28	16	12	0	0	2	0	0	2
	%	100.00	72.63	27.37	4.47	2.23	59.78	13.41	3.35	7.82	4.47	3.35	0.00	0.00	0.56	0.00	0.00	0.56
New Hires (P)																		
GS-14 or equivalent Vacancy Announcements	#	30																
Voluntarily Identified Applicants	#	4656	3662	994	184	122	2288	268	600	404	528	182	10	0	18	4	34	14
	%	100.00	78.65	21.35	3.95	2.62	49.14	5.76	12.89	8.68	11.34	3.91	0.21	0.00	0.39	0.09	0.73	0.30
Qualified External Applicants	#	3496	2770	726	120	82	1666	176	502	312	428	142	10	0	14	4	30	10
	%	100.00	79.23	20.77	3.43	2.35	47.65	5.03	14.36	8.92	12.24	4.06	0.29	0.00	0.40	0.11	0.86	0.29
Referred Applicants	#	674	540	134	14	16	428	54	30	36	62	24	0	0	4	0	2	4
	%	100.00	80.12	19.88	2.08	2.37	63.50	8.01	4.45	5.34	9.20	3.56	0.00	0.00	0.59	0.00	0.30	0.59
Interviewed Applicants	#	6	4	2	0	0	4	2	0	0	0	0	0	0	0	0	0	0
	%	100.00	66.67	33.33	0.00	0.00	66.67	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections	#	78	58	20	2	0	48	4	0	4	6	10	0	0	0	0	2	2
	%	100.00	74.36	25.64	2.56	0.00	61.54	5.13	0.00	5.13	7.69	12.82	0.00	0.00	0.00	0.00	2.56	2.56

Internal Competitive Promotions (P)																		
GS-13 or equivalent Vacancy Announcements	#	262																
Estimated Relevant Applicant Pool	%	100.00	52.40	47.60	3.25	1.92	38.94	28.85	6.97	13.22	1.92	2.16	0.12	0.12	0.00	0.24	1.20	1.08
Internal Applications	#	6482	4280	2204	286	276	2884	490	708	1178	346	168	2	0	12	18	38	74
	%	100.00	66.03	34.00	4.41	4.26	44.49	7.56	10.92	18.17	5.34	2.59	0.03	0.00	0.19	0.28	0.59	1.14
Qualified Internal Applicants	#	3008	1964	1044	112	106	1418	246	280	558	132	82	2	0	4	10	16	42
	%	100.00	65.29	34.71	3.72	3.52	47.14	8.18	9.31	18.55	4.39	2.73	0.07	0.00	0.13	0.33	0.53	1.40
Referred Applicants	#	2814	1830	984	112	100	1318	234	256	532	124	72	0	0	4	10	16	36
	%	100.00	65.03	34.97	3.98	3.55	46.84	8.32	9.10	18.91	4.41	2.56	0.00	0.00	0.14	0.36	0.57	1.28
Interviewed Applicants	#	62	40	22	4	4	26	8	6	10	4	0	0	0	0	0	0	0
	%	100.00	64.52	35.48	6.45	6.45	41.94	12.90	9.68	16.13	6.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections	#	396	274	122	12	6	236	62	12	42	14	10	0	0	0	0	0	2
	%	100.00	69.19	30.81	3.03	1.52	59.60	15.66	3.03	10.61	3.54	2.53	0.00	0.00	0.00	0.00	0.00	0.51
New Hires (P)																		
GS-13 or equivalent Vacancy Announcements	#	23																
Voluntarily Identified Applicants	#	2516	1912	604	132	64	1020	138	474	242	264	146	0	0	0	4	22	10
	%	100.00	75.99	24.01	5.25	2.54	40.54	5.48	18.84	9.62	10.49	5.80	0.00	0.00	0.00	0.16	0.87	0.40
Qualified External Applicants	#	1982	1540	442	112	46	792	84	388	180	232	118	0	0	0	4	16	10
	%	100.00	77.70	22.30	5.65	2.32	39.96	4.24	19.58	9.08	11.71	5.95	0.00	0.00	0.00	0.20	0.81	0.50
Referred Applicants	#	314	228	86	26	12	158	30	30	18	12	24	0	0	0	0	2	2
	%	100.00	72.61	27.39	8.28	3.82	50.32	9.55	9.55	5.73	3.82	7.64	0.00	0.00	0.00	0.00	0.64	0.64
Interviewed Applicants	#	4	2	2	0	0	2	0	0	2	0	0	0	0	0	0	0	0
	%	100.00	50.00	50.00	0.00	0.00	50.00	0.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections	#	46	30	16	0	0	26	4	2	4	2	8	0	0	0	0	0	0
	%	100.00	65.22	34.78	0.00	0.00	56.52	8.70	4.35	8.70	4.35	17.39	0.00	0.00	0.00	0.00	0.00	0.00

Table A8: MANAGEMENT POSITIONS (PERMANENT) - Distribution by Race, Ethnicity, and Sex

	Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females	
Internal Competitive Promotions (P)																		
Executive Announcements	#	13																
Internal Applications	#	332	238	94	16	13	162	31	38	41	18	7	0	0	4	0	0	2
	%	100.00	71.69	28.31	4.82	3.92	48.80	9.34	11.45	12.35	5.42	2.11	0.00	0.00	1.20	0.00	0.00	0.60
Qualified Internal Applicants	#	202	142	60	8	5	100	22	24	25	8	7	0	0	2	0	0	1
	%	100.00	70.30	29.70	3.96	2.48	49.50	10.89	11.88	12.38	3.96	3.47	0.00	0.00	0.99	0.00	0.00	0.50
Referred Applicants	#	156	111	45	7	4	81	16	15	20	6	5	0	0	2	0	0	0
	%	100.00	71.15	28.85	4.49	2.56	51.92	10.26	9.62	12.82	3.85	3.21	0.00	0.00	1.28	0.00	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections	#	9	5	4	0	0	5	3	0	0	0	1	0	0	0	0	0	0
	%	100.00	55.56	44.44	0.00	0.00	55.56	33.33	0.00	0.00	0.00	11.11	0.00	0.00	0.00	0.00	0.00	0.00

New Hires

Executive Vacancy Announcements	#	1																
Voluntarily Identified Applicants	#	75	62	13	2	1	47	3	6	4	5	5	0	0	2	0	0	0
	%	100.00	82.67	17.33	2.67	1.33	62.67	4.00	8.00	5.33	6.67	6.67	0.00	0.00	2.67	0.00	0.00	0.00
Qualified External Applicants	#	74	61	13	2	1	46	3	6	4	5	5	0	0	2	0	0	0
	%	100.00	82.43	17.57	2.70	1.35	62.16	4.05	8.11	5.41	6.76	6.76	0.00	0.00	2.70	0.00	0.00	0.00
Referred Applicants	#	3	3	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	%																	

Internal Competitive Promotions (P)																		
Manager Vacancy Announcements	#	17																
Internal Applications	#	472	366	106	26	17	241	22	65	55	28	10	0	0	3	1	3	1
	%	100.00	77.54	22.46	5.51	3.60	51.06	4.66	13.77	11.65	5.93	2.12	0.00	0.00	0.64	0.21	0.64	0.21
Qualified Internal Applicants	#	319	250	69	21	8	159	13	44	38	21	9	0	0	2	1	3	0
	%	100.00	78.37	21.63	6.58	2.51	49.84	4.08	13.79	11.91	6.58	2.82	0.00	0.00	0.63	0.31	0.94	0.00
Referred Applicants	#	318	250	68	21	7	159	13	44	38	21	9	0	0	2	1	3	0
	%	100.00	78.62	21.38	6.60	2.20	50.00	4.09	13.84	11.95	6.60	2.83	0.00	0.00	0.63	0.31	0.94	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections	#	17	10	7	0	0	9	2	0	3	1	2	0	0	0	0	0	0
	%	100.00	58.82	41.18	0.00	0.00	52.94	11.76	0.00	17.65	5.88	11.76	0.00	0.00	0.00	0.00	0.00	0.00
New Hires (P)																		
Manager Vacancy Announcements	#	1																
Voluntarily Identified Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified External Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections	#	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Internal Competitive Promotions (P)																		
Supervisor Vacancy Announcements	#	402																
Internal Applications	#	816	596	220	42	24	399	66	79	94	70	27	0	0	2	2	4	7
	%	100.00	73.04	26.96	5.15	2.94	48.90	8.09	9.68	11.52	8.58	3.31	0.00	0.00	0.25	0.25	0.49	0.86
Qualified Internal Applicants	#	441	325	116	18	10	247	42	28	47	29	12	0	0	1	2	2	3
	%	100.00	73.70	26.30	4.08	2.27	56.01	9.52	6.35	10.66	6.58	2.72	0.00	0.00	0.23	0.45	0.45	0.68
Referred Applicants	#	373	268	105	14	8	199	40	26	43	26	9	0	0	1	2	2	3
	%	100.00	71.85	28.15	3.75	2.14	53.35	10.72	6.97	11.53	6.97	2.41	0.00	0.00	0.27	0.54	0.54	0.80
Interviewed Applicants	#	11	7	4	1	1	4	1	2	2	0	0	0	0	0	0	0	0
	%	100.00	63.64	36.36	9.09	9.09	36.36	9.09	18.18	18.18	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections	#	55	37	18	1	0	30	11	3	6	2	1	0	0	1	0	0	0
	%	100.00	67.27	32.73	1.82	0.00	54.55	20.00	5.45	10.91	3.64	1.82	0.00	0.00	1.82	0.00	0.00	0.00
New Hires (P)																		
Vacancy Announcements	#	54																
Voluntarily Identified Applicants	#	235	191	44	4	2	113	16	30	13	40	11	0	0	1	1	3	1
	%	100.00	81.28	18.72	1.70	0.85	48.09	6.81	12.77	5.53	17.02	4.68	0.00	0.00	0.43	0.43	1.28	0.43
Qualified External Applicants	#	199	171	28	3	2	94	7	30	9	40	9	0	0	1	0	3	1
	%	100.00	85.93	14.07	1.51	1.01	47.24	3.52	15.08	4.52	20.10	4.52	0.00	0.00	0.50	0.00	1.51	0.50
Referred Applicants	#	17	14	3	1	1	13	2	0	0	0	0	0	0	0	0	0	0
	%	100.00	82.35	17.65	5.88	5.88	76.47	11.76	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections	#	10	7	3	0	1	6	2	0	0	1	0	0	0	0	0	0	0
	%	100.00	70.00	30.00	0.00	10.00	60.00	20.00	0.00	0.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table B6T: MISSION-CRITICAL OCCUPATIONS (TEMPORARY) - Distribution by Disability

Mission-Critical Occupations		Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
501 Goal	%				12.00	2.00												
Internal Competitive Promotions (T)																		
General Business and Industry (1101) Vacancy Announcements	#	2																
Estimated Relevant Applicant Pool	%	100.00	77.00	0.35	22.65	2.79	0.00	0.35	1.74	0.00	0.00	0.00	0.00	0.35	0.00	0.35	0.00	0.00
Internal Applications	#	13	12	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	92.31	0.00	7.69	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified Internal Applicants	#	12	11	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	91.67	0.00	8.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants	#	12	11	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	91.67	0.00	8.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections	#	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

New Hires (T)

General Business and Industry (1101) Vacancy Announcements	#	0																
Voluntarily Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified External Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	%																	

Internal Competitive Promotions (T)

Economist (0110) Vacancy Announcements	#	0																
Estimated Relevant Applicant Pool	%																	
Internal Applications	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified Internal Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

New Hires (T)

Economist (0110) Vacancy Announcements	#	0																
Voluntarily Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified External Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Internal Competitive Promotions (T)

Financial Institution Examining (0570) Vacancy Announcements	#	100																
Estimated Relevant Applicant Pool	%	100.00	86.85	1.76	11.40	2.20	0.04	0.20	1.04	0.20	0.08	0.08	0.16	0.16	0.00	0.24	0.00	0.00
Internal Applications	#	841	813	14	14	7	0	1	4	0	0	0	2	0	0	1	0	0
	%	100.00	96.67	1.66	1.66	0.83	0.00	0.12	0.48	0.00	0.00	0.00	0.24	0.00	0.00	0.12	0.00	0.00
Qualified Internal Applicants	#	819	791	14	14	7	0	1	4	0	0	0	2	0	0	1	0	0
	%	100.00	96.58	1.71	1.71	0.85	0.00	0.12	0.49	0.00	0.00	0.00	0.24	0.00	0.00	0.12	0.00	0.00
Referred Applicants	#	757	732	13	12	7	0	1	4	0	0	0	2	0	0	1	0	0
	%	100.00	96.70	1.72	1.59	0.92	0.00	0.13	0.53	0.00	0.00	0.00	0.26	0.00	0.00	0.13	0.00	0.00
Interviewed Applicants	#	10	9	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	90.00	0.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections	#	204	199	4	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	97.55	1.96	0.49	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

New Hires (T)

Financial Institution Examining (0570) Vacancy Announcements	#	5																
Voluntarily Identified	#	923	889	12	22	9	1	0	1	0	0	1	0	0	0	7	0	0
	%	100.00	96.32	1.30	2.38	0.98	0.11	0.00	0.11	0.00	0.00	0.11	0.00	0.00	0.00	0.76	0.00	0.00
Qualified External Applicants	#	290	278	5	7	1	0	0	0	0	0	0	0	0	0	1	0	0
	%	100.00	95.86	1.72	2.41	0.34	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.34	0.00	0.00
Referred Applicants	#	106	99	2	5	2	0	0	0	0	0	0	0	0	0	2	0	0
	%	100.00	93.40	1.89	4.72	1.89	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.89	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections	#	57	54	1	2	2	0	0	0	0	0	0	0	0	0	2	0	0
	%	100.00	94.74	1.75	3.51	3.51	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.51	0.00	0.00

Table B6P: MISSION-CRITICAL OCCUPATIONS (PERMANENT) - Distribution by Disability

Mission-Critical Occupations		Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
501 Goal	%				12.00	2.00												
Internal Competitive Promotions (P)																		
General Business and Industry (1101) Vacancy Announcements	#	35																
Estimated Relevant Applicant Pool	%	100.00	77.00	0.35	22.65	2.79	0.00	0.35	1.74	0.00	0.00	0.00	0.00	0.35	0.00	0.35	0.00	0.00
Internal Applications	#	924	786	21	117	28	0	2	5	2	0	4	3	1	1	13	0	2
	%	100.00	85.06	2.27	12.66	3.03	0.00	0.22	0.54	0.22	0.00	0.43	0.32	0.11	0.11	1.41	0.00	0.22
Qualified Internal Applicants	#	446	390	4	52	6	0	1	0	1	0	1	2	0	1	3	0	0
	%	100.00	87.44	0.90	11.66	1.35	0.00	0.22	0.00	0.22	0.00	0.22	0.45	0.00	0.22	0.67	0.00	0.00
Referred Applicants	#	420	361	4	55	7	0	2	1	1	0	1	2	0	1	3	0	0
	%	100.00	85.95	0.95	13.10	1.67	0.00	0.48	0.24	0.24	0.00	0.24	0.48	0.00	0.24	0.71	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections	#	59	45	1	13	1	0	1	1	0	0	0	0	0	0	0	0	0
	%	100.00	76.27	1.69	22.03	1.69	0.00	1.69	1.69	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

New Hires (P)

New Hires (P)																		
General Business and Industry (1101) Vacancy Announcements	#	7																
Voluntarily Identified	#	364	338	1	25	13	2	1	4	0	0	1	1	0	0	6	0	1
	%	100.00	92.86	0.27	6.87	3.57	0.55	0.27	1.10	0.00	0.00	0.27	0.27	0.00	0.00	1.65	0.00	0.27
Qualified External Applicants	#	248	228	1	19	8	2	1	4	0	0	1	1	0	0	1	0	1
	%	100.00	91.94	0.40	0.00	3.23	0.81	0.40	1.61	0.00	0.00	0.40	0.40	0.00	0.00	0.40	0.00	0.40
Referred Applicants	#	69	58	0	11	6	1	0	4	0	0	1	1	0	0	1	0	1
	%	100.00	84.06	0.00	15.94	8.70	1.45	0.00	5.80	0.00	0.00	1.45	1.45	0.00	0.00	1.45	0.00	1.45
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections	#	9	7	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	77.78	0.00	22.22	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	%																	

Internal Competitive Promotions (P)

Economist (0110) Vacancy Announcements	#	2																	
Relevant Applicant Pool	%	100.00	81.16	5.80	13.04	2.90	0.00	0.00	1.45	1.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Internal Applications	#	59	54	1	4	2	0	0	0	0	0	0	0	1	0	0	1	0	0
	%	100.00	91.53	1.69	6.78	3.39	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.69	0.00	0.00	1.69	0.00	0.00
Qualified Internal Applicants	#	16	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants	#	16	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections	#	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

New Hires (P)

New Hires (P)																			
Economist (0110) Vacancy Announcements	#	1																	
Voluntarily Identified	#	153	143	5	5	1	0	0	0	0	0	0	0	0	0	0	1	0	0
	%	100.00	93.46	3.27	3.27	0.65	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.65	0.00	0.00
Qualified External Applicants	#	107	100	3	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	93.46	2.80	3.74	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants	#	20	20	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections	#	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Internal Competitive Promotions (P)																		
Financial Institution Examining (0570) Vacancy Announcements	#	152																
Estimated Relevant Applicant Pool	%	100.00	86.85	1.76	11.40	2.20	0.04	0.20	1.04	0.20	0.08	0.08	0.16	0.16	0.00	0.24	0.00	0.00
Internal Applications	#	1083	1037	13	33	16	1	2	8	1	0	0	1	0	0	4	0	0
	%	100.00	95.75	1.20	3.05	1.48	0.09	0.18	0.74	0.09	0.00	0.00	0.09	0.00	0.00	0.37	0.00	0.00
Qualified Internal Applicants	#	888	862	5	21	8	0	0	8	0	0	0	0	0	0	0	0	0
	%	100.00	97.07	0.56	2.36	0.90	0.00	0.00	0.90	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants	#	843	817	5	21	8	0	0	8	0	0	0	0	0	0	0	0	0
	%	100.00	96.92	0.59	2.49	0.95	0.00	0.00	0.95	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants	#	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections	#	248	244	1	3	1	0	0	1	0	0	0	0	0	0	0	0	0
	%	100.00	98.39	0.40	1.21	0.40	0.00	0.00	0.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Hires (P)																		
Financial Institution Examining (0570) Vacancy Announcements	#	8																
Voluntarily Identified	#	359	331	9	19	9	0	3	1	1	0	0	2	0	0	2	0	0
	%	100.00	92.20	2.51	5.29	2.51	0.00	0.84	0.28	0.28	0.00	0.00	0.56	0.00	0.00	0.56	0.00	0.00
Qualified External Applicants	#	201	185	4	12	4	0	1	1	0	0	0	1	0	0	1	0	0
	%	100.00	92.04	1.99	5.97	1.99	0.00	0.50	0.50	0.00	0.00	0.00	0.50	0.00	0.00	0.50	0.00	0.00
Referred Applicants	#	74	65	3	6	2	0	1	1	0	0	0	0	0	0	0	0	0
	%	100.00	87.84	4.05	8.11	2.70	0.00	1.35	1.35	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections	#	24	21	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	%																	

Table B7: SENIOR GRADE LEVELS (PERMANENT) - Distribution by Disability (Participation Rate)

Upward Mobility to Senior Grade Levels		Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
501 Goal	%				12.00	2.00												
Total Senior Grades	#	3703	3153	81	469	78	1	5	36	10	1	4	5	6	0	9	0	1
	%	100.00	85.15	2.19	12.67	2.11	0.03	0.14	0.97	0.27	0.03	0.11	0.14	0.16	0.00	0.24	0.00	0.03
Internal Competitive Promotions (P)																		
SES or equivalent Vacancy Announcements	#	20																
Estimated Relevant Applicant Pool	%	100.00	87.63	2.14	10.23	2.19	0.00	0.29	1.31	0.15	0.00	0.15	0.00	0.00	0.00	0.29	0.00	0.00
Internal Applications	#	516	474	8	34	12	0	2	4	1	0	1	0	0	0	5	0	0
	%	100.00	91.86	1.55	6.59	2.33	0.00	0.39	0.78	0.19	0.00	0.19	0.00	0.00	0.00	0.97	0.00	0.00
Qualified Internal Applicants	#	251	236	4	11	3	0	2	1	0	0	0	0	0	0	0	0	0
	%	100.00	94.02	1.59	4.38	1.20	0.00	0.80	0.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants	#	204	192	4	8	3	0	2	1	0	0	0	0	0	0	0	0	0
	%	100.00	94.12	1.96	3.92	1.47	0.00	0.98	0.49	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants	#	6	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections	#	15	14	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	93.33	0.00	6.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

New Hires (P)																		
SES or equivalent Vacancy Announcements	#	3																
Voluntarily Identified	#	135	130	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	96.30	0.00	3.70	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified External Applicants	#	119	114	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	95.80	0.00	4.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants	#	12	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections	#	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Internal Competitive Promotions (P)

GS-15 or equivalent Vacancy Announcements	#	128																
Estimated Relevant Applicant Pool	%	100.00	85.19	2.13	12.68	1.76	0.07	0.15	0.66	0.44	0.07	0.00	0.22	0.07	0.00	0.07	0.00	0.00
Internal Applications	#	1637	1531	24	82	39	2	4	8	0	0	2	2	0	1	23	0	2
	%	100.00	93.52	1.47	5.01	2.38	0.12	0.24	0.49	0.00	0.00	0.12	0.12	0.00	0.06	1.41	0.00	0.12
Qualified Internal Applicants	#	893	853	13	27	13	2	1	5	0	0	2	2	0	1	3	0	1
	%	100.00	95.52	1.46	3.02	1.46	0.22	0.11	0.56	0.00	0.00	0.22	0.22	0.00	0.11	0.34	0.00	0.11
Referred Applicants	#	803	764	13	26	13	2	1	5	0	0	2	2	0	1	3	0	1
	%	100.00	95.14	1.62	3.24	1.62	0.25	0.12	0.62	0.00	0.00	0.25	0.25	0.00	0.12	0.37	0.00	0.12
Interviewed Applicants	#	10	9	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	90.00	0.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections	#	114	109	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	95.61	1.75	2.63	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

New Hires

GS-15 or equivalent Vacancy Announcements	#	27																
Voluntarily Identified	#	773	730	10	33	16	2	1	1	0	0	1	2	2	0	7	0	2
	%	100.00	94.44	1.29	4.27	2.07	0.26	0.13	0.13	0.00	0.00	0.13	0.26	0.26	0.00	0.91	0.00	0.26
Qualified External Applicants	#	407	386	3	18	9	2	1	0	0	0	0	2	2	0	3	0	1
	%	100.00	94.84	0.74	4.42	2.21	0.49	0.25	0.00	0.00	0.00	0.00	0.49	0.49	0.00	0.74	0.00	0.25
Referred Applicants	#	152	146	1	5	3	2	0	0	0	0	0	2	0	0	1	0	0
	%	100.00	96.05	0.66	3.29	1.97	1.32	0.00	0.00	0.00	0.00	0.00	1.32	0.00	0.00	0.66	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections	#	27	22	3	2	1	0	0	0	0	0	0	0	0	0	1	0	0
	%	100.00	81.48	11.11	7.41	3.70	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.70	0.00	0.00

Internal Competitive Promotions (P)

GS-14 or equivalent Vacancy Announcements	#	196																
Estimated Relevant Applicant Pool	%	100.00	82.49	1.98	15.53	2.61	0.00	0.00	1.15	0.00	0.00	0.21	0.21	0.52	0.00	0.52	0.00	0.00
Internal Applications	#	6010	5580	70	360	158	12	8	36	8	2	12	12	6	6	70	0	2
	%	100.00	92.85	1.16	5.99	2.63	0.20	0.13	0.60	0.13	0.03	0.20	0.20	0.10	0.10	1.16	0.00	0.03
Qualified Internal Applicants	#	2886	2730	24	132	48	4	2	8	4	0	6	6	2	6	20	0	0
	%	100.00	94.59	0.83	4.57	1.66	0.14	0.07	0.28	0.14	0.00	0.21	0.21	0.07	0.21	0.69	0.00	0.00
Referred Applicants	#	2246	2110	16	120	40	2	4	8	4	0	6	6	2	2	16	0	0
	%	100.00	93.94	0.71	5.34	1.78	0.09	0.18	0.36	0.18	0.00	0.27	0.27	0.09	0.09	0.71	0.00	0.00
Interviewed Applicants	#	48	48	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections	#	358	340	6	12	4	0	2	2	0	0	2	0	0	0	0	0	0
	%	100.00	94.97	1.68	3.35	1.12	0.00	0.56	0.56	0.00	0.00	0.56	0.00	0.00	0.00	0.00	0.00	0.00

New Hires (P)

GS-14 or equivalent Vacancy Announcements	#	30																
Voluntarily Identified	#	4656	4374	54	228	126	8	8	10	14	4	18	4	8	0	50	0	12
	%	100.00	93.94	1.16	4.90	2.71	0.17	0.17	0.21	0.30	0.09	0.39	0.09	0.17	0.00	1.07	0.00	0.26
Qualified External Applicants	#	3496	3284	38	174	108	8	6	8	14	2	14	4	6	0	44	0	10
	%	100.00	93.94	1.09	4.98	3.09	0.23	0.17	0.23	0.40	0.06	0.40	0.11	0.17	0.00	1.26	0.00	0.29
Referred Applicants	#	674	628	4	42	24	4	6	6	0	0	2	4	0	0	8	0	0
	%	100.00	93.18	0.59	6.23	3.56	0.59	0.89	0.89	0.00	0.00	0.30	0.59	0.00	0.00	1.19	0.00	0.00
Interviewed Applicants	#	6	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections	#	78	74	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	94.87	0.00	5.13	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Internal Competitive Promotions (P)

GS-13 or equivalent Vacancy Announcements	#	262																
Estimated Relevant Applicant Pool	%	100.00	83.17	2.04	14.78	2.73	0.00	0.57	1.48	0.11	0.00	0.23	0.11	0.11	0.00	0.00	0.00	0.11
Internal Applications	#	6482	5912	110	460	174	8	14	46	8	2	20	12	4	8	74	0	8
	%	100.00	91.21	1.70	7.10	2.68	0.12	0.22	0.71	0.12	0.03	0.31	0.19	0.06	0.12	1.14	0.00	0.12
Qualified Internal Applicants	#	3008	2810	34	164	54	4	6	14	0	0	4	2	2	6	20	0	4
	%	100.00	93.42	1.13	5.45	1.80	0.13	0.20	0.47	0.00	0.00	0.13	0.07	0.07	0.20	0.66	0.00	0.13
Referred Applicants	#	2814	2624	28	162	52	4	4	14	0	0	4	2	2	6	18	0	4
	%	100.00	93.25	1.00	5.76	1.85	0.14	0.14	0.50	0.00	0.00	0.14	0.07	0.07	0.21	0.64	0.00	0.14
Interviewed Applicants	#	62	56	2	4	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	90.32	3.23	6.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections	#	396	372	4	20	2	0	0	2	0	0	0	0	0	0	0	0	0
	%	100.00	93.94	1.01	5.05	0.51	0.00	0.00	0.51	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

New Hires (P)

GS-13 or equivalent Vacancy Announcements	#	23																
Voluntarily Identified	#	2516	2342	44	130	48	2	2	12	0	0	20	2	0	0	16	0	8
	%	100.00	93.08	1.75	5.17	1.91	0.08	0.08	0.48	0.00	0.00	0.79	0.08	0.00	0.00	0.64	0.00	0.32
Qualified External Applicants	#	1982	1850	36	96	32	2	2	12	0	0	14	2	0	0	8	0	6
	%	100.00	93.34	1.82	4.84	1.61	0.10	0.10	0.61	0.00	0.00	0.71	0.10	0.00	0.00	0.40	0.00	0.30
Referred Applicants	#	314	286	0	28	8	0	0	6	0	0	4	0	0	0	2	0	4
	%	100.00	91.08	0.00	8.92	2.55	0.00	0.00	1.91	0.00	0.00	1.27	0.00	0.00	0.00	0.64	0.00	1.27
Interviewed Applicants	#	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections	#	46	42	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	91.30	0.00	8.70	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table B8: MANAGEMENT POSITIONS (PERMANENT) - Distribution by Disability (Participation Rate)

Upward Mobility to Management Positions		Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
501 Goal	%				12.00	2.00												
Internal Competitive Promotions (P)																		
Executive Vacancy Announcements	#	13																
Internal Applications	#	332	303	6	23	8	0	2	3	1	0	0	0	0	0	3	0	0
	%	100.00	91.27	1.81	6.93	2.41	0.00	0.60	0.90	0.30	0.00	0.00	0.00	0.00	0.00	0.90	0.00	0.00
Qualified Internal Applicants	#	202	187	4	11	3	0	2	1	0	0	0	0	0	0	0	0	0
	%	100.00	92.57	1.98	5.45	1.49	0.00	0.99	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants	#	156	144	4	8	3	0	2	1	0	0	0	0	0	0	0	0	0
	%	100.00	92.31	2.56	5.13	1.92	0.00	1.28	0.64	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections	#	9	8	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	88.89	0.00	11.11	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Hires (P)																		
Executive Vacancy Announcements	#	1																
Voluntarily Identified	#	75	72	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	96.00	0.00	4.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified External Applicants	#	74	71	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	95.95	0.00	4.05	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants	#	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections	#	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Table B8: MANAGEMENT POSITIONS (PERMANENT) - Distribution by Disability (Participation Rate)

Upward Mobility to Management Positions		Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
Internal Competitive Promotions (P)																		
Manager Vacancy Announcements	#	17																
Internal Applications	#	472	439	9	24	9	0	0	1	0	0	1	0	0	0	6	0	1
	%	100.00	93.01	1.91	5.08	1.91	0.00	0.00	0.21	0.00	0.00	0.21	0.00	0.00	0.00	1.27	0.00	0.21
Qualified Internal Applicants	#	319	304	7	8	4	0	0	1	0	0	1	0	0	0	1	0	1
	%	100.00	95.30	2.19	2.51	1.25	0.00	0.00	0.31	0.00	0.00	0.31	0.00	0.00	0.00	0.31	0.00	0.31
Referred Applicants	#	318	303	7	8	4	0	0	1	0	0	1	0	0	0	1	0	1
	%	100.00	95.28	2.20	2.52	1.26	0.00	0.00	0.31	0.00	0.00	0.31	0.00	0.00	0.00	0.31	0.00	0.31
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections	#	17	17	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Hires (P)																		
Manager Vacancy Announcements	#	1																
Voluntarily Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified External Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Referred Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections	#	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Internal Competitive Promotions (P)

Supervisor Vacancy Announcements	#	402																
Internal Applications	#	816	765	10	41	21	0	4	6	0	0	2	0	0	1	10	0	1
	%	100.00	93.75	1.23	5.02	2.57	0.00	0.49	0.74	0.00	0.00	0.25	0.00	0.00	0.12	1.23	0.00	0.12
Qualified Internal Applicants	#	441	423	4	14	7	0	1	4	0	0	1	0	0	1	2	0	0
	%	100.00	95.92	0.91	3.17	1.59	0.00	0.23	0.91	0.00	0.00	0.23	0.00	0.00	0.23	0.45	0.00	0.00
Referred Applicants	#	373	356	4	13	7	0	1	4	0	0	1	0	0	1	2	0	0
	%	100.00	95.44	1.07	3.49	1.88	0.00	0.27	1.07	0.00	0.00	0.27	0.00	0.00	0.27	0.54	0.00	0.00
Interviewed Applicants	#	11	10	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	90.91	0.00	9.09	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Selections	#	55	51	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	92.73	3.64	3.64	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

New Hires (P)

Supervisor Vacancy Announcements	#	54																
Voluntarily Identified	#	235	218	3	14	6	0	0	0	0	0	0	0	2	0	3	0	1
	%	100.00	92.77	1.28	5.96	2.55	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.85	0.00	1.28	0.00	0.43
Qualified External Applicants	#	199	184	2	13	6	0	0	0	0	0	0	0	2	0	3	0	1
	%	100.00	92.46	1.01	6.53	3.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.01	0.00	1.51	0.00	0.50
Referred Applicants	#	17	17	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interviewed Applicants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
External Selections	#	10	9	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	90.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

ATTACHMENT B

FDIC EEO POLICY



EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT

October 22, 2020

When I joined the FDIC two years ago, I affirmed my commitment to a workforce that is diverse and inclusive, reflecting the communities we serve, and respecting the value and contributions of all employees. Since then, we have steadily increased diversity across the organization, but the journey to truly eliminate inequality continues.

I welcome this opportunity to reaffirm my commitment to the principles of equal opportunity, non-discrimination, diversity and inclusion (D&I), and equal access for all individuals across all our activities.

The FDIC will continue its work to uphold equal opportunity for all employees and applicants for employment regardless of race, religion, color, sex (including pregnancy, gender identity, and sexual orientation), national origin, disability, age, and genetic information.

This commitment will be reflected in all of the FDIC's personnel and employment programs, management practices, and decisions, including our recruitment and hiring; promotions, transfers, and reassignments; training and career development; benefits; and more. We will provide reasonable accommodations to employees and applicants with disabilities, and for religious observances and practices, to ensure a fair and level playing field for all.

The FDIC does not tolerate discrimination, harassment (including sexual harassment), or retaliation, and every allegation of these unlawful behaviors is taken seriously. FDIC managers and supervisors must address harassment allegations immediately and appropriately.

Employees should avail themselves of the resources available, including the EEO complaint process, if they are being treated unfairly. Retaliation against individuals for their participation in the EEO complaint process or opposition to discriminatory practices is prohibited.

Earlier this year, I announced a number of specific initiatives we have undertaken to increase diversity in our to create a culture of excellence that supports and sustains high performance, to educate all employees on the importance of D&I, and to identify and eliminate barriers to successfully meeting our strategic D&I objectives. This work will continue and as we cultivate an FDIC that is accessible, inclusive, and diverse—that treats everyone with dignity and respect and embraces our differences.

For more information on the FDIC's Equal Opportunity Policy and the Anti-Harassment Program, I encourage you to read Circular 2710.1 and Circular 2710.3. Bargaining unit employees may wish to review the grievance procedures included in the FDIC-NTEU Collective Bargaining Agreement related to equal employment opportunity.

A handwritten signature in cursive script that reads "Jelena McWilliams". The signature is written in black ink and is positioned above a horizontal line.

Jelena McWilliams
Chairman



Federal Deposit Insurance Corporation
550 17th Street NW, Washington, DC 20429

Office of the Acting Chairman

DATE: April 26, 2022
TO: All FDIC Employees
FROM: Martin J. Gruenberg
Acting Chairman
SUBJECT: Equal Employment Opportunity (EEO) Policy Statement

Once again, I am pleased to reaffirm the FDIC's commitment to the principles of equal employment opportunity for all employees and applicants for employment, regardless of race, religion, color, sex (including pregnancy, gender identity and sexual orientation), national origin, age, genetic information, or disability. It is the FDIC's policy to provide every individual with an equal opportunity in all our employment programs, management practices, decisions, and business activities and to prohibit discrimination in all aspects of personnel operations (including but not limited to recruitment, hiring, merit promotion, transfer, reassignment, training and career development, benefits, and separation).

I expect every FDIC employee - staff and supervisors alike -to continue our steadfast efforts to ensure that the FDIC is a model workplace and employer of choice. A core strength of the FDIC is its extraordinary staff who are dedicated to accomplishing the FDIC's statutory mission. It is essential that we continue to cultivate a workplace culture of excellence that is inclusive and supportive of diversity, and is safe and free from hostility or harassment. We must continue to conduct ourselves with professional courtesy and advance the principles of workplace access and inclusion.

Such a workplace treats everyone with dignity and respect, embraces our differences, and allows the freedom to compete equally on a fair and level playing field. That is something we must work toward daily, and I ask all FDIC employees to assist in accomplishing this goal. I am confident that all of you will become familiar with, and adhere to, the EEO principles and affirm our zero tolerance for prohibited, discriminatory behavior. Managers and supervisors will address discrimination and harassment allegations immediately and appropriately.

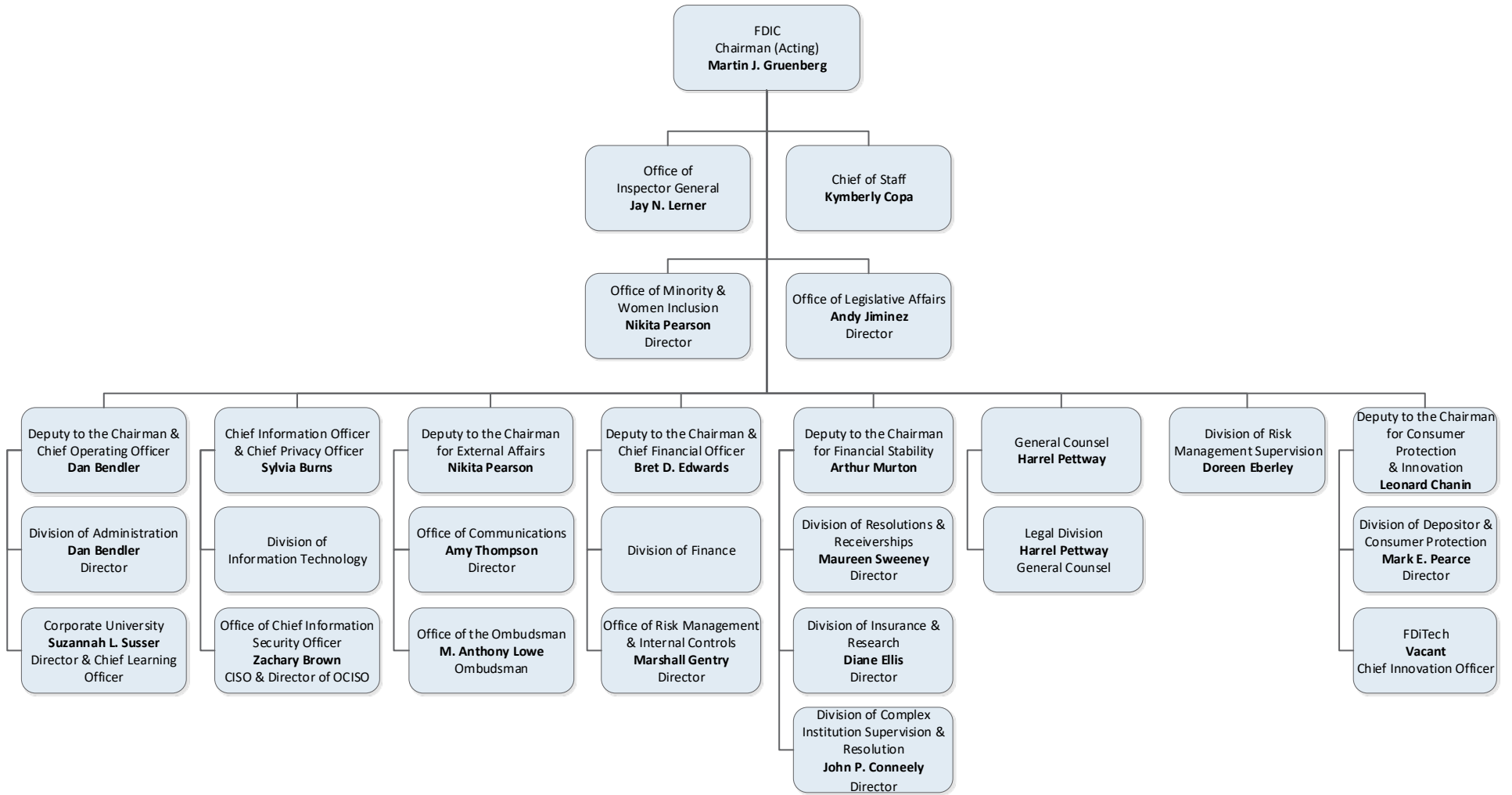
Workplace harassment, and reprisal against one who engages in protected activity, will not be tolerated. The FDIC will correct any harassing conduct before it becomes severe or pervasive, and will support employees who exercise their rights under the civil rights statutes.

For more information about the FDIC Equal Employment Opportunity and Anti-Harassment programs, including information on freedom from reprisal for those who engage in protected activity, please take the time to read [Circular 2710.1](#) and [Circular 2710.03](#). Bargaining unit employees may wish to review the grievance procedures included in the FDIC-NTEU Collective Bargaining Agreement related to equal employment opportunity.

ATTACHMENT C

FDIC Organizational Chart

Federal Deposit Insurance Corporation



ATTACHMENT D

FDIC Circular 2710.03 – Anti-Harrassment Program



FDIC DIRECTIVE

2710.03

Nikita Pearson
Director
Office of Minority and Women Inclusion

See approval(s) on Action Log

Anti-Harassment Program

The Anti-Harassment Program is implemented in accordance with the legal requirements of the applicable laws, regulations, and guidance provided by the Equal Employment Opportunity Commission (EEOC).

PURPOSE

This Directive establishes the policies regarding anti-harassment in the workplace or at FDIC-sanctioned activities and events, including those outside of the workplace. This Directive supports the FDIC's commitment to maintaining a workplace free from harassment.

SCOPE

This Directive applies to all FDIC Divisions/Offices.

AUTHORITIES

See [Appendix - Authorities](#)

FORM(S)

None.

REVISION(S)

This Directive supersedes FDIC 2710.3, Anti-Harassment Program, dated March 29, 2021.

Action Log

Submission Type <i>(New, Pedestrian Change, Revision)</i>	Date	Approved through Directives Management Center
Revision	03/29/2021	Nikita Pearson
Pedestrian Change	06/13/2021	Nikita Pearson

Summary of Changes (if applicable)

Updated to:

- Include terminology related to sexual harassment in the examples provided in the definition of harassment.
- Include Labor and Employee Relations Section (LERS) HR Specialists as points of contact to report harassment.
- Correct contact information for the Anti-Harassment Program Coordinator.
- Clearly identify the Anti-Harassment Program Coordinator roles and responsibilities.
- Include Legal Division responsibilities.
- Provide for notification to the person reporting the harassment and alleged harasser that the investigation has been completed.
- Take preventive/corrective action, as appropriate, no later than 60 days of receiving notice of a report of harassment.
- Initiate an investigation within ten calendar days of receiving the report of harassment.
- Upon approval, this Directive will be renumbered to 2710.03.

Pedestrian Change to:

- Update “gender” to “sex” in the Policy Section; and
- Update “prompt” to “immediate” in the Policy Section B.3.

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Background

The FDIC is committed to providing its employees with a workplace that is free of harassment. The Office of Minority and Women Inclusion (OMWI) Director has the delegated responsibility for the FDIC diversity and inclusion, civil rights, and minority and women outreach programs. These programs ensure the FDIC workplace is inclusive, free from unlawful discrimination and harassment, and provides equal opportunity and access to all employment and business activities.

The goal of this Directive is to provide employees with an internal process to report harassment. Employees need not assert that the harassment rises to a level prohibited by Title VII of the Civil Rights Act or other civil rights statutes, or that the harassment is based on membership in a protected class. This Directive provides examples of conduct that could constitute harassment prohibited by this Directive, and explains the rights and responsibilities of all employees and the FDIC's system of accountability for violations of this Directive.

Policy

A. General Policy

It is the policy of the FDIC to maintain a workplace free from all forms of harassment, including but not limited to harassment based on race, color, religion, sex (including sexual or nonsexual, pregnancy, gender identity, or sexual orientation), national origin, disability (physical and mental), age (40 years or older), genetic information (information about an individual's genetic tests, or the manifestation of a disease or disorder in the individual's family members), status as a parent, and retaliation (for participating in the EEO complaint process or opposing discriminatory practices). The FDIC will not tolerate harassment by or against any applicant, employee, or contractor. Similarly, the FDIC will not tolerate retaliation against any applicant, employee, or contractor for opposing harassment, reporting harassment, or participating or assisting in any inquiry, investigation, lawsuit, or other proceeding concerning harassment. The FDIC expects anyone who witnesses or is the alleged victim of harassment to report it immediately, consistent with the [Reporting Process](#) provided.

Harassment is any verbal or non-verbal conduct that is unwelcome to the individual and objectively offensive. For workplace harassment to be illegal, it must be either severe or pervasive, and based on a characteristic protected by a law enforced by the EEOC (e.g., Title VII of the Civil Rights Act). However, conduct need not rise to the level of illegal harassment to be prohibited by this Directive. For purposes of this Directive, this conduct will be referred to as "harassment."

The following are some examples of harassment prohibited by this Directive:

- Offensive jokes, comments, objects, or pictures.
- Unwelcome questions about a person's identity (e.g., disability status, gender identity, sexual orientation, national origin, religion).
- Undue and unwelcome attention.
- Ridicule or mockery.
- Displaying offensive objects or pictures.
- Insults or put-downs.
- Unwelcome touching or contact.
- Unwelcome sexual advances.

- Requests for sexual favors.
- Other verbal or physical harassment of a sexual nature.
- Slurs, epithets, or name-calling.
- Threats or other forms of intimidation.
- Physical or sexual assault.
- Engaging in bullying, intimidating, or threatening behavior.

To maintain a workplace free from harassment, FDIC management will take appropriate actions to address allegations of harassment made against non-employees such as staff at examination sites, contract workers, security guards, and delivery or maintenance staff.

Any FDIC employee who engages in conduct prohibited by this Directive is subject to disciplinary action, up to and including removal from Federal service.

In most cases, harassment does not include ordinary supervisory actions, such as telling an employee that they are not performing a job adequately. Generally, allegations concerning performance issues, impolite behavior, or personality conflicts will not fall under this Directive. Also, occasional and innocuous compliments generally will not constitute harassment, but rather reflect the reality of human experience and common courtesy.

This Directive is not intended to stand in isolation of other policies and tools available to remedy workplace disputes. FDIC employees involved in a workplace dispute may raise such issues through alternative means, such as the Internal Ombudsman's Office, FDIC's Alternative Dispute Resolution program, or the negotiated or administrative grievance procedures.

B. Reporting Process

1. Reporting Alleged Harassment

- a. Individuals who observe, experience, or otherwise learn about harassment covered under this Directive are expected to promptly report the conduct to any of the following:
 - 1) The alleged victim's immediate supervisor;
 - 2) The supervisor of the person responsible for the alleged conduct;
 - 3) Any management official with supervisory responsibility;

- 4) Anti-Harassment Program Coordinator (AHPC);
- 5) LERS Assistant Director; or
- 6) Any LERS Specialist.

When allegations of harassment are received, notify AHPC immediately.

- b. To fulfill the objectives of this Directive, an individual who has alleged harassment in connection with an EEO complaint, a negotiated or administrative grievance, a complaint filed with the Office of Special Counsel, or an appeal filed with the Merit Systems Protection Board, will be deemed to have reported alleged harassment under this Directive.

If employees raise allegations of harassment to the Internal Ombudsman's Office (IOO), they will be provided with a safe place to explore their concerns, advised to review this Directive, and referred to the AHPC, as appropriate. However, because of the unique role of the IOO, raising allegations of harassment with the IOO does not constitute notice to the FDIC under this policy.

2. Processing/Investigation of Allegations

- a. When the AHPC receives a report of harassment, the AHPC:
 - 1) Contacts the individual making the report to explain the investigative process and schedule an intake call to gather preliminary information about the allegations.
 - 2) Once the intake process is completed and the allegations are received, refers the matter to LERS.
 - 3) Reports allegations related to the Office of Inspector General (OIG) to OIG's Director, Office of Human Resources for appropriate action pursuant to OIG procedure.
 - 4) Notifies the appropriate contracting officer of allegations of harassment involving contract workers.
- b. LERS and Labor, Employment and Administration Section (LEAS) review the allegations to determine whether they are covered by this Directive. If so, LERS and LEAS, in consultation with the appropriate management official(s), must determine whether immediate corrective action is necessary to address the allegations. If such action is necessary, it will be effectuated as promptly as possible.

In consultation with the appropriate management official(s), LERS and LEAS determines whether additional investigation of the allegations is appropriate. If so, they initiate an investigation no later than 10 calendar days of receiving the report of harassment. All parties—including the reporting party (and the alleged victim of the alleged harassing conduct, if different from the reporting party), the alleged harasser, and any others involved—are required to cooperate with an investigation so it can be conducted in a prompt, thorough, and fair manner. A witness who fails to cooperate may be subject to disciplinary action, up to and including removal from Federal service.

The identity of the person reporting the harassment, the alleged harasser, and other witnesses interviewed in connection with an investigation under this Directive, as well as the information they provide during the investigation, are kept confidential to the extent possible. However, confidentiality cannot be guaranteed in light of the Agency's obligations to conduct a thorough and comprehensive investigation and maintain a harassment-free workplace.

An individual who reports harassment under this Directive may still pursue statutory, administrative, or collective bargaining remedies regarding an alleged act of harassment (e.g., EEO complaint). Such other remedial processes use different procedures, have different rules, requirements, and timeframes, and may provide different remedies than are available under this Directive. Reporting harassment under this Directive does not satisfy the requirements or delay the time limits or deadlines applicable for initiating or pursuing redress through other processes. For more information on filing an EEO complaint, employees should visit the OMWI website. Individuals can find contact information for the FDIC's Equal Opportunity Compliance and Training Branch in OMWI's FDIC Anti-Harassment Program webpage.

Within five business days of the conclusion of an investigation, the Fact Finder notifies the person reporting the harassment and the alleged harasser that the investigation has been completed. Such notifications are retained in the official investigative file. Consistent with the Privacy Act, information about decisions to take or not take disciplinary action generally are not disclosed.

3. Preventive/Corrective Action

The Fact Finder provides the investigative findings to the appropriate management official. In most cases, this will be the alleged harasser's immediate supervisor. However, the matter may be referred to a manager outside of the alleged harasser's chain of command. FDIC management, in consultation with LERS and LEAS, determines what, if any, action to take as a result of the findings. If harassment has

occurred, the FDIC takes immediate, appropriate action. The FDIC takes action no later than 60 calendar days of receiving notice of a report of harassment, as appropriate.



Responsibilities

A. Managers/Supervisors:

1. Do not engage in harassment or retaliatory conduct;
2. Immediately report allegations of harassment to the AHPC;
3. Participate and cooperate in the investigation process;
4. Take immediate action to stop/correct any harassment or retaliatory conduct;
5. Attend mandatory anti-harassment training;
6. Fully cooperate in an inquiry or fact-finding concerning an allegation of harassment; and
7. Comply with all applicable guidance and procedures referenced in this Directive.

B. Employees:

1. Do not engage in harassment;
2. Immediately report allegations of harassment to a management official, the AHPC, or a LERS Human Resources (HR) Specialist; and
3. Fully cooperate in an inquiry or fact-finding concerning an allegation of harassment.

C. AHPC:

1. Oversees the FDIC's Anti-Harassment Program;
2. Serves as a subject matter expert about issues related to this Directive;
3. Provides mandatory training for all managers and supervisors on how to identify and respond to incidents of harassment in the workplace;
4. Provides training for all employees about the anti-harassment policy and reporting procedures;
5. Coordinates program implementation with LERS, LEAS, and other Divisions/Offices, as appropriate;

6. Advises and provides technical assistance to managers and supervisors in preventing and addressing allegations of harassment;
7. Monitors program effectiveness by maintaining a system to track allegations and actions taken;
8. Recommends program changes for enhancement;
9. Works with other FDIC program officials to effectively prevent and eliminate harassment in the workplace through a continuing education program;
10. Develops preventive strategies based on any identified trends, and maintains relevant documents collected in the fact finding inquiry in accordance with FDIC Directive 1210.01, Records and Information Management Program;
11. Receives, gathers, and provides data required for reporting on allegations of harassment to the EEOC, other oversight agencies, or Congress; and
12. Ensures the Anti-Harassment Program policies and procedures are posted on the FDIC internal website and publicized throughout FDIC, including providing the policy and procedures to employees.

D. LERS:

1. In collaboration with LEAS, serves as Fact Finder to conduct investigations of allegations of harassment, where appropriate;
2. In collaboration with LEAS, provides advice and guidance to management on appropriate preventive or corrective action(s) to take in connection with allegations of harassment;
3. In collaboration with LEAS, notifies the AHPC when an investigation has been concluded within five business days after its completion, provides the AHPC with a summary of the findings, and identifies what, if any, corrective action was taken; and
4. Notifies the individual reporting the harassment and the alleged harasser when an investigation has been concluded within five business days after its completion.

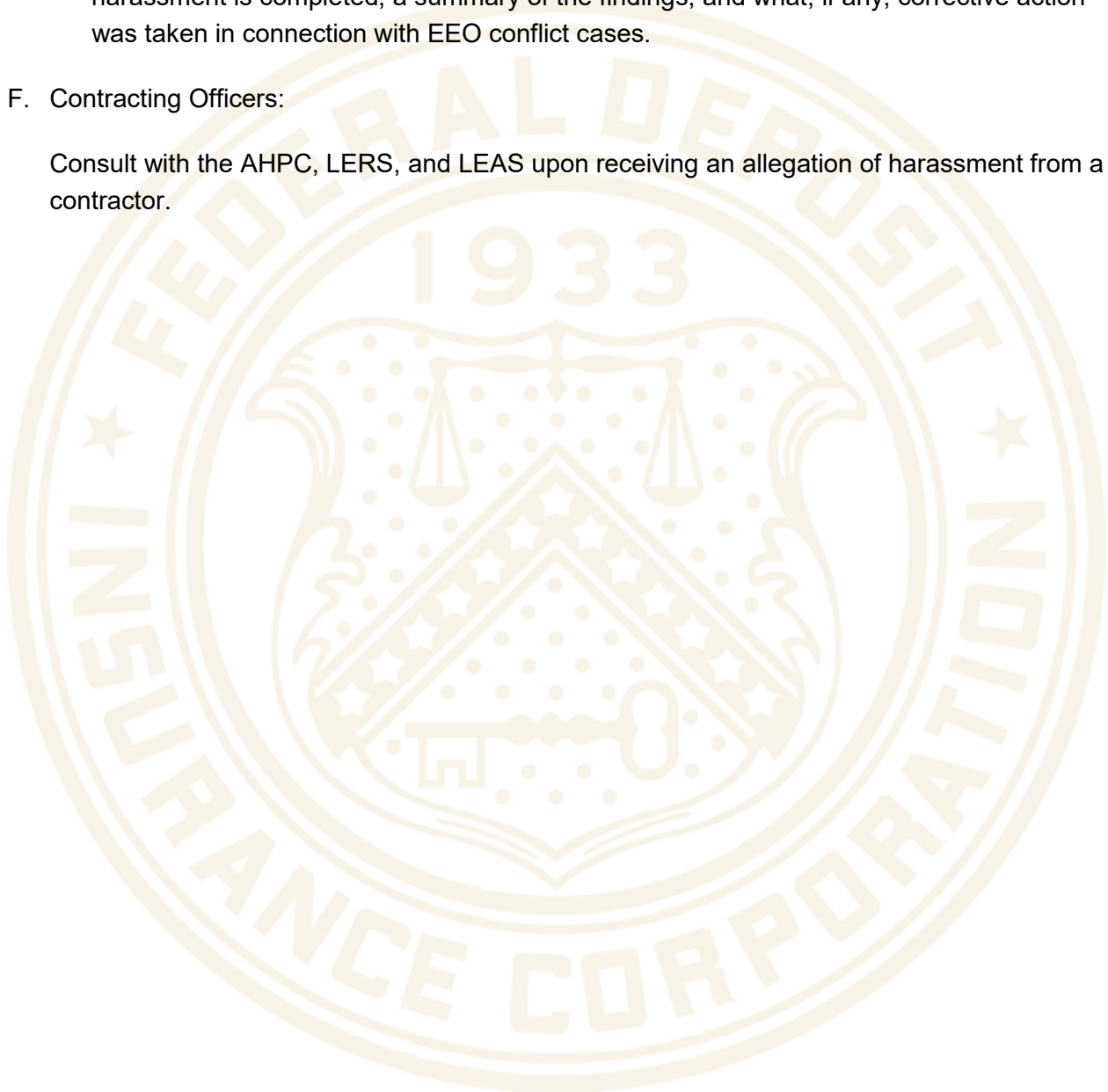
E. LEAS:

1. In collaboration with LERS, serves as Fact Finder to conduct investigations of allegations of harassment, where appropriate;

2. In collaboration with LERS, provides advice and guidance to management on appropriate preventive or corrective action(s) to take in connection with allegations of harassment; and
3. In collaboration with LERS, notifies the AHPC when the investigation of an allegation of harassment is completed, a summary of the findings, and what, if any, corrective action was taken in connection with EEO conflict cases.

F. Contracting Officers:

Consult with the AHPC, LERS, and LEAS upon receiving an allegation of harassment from a contractor.



Appendix - Authorities

- Equal Employment Opportunity Commission (EEOC) Management Directive (MD) 715
- Section 717, of Title VII of the Civil Rights Act of 1964, as amended, 42 United States Code (U.S.C.) § 2000e-16
- Section 501, of the Rehabilitation Act of 1973, as amended, 29 U.S.C. § 791
- The Age Discrimination in Employment Act of 1967, as amended, 29 U.S.C. §§ 621-634
- Genetic Information Nondiscrimination Act of 2008
- The Federal Labor-Management Relations Statute; 5 U.S.C. §§ 7101-7135
- Uniformed Services Employment and Reemployment Act of 1994; 38 U.S.C. §§ 4301-4335
- Executive Order (E.O.) 11478, Equal Employment Opportunity in the Federal Government
- E.O. 13087, Further Amendment to Executive Order 11478, Equal Employment Opportunity in the Federal Government
- E.O. 13145, To Prohibit Discrimination in Federal Employment Based on Genetic Information
- E.O. 13152, Further Amendment to Executive Order 11478, Equal Employment Opportunity in Federal Government
- E.O. 13672, Prohibiting Discrimination Based on Sexual Orientation and Gender Identity by Contractors and Subcontractors

Appendix - Contact Information

Employees can contact the AHPC at Anti-Harassment@fdic.gov, and can find additional contact information on the FDIC internal website.

FDIC's Equal Opportunity Compliance and Training Branch in OMWI is available on the FDIC internal website.

For information on filing an EEO complaint, employees should visit the OMWI website or <https://www.fdic.gov/about/diversity/eo/formalpro.html> (FDIC.gov – FDIC external website).

Glossary of Terms

Term	Definition
Anti-Harassment Program Coordinator (AHPC)	The designated employee responsible for overseeing the implementation of the Anti-Harassment Program.
Conduct Prohibited by this Directive (“Harassment”)	<p>Verbal or non-verbal conduct which is unwelcome to the individual and objectively offensive. For workplace harassment to be illegal, it must be either severe or pervasive, and based on a characteristic protected by a law enforced by the EEOC (e.g., Title VII of the Civil Rights Act). However, conduct need not rise to the level of illegal harassment to be prohibited by this Directive. For purposes of this Directive, this conduct will be referred to as “harassment.”</p> <p>The following are some examples of harassment prohibited by this Directive:</p> <ul style="list-style-type: none"> ▪ Offensive jokes, comments, objects, or pictures. ▪ Unwelcome questions about a person’s identity (e.g., disability status, gender identity, sexual orientation, national origin, religion). ▪ Undue and unwelcome attention. ▪ Ridicule or mockery. ▪ Displaying offensive objects or pictures. ▪ Insults or put-downs. ▪ Unwelcome touching or contact. ▪ Unwelcome sexual advances. ▪ Requests for sexual favors. ▪ Other verbal or physical harassment of a sexual nature. ▪ Slurs, epithets, or name-calling.

Term	Definition
	<ul style="list-style-type: none"> ▪ Threats or other forms of intimidation. ▪ Physical or sexual assault. ▪ Engaging in bullying, intimidating, or threatening behavior.
Fact Finder	<p>An individual assigned to conduct a prompt, independent, thorough, and impartial investigation into alleged harassment. The Fact Finder generally will be a Human Resources Specialist in LERS, but a Fact Finder may also be another appropriate official depending on the circumstances, e.g., conflict of interest situations.</p>

Glossary of Acronyms

Acronym	Definition
AHPC	Anti-Harassment Program Coordinator
EEOC	Equal Employment Opportunity Commission
LEAS	Labor, Employment and Administration Section (Legal Division)
LERS	Labor and Employee Relations Section (Division of Administration)
OIG	Office of Inspector General
OMWI	Office of Minority and Women Inclusion

ATTACHMENT E

FDIC Strategic Plan



2022-2026

**STRATEGIC
PLAN**

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CHAIRMAN'S MESSAGE

The Federal Deposit Insurance Corporation's *2022–2026 Strategic Plan* will guide our efforts to carry out the agency's mission, including maintaining stability and public confidence in the nation's financial system by insuring deposits, examining and supervising financial institutions for safety and soundness and consumer protection, making large and complex financial institutions resolvable, and managing receiverships. This plan was approved by the Board of Directors on December 14, 2021.

This strategic plan comes at a moment of inflection for the agency and for our country as we move into our “new normal” amidst the ever-evolving pandemic. Since FDIC insurance began in 1934, we have protected bank depositors and buttressed trust in our banking system as our nation faced challenges large and small.

In this *2022–2026 Strategic Plan*, we outline our strategic goals and objectives, and the means and strategies we will use to achieve them. We also identify challenges associated with a post-pandemic economy in the years to come. In turn, this strategic plan will be implemented through annual performance plans with goals, indicators, and targets for each strategic objective. Our goals are ambitious and our success is crucial to individuals, households, businesses, and communities across the country.

I want to thank the FDIC workforce for their continued dedication and resilience during the pandemic. Their hard work has allowed the agency to achieve its mission during these unprecedented times and to move forward on important new initiatives, including encouraging innovation, supporting community and mission-driven banks, and fostering a banking system that can meet the needs of business and consumers across our nation.

Jelena McWilliams
Chairman

MISSION, VISION, AND VALUES

Mission

The Federal Deposit Insurance Corporation (FDIC) is an independent agency created by the Congress to maintain stability and public confidence in the nation's financial system by:

- Insuring deposits,
- Examining and supervising financial institutions for safety and soundness and consumer protection,
- Making large, complex financial institutions resolvable, and
- Managing receiverships.

Vision

The FDIC is a recognized leader in promoting sound public policies; addressing risks in the nation's financial system; and carrying out its insurance, supervisory, consumer protection, resolution planning, and receivership management responsibilities.

Values

The FDIC and its employees have a tradition of distinguished public service. Six core values guide us in accomplishing our mission:

- **Integrity.** We adhere to the highest ethical and professional standards.
- **Competence.** We are a highly skilled, dedicated, and diverse workforce that is empowered to achieve outstanding results.
- **Teamwork.** We communicate and collaborate effectively with one another and with other regulatory agencies.
- **Effectiveness.** We respond quickly and successfully to risks in insured depository institutions and the financial system.
- **Accountability.** We are accountable to each other and to our stakeholders to operate in a financially responsible and operationally effective manner.
- **Fairness.** We respect individual viewpoints and treat one another and our stakeholders with impartiality, dignity, and trust.

THE FDIC AND THE BANKING INDUSTRY: PERSPECTIVE AND OUTLOOK

Introduction

Congress created the FDIC in the Banking Act of 1933 to maintain stability and public confidence in the nation's banking system. The statute provided a federal government guarantee of deposits in U.S. depository institutions so that depositors' funds, within certain limits, would be safe and available to them in the event of a failure of an insured depository institution (IDI). The FDIC acts as receiver for IDIs that fail, and has resolution planning responsibilities for large, complex financial institutions. In addition to its role as insurer, the FDIC is the primary federal regulator of federally insured state-chartered banks that are not members of the Federal Reserve System.

The FDIC carries out its mission through three major programs: insurance, supervision, and receivership management.

The Insurance Program encompasses the activities undertaken by the FDIC to administer the Deposit Insurance Fund (DIF), which is funded through assessments on IDIs as well as investment income, to resolve failed IDIs in the manner least costly to the DIF, and to provide depositors with timely access to their insured funds when an IDI fails.

The Supervision Program encompasses the activities undertaken by the FDIC to promote safe and sound operations and compliance with fair lending, consumer protection, and other applicable statutes and regulations by IDIs for which the FDIC is the primary federal regulator (in cooperation with state banking agencies). The FDIC also has backup supervisory responsibility for other IDIs for which the Board of Governors of the Federal Reserve System (FRB) and the Office of the Comptroller of the Currency (OCC) are the primary federal regulators.

PRIMARY FEDERAL REGULATOR	NUMBER OF INSTITUTIONS	TOTAL ASSETS (DOLLARS IN MILLIONS)
FDIC	3,171	\$4,206,831
OCC	1,019	\$15,082,333
FRB	724	\$3,962,496
TOTAL	4,914	\$23,251,660

Source: [Quarterly Banking Profile](#). Data as of 9/30/2021.

The FDIC is responsible for monitoring and assessing risks posed by, and planning for the resolution of, large, complex financial institutions (LCFIs) under authority derived from the Federal Deposit Insurance Act (FDI Act) and the Wall Street Reform and Consumer Protection Act (Dodd-Frank Act). As part of this work, the FDIC and the FRB have joint responsibility for reviewing resolution plans submitted by large bank holding companies and designated nonbank financial companies that demonstrate how they would be resolved in a rapid and orderly manner in the event of financial distress; and, under specified circumstances, administer the orderly liquidations of covered financial companies.

The Receivership Management Program encompasses activities undertaken by the FDIC, in its capacity as receiver, to maximize net recoveries to the creditors of receiverships.

Over the next four years, the FDIC will face numerous issues and challenges in each of these major programs associated with a post-pandemic economy and related impacts to the financial services industry and consumer and business preferences. Some of the major issues and challenges are addressed in more detail below.

The Impact of the Economy

The performance of the economy directly affects the performance of individual financial institutions and the overall banking industry. Interest rates, inflation, unemployment, the business cycle, and shocks to specific sectors

like agriculture, energy, housing, or commercial real estate all influence lending and funding strategies of IDIs. Economic and financial conditions abroad also have an impact on the U.S. economy and on the performance of banks.

As of third quarter 2021, the United States had regained the output lost from a deep recession that occurred in early 2020 caused by the Coronavirus Disease 2019 (COVID-19) pandemic. Significant government stimulus for individuals and small businesses in 2020 and 2021 helped support the economy, with most programs ending in third quarter 2021. Restrictions on economic activity eased and vaccination rates improved in 2021, which further contributed to stronger economic growth. Consumer spending remains strong. In aggregate, household balance sheets remained resilient and household wealth increased from rising home prices and stock market valuations. Business investment continued to recover and returned to pre-pandemic levels. However, business and economic activity were constrained by supply chain bottlenecks and shortages. These factors along with stronger consumer demand contributed to higher inflation in 2021. Overall, the economic outlook is for continued moderate growth, although uncertainty remains, as lingering supply chain issues feed into inflationary pressures and businesses and individuals adjust to changes as the pandemic evolves.

Banks generally entered this period of disruption with strong asset quality and capital

and liquidity ratios, and were able to serve as a source of strength for the economy, individuals and small businesses throughout the global health epidemic.

Although loan balances contracted between the first quarter 2020 and the first quarter 2021, the first such annual contraction since the third quarter 2011, financial institutions supported the economic recovery with lending through the first and second rounds of the Paycheck Protection Program and by working with impacted borrowers. The decline in loan volume and the persistent low interest rate environment caused contraction in the average net interest margin, which set three record lows over the past year. In contrast, deposits grew at unprecedented rates over the same period. In third quarter 2021, banks reported modest improvement in the average net interest margin supported by loan growth.

Despite these challenges, the banking industry remains resilient. Strong capital and liquidity levels support lending and help protect against potential losses. Industry-wide profitability (as measured by return on assets) remains strong. The number of problem institutions has fallen dramatically from the post-crisis high and is at its lowest level since 2008.

While the banking industry continues to perform well, the interest-rate environment and economic uncertainty continue to pose challenges for many institutions.

Overall, the industry must manage interest-rate risk, liquidity risk, and credit risk carefully to remain on a long-term, sustainable growth path.

The United States experienced the sharpest economic contraction in the post-WWII period in early 2020 with the sudden onset of the COVID-19 pandemic, and the unemployment rate reached double-digit levels. The resulting recession ended a period of subdued but sustained economic growth since the last recession ended in mid-2009. The subsequent labor market weakness, business closures, and lower interest rates all posed challenges to banks. Conditions improved considerably in 2021, helped by expansive fiscal and monetary policy implemented in 2020 and 2021 to support businesses and consumers, the rollout of vaccines, and reduced pandemic-related restrictions in economic activity. However, this economic environment has posed several key challenges for the banking industry. The economic outlook remains uncertain and depends on the path of the pandemic as well as the outlook for fiscal and monetary policy in their effects on economic activity and interest rates.

As of third quarter 2021, banks generally maintained strong asset quality, capital, and liquidity positions. Annual loan growth slowed in recent quarters; however, remains positive. Industry-wide profitability (as measured by the return on assets ratio) has been trending up, and the majority of banks report year-over-year growth in quarterly net income. The growth in net income is due to reductions in

provisions for credit losses. The number of problem institutions remains near the lowest level since 2008.

Other Major Strategic Challenges

In addition to the challenges posed by the economy, the FDIC expects to face other challenges that will shape its priorities over the next four years.

Future of Community Banking. The FDIC is the primary federal regulator for most community banks, which make up 91 percent of FDIC-insured bank and thrift charters (up from 87 percent in 1984); hold a majority of deposits in rural and “micropolitan” counties (those with populations up to 50,000 people), including more than 600 U.S. counties where community banks hold 100 percent of all bank deposits; and account for 39 percent of the industry’s small loans to farms and businesses.¹ Despite their long-term resilience and continuing importance as a source of credit to the vital small business sector, community banks continue to face competitive challenges from non-community banks and non-bank financial technology competitors.

Regional Banks

Regional banks have continued to grow in number, assets, and complexity. FDIC supervises a growing percentage of the regional bank universe, as community banks continue to merge and grow organically. FDIC also has both insurance risk monitoring and back-up supervisory responsibilities for the remaining regional banks. Similar to community bankers, regional banks face competitive challenges from large, complex financial institutions and non-bank technology competitors. An increasing number of regional banks have less traditional business models, including for example monoline operations, concentrated lending or funding operations, nationwide lending platforms, and other niche activities.

Large, Complex Financial Institutions (LCFIs)

Although the FDIC is not the primary federal regulator for most large, complex IDIs, it has both insurance and back-up supervisory responsibilities for those institutions and acts as receiver for those that fail. The assets within the banking industry are concentrated today in a small number of large, complex banks that have highly diverse business strategies and complex legal and business structures that necessitate ongoing monitoring of their risks. These risks are intertwined among both their insured and

¹ Based on the definition of community banks in the FDIC Community Banking Study, 2012.

uninsured subsidiaries, and the largest and most complex of these companies have significant international operations and interdependent counterparty relationships with one another that increase their complexity and risk.

Innovation, Information Technology, and Cybersecurity. Some banks have responded to the previously discussed economic challenges by investing in innovative technologies to boost profitability through reduced overhead expenses. Others are offering new services to their customers by partnering with technology companies on the front lines of innovation, or by adopting new technologies themselves. Cybersecurity threats continue to pose risks to banks, businesses, consumers, financial markets, and the FDIC. Some institutions are leveraging innovative technology solutions to enhance their resilience to a cybersecurity attack. In addition to addressing cybersecurity threats internally, the FDIC works collaboratively with other federal and state agencies to help ensure that FDIC-insured institutions also take appropriate steps to address this risk.

Economic Inclusion. Based on a 2019 FDIC survey, 5.4 percent of U.S. households did not have an account at an IDI.²

The FDIC recognizes that public confidence in the banking system is strengthened when

households effectively use the mainstream banking system to deposit funds securely, conduct basic financial transactions, accumulate savings, and access credit on safe and affordable terms. The FDIC will continue to promote greater economic inclusion and financial well-being by helping more underserved households and communities benefit from the products and services of FDIC-insured institutions. The FDIC's #GetBanked initiative encourages consumers to start a banking relationship. The FDIC also communicates directly with banks to promote the importance of offering safe and affordable bank accounts, such as checkless checking accounts. FDIC's Money Smart program provides people with practical knowledge, skills-building opportunities, and resources to manage finances with confidence.

This work requires engagement with banks of all sizes, as well as with local governments and community leaders. FDIC facilitates business and partnership opportunities and promotes financial education. By helping to connect banks and communities in new ways, and increasing awareness and use of affordable banking services, the FDIC strengthens the banking system and communities nationwide.

² 2015 *National Survey of Unbanked and Underbanked Households*, October 2016, October 2020. The survey found that 5.4 percent of U.S. households (7.1 million households) did not have a bank or credit union account in 2019.

Workforce Management and

Development. The FDIC depends upon the talents and skills of its employees to accomplish its mission. Much of the FDIC's current workforce is eligible to retire over the next decade, creating an opportunity to transform both the workforce and the manner in which the FDIC meets its mission. To address this workplace reality, the FDIC will continue to enhance its data collection and analysis efforts to inform development and implementation of succession management strategies over the next several years. These efforts will include specific recruitment and development strategies to support a high performing workforce that reflects the communities we serve by optimizing experiences throughout an employee's career. These actions will ensure that the FDIC workplace is inclusive, free from unlawful discrimination, and provides equal opportunity and accessibility in all its employment and business activities. The FDIC has issued a [2021-2023 Diversity, Equity, and Inclusion Strategic Plan](#) that guides its efforts. Strategies also include the modernization of learning and development by transforming the FDIC's use of virtual learning, enhancing learning technology, and modernizing the training center.

THE FDIC'S MAJOR PROGRAMS

The FDIC has three major program areas or lines of business. The agency's strategic goals for each of these programs are presented in the diagram below.

Program Areas	Strategic Goals
Insurance	FDIC-insured deposits are protected from loss without recourse to taxpayer funding.
Supervision	FDIC-insured institutions are safe and sound.
	FDIC-supervised institutions comply with federal consumer protection laws, including fair lending laws, and the Community Reinvestment Act (CRA).
	Large, complex financial institutions are resolvable in an orderly manner.
Receivership Management	Resolutions are orderly and receiverships are managed effectively.

Insurance Program

Program Description

Deposit insurance is a fundamental component of the FDIC's role in maintaining stability and public confidence in the U.S. financial system. By promoting industry and consumer awareness of deposit insurance, the FDIC protects deposits at banks and savings associations of all sizes. When IDIs fail, the FDIC ensures that customers have timely access to their insured deposits and other services. The basic limit of federal deposit insurance coverage is currently \$250,000 per depositor. To keep pace with the evolving banking industry and maintain its readiness to protect insured depositors, the FDIC prepares and maintains contingency plans to promptly address a variety of types of IDI failures and conducts large scale simulations to test its plans.

The DIF must remain viable so that adequate funds are available to protect insured deposits in the event of an institution's failure. The FDIC maintains a sufficient DIF balance by collecting risk-based insurance premiums from IDIs and through prudent fund investment strategies. The FDIC continually evaluates the adequacy of the DIF. It identifies risks to the insurance fund by analyzing regional, national, and global economic, financial, and financial institution developments, and by collecting and evaluating information through the supervisory process.

Strategic Goal 1

FDIC-insured deposits are protected from loss without recourse to taxpayer funding.

Strategic Objectives

1.1 The FDIC provides customers of failed insured depository institutions (IDIs) timely access to insured funds and financial services.

Means and Strategies: When an institution fails, the FDIC facilitates the transfer of the institution's insured deposits to an assuming institution or pays insured depositors directly. The FDIC's goal is to provide customers with access to their insured deposits within one to two business days.

The FDIC continually monitors changes in financial institution operations and innovation within products and delivery channels to ensure the FDIC's ability to handle potential financial institution failures. The FDIC develops, tests, and maintains contingency plans to ensure it is prepared to handle a wide range of potential failure scenarios, including the failure of a large financial institution; simultaneous, multiple failures; the failure of an institution with large international holdings; and the failure of an insured institution that operates primarily through digital channels. The FDIC also looks for ways to clarify deposit insurance regulations to meet industry changes and to expedite the insurance determination process.

External Factors: The goal of providing customers of failed institutions with access to their insured deposits within one to two business days is well established, but might be difficult to achieve in the case of an extremely large or complex institution or a sudden and unexpected failure. Regardless of timing to complete all deposit insurance determinations, no depositor would ultimately lose any portion of an insured deposit.

1.2 The FDIC promptly identifies and responds to potential risks to the Deposit Insurance Fund (DIF).

Means and Strategies: The FDIC, in cooperation with the other primary federal regulators, proactively identifies and evaluates the risk and financial condition of individual IDIs. It also identifies broader economic and financial risk factors, including the evolving technological landscape, that affect all insured institutions. It accomplishes these objectives through a wide variety of activities including the following:

- A risk-based deposit insurance assessment system, whereby institutions that pose greater risk to the DIF pay higher premiums;
- A strong examination and enforcement program;
- Collection and publication of detailed banking data and statistics;
- A vigorous research program;
- An off-site monitoring system that employs sophisticated predictive tools to analyze

and assess changes in banking profiles, activities, and risk factors;

- A comprehensive ongoing analysis of the risks in financial institutions with more than \$10 billion in assets through the Large IDI Program and Institution Monitoring Program for LCFIs, including IDIs with assets above \$100 billion for which the FDIC is not the primary federal regulator;
- Thorough and timely review of deposit insurance applications and other applications from IDIs; and
- A comprehensive framework for continually assessing risks to the banking industry.

External Factors: In spite of the comprehensive efforts undertaken by the FDIC to identify and respond to potential risks to the DIF, natural disasters, public policy changes, and sudden economic or financial market crises could cause broad losses within the financial services industry and the DIF. In addition, a fraud perpetrated on a financial institution could result in a sudden and unforeseen loss to the DIF.

1.3 The FDIC maintains a strong and adequately financed DIF.

Means and Strategies: The FDIC maintains the viability of the DIF by investing the fund, monitoring and responding to changes in the reserve ratio, collecting risk-based premiums, and evaluating the deposit insurance system in light of an evolving financial services industry.

It regularly analyzes the growth or shrinkage of estimated insured deposits, the current assessment base, loss expectations, interest income earned on the fund, and operating expenses. This information is used to develop a schedule of risk-based assessment rates.

The banking industry remained resilient through 2021, despite the extraordinary challenges of the pandemic. As of September 30, 2021, banks held a higher amount and quality of capital than just prior to the 2008-2013 banking crisis.

The DIF balance has risen every quarter since the end of 2009, and stood at a record \$121.9 billion on September 30, 2021, up from \$117.9 billion at the end of 2020. The reserve ratio stood at 1.27 percent at September 30, 2021, down from 1.29 percent at the end of 2020.

Extraordinary growth in insured deposits during the first and second quarters of 2020 caused the reserve ratio to decline below the statutory minimum. As of June 30, 2020, the reserve ratio stood at 1.30 percent. On September 15, 2020, the Board adopted a Restoration Plan, as required by the FDI Act, to restore the DIF to at least 1.35 percent within eight years. Under the Restoration Plan, the FDIC maintained the schedule of assessment rates in place at the time for all IDIs and is monitoring deposit balance trends, potential losses, and other factors that affect the reserve ratio. Staff must update the Board at least semiannually. The most recent update was provided on June 15, 2021.

The FDIC Board of Directors is statutorily required to establish a Designated Reserve Ratio (DRR) for the DIF that is not less than 1.35 percent. But it may also establish a higher DRR and has set the DRR at 2.0 percent for every year since 2011. The FDIC views the 2.0 percent DRR as a long-term goal and the minimum level needed to withstand future crises of the magnitude of past crises.

External Factors: Projections for the DIF are subject to considerable uncertainty. The FDIC will monitor deposit balance trends, potential losses, and other factors that affect the reserve ratio. The economic outlook has strengthened, and the banking system appears better positioned to withstand losses compared to prior periods of stress. Several factors, such as slower than expected economic growth, market volatility, or additional fiscal and monetary stimulus could result in increased insured deposit growth or losses to the fund.

1.4 The FDIC resolves failed IDIs in the manner least costly to the DIF.

Means and Strategies: When an institution fails, the FDIC facilitates an orderly, least-cost resolution. Using an estimated value of the failing institution's assets and liabilities, the FDIC markets the institution to potential bidders. After analyzing the bids received, the FDIC conducts a least-cost test determination and selects the least-cost strategy to pursue.

External Factors: In accordance with law, if a failure threatens serious adverse systemic effects on economic conditions or financial stability, resolution strategies other than the least-cost resolution may be employed.

1.5 The FDIC provides the public and IDIs access to clear and accurate information about federal deposit insurance coverage.

Means and Strategies: To inform consumers and FDIC-insured institutions about federal deposit insurance coverage, the FDIC provides financial institutions with a variety of educational tools and materials designed to help customers understand their deposit insurance coverage.

In addition, the FDIC uses several other approaches to disseminate information on deposit insurance coverage, including the following:

- Operation of a National Center for Consumer and Depositor Assistance staffed by specialists who respond to questions from depositors and bankers³,
- Training and other educational opportunities to help bank employees better understand the FDIC's deposit insurance rules,
- An array of web-based educational resources for consumers and bankers, and

- A wide range of publications and videos explaining how FDIC deposit insurance works.

External Factors: A significant rise in the volume of bank failures, or publicity that raises public concerns about the possibility of significant bank failures, could result in bank runs by misinformed depositors or public avoidance of IDIs. Timely, accurate, and understandable information is essential to mitigating these risks. An increased volume of bank failures and public concern about the possibility of additional failures could also result in substantial increases in the demand for information about FDIC insurance coverage that could temporarily exceed the FDIC's capacity to provide such information. In such cases, the FDIC would augment staff resources for this function as quickly as possible.

³ 877-ASK-FDIC (877-275-3342); 800-925-4618 (TDD-for hearing impaired).

Supervision Program

Program Description

The FDIC is the insurer for all IDIs in the United States, and the primary federal supervisor for state-chartered banks and savings institutions that are not members of the Federal Reserve System.⁴ The FDIC's roles as an insurer and primary supervisor are complementary, and many activities undertaken by the FDIC support both the insurance and supervision programs. Through conducting examinations, review of examination reports, use of off-site monitoring tools, and participation in examinations conducted by other federal regulators (either through agreements with these regulators or, in limited circumstances, under the exercise of the FDIC's authority to conduct special (backup) examination activities), the FDIC regularly monitors the potential risks at all insured institutions, including those for which it is not the primary federal supervisor. The FDIC also takes into account supervisory considerations in the exercise of its authority to review and approve applications for deposit insurance from new institutions and other applications from IDIs, regardless of the chartering authority.

In addition, the FDIC has statutory responsibilities for certain bank holding companies and nonbank financial companies that are designated as systemically important.

The FDIC and FRB have joint responsibility for reviewing and assessing resolution plans developed by these companies that demonstrate how they would be resolved in a rapid and orderly manner in the event of financial distress.

The FDIC pursues the following three strategic goals in fulfilling its supervisory responsibilities as the primary federal supervisor for state non-member banks and savings institutions, the backup supervisor for other FDIC-insured institutions, and the reviewer of resolution plans:

- FDIC-insured institutions are safe and sound.
- FDIC-supervised institutions are compliant with applicable laws, including federal consumer protection laws, fair lending laws, and the Community Reinvestment Act (CRA).
- Large, complex financial institutions are resolvable in an orderly manner.

The FDIC promotes safe and sound financial institution practices through regular risk management examinations; publication of regulations, guidance and policy; ongoing communication with industry officials; and the review of applications submitted by FDIC-supervised institutions, and in certain cases, non FDIC-supervised institutions, to expand

⁴ This includes state-licensed insured branches of foreign banks. As of 3/31/21, the FDIC had primary supervisory responsibility for 3,209 FDIC-insured, state-chartered commercial banks and savings institutions that are not members of the Federal Reserve System (generally referred to as "state non-member" institutions).

their activities or locations. The FDIC also evaluates deposit insurance applications for de novo institutions, regardless of charter type. When appropriate, the FDIC has a range of informal and formal options available to require management to resolve safety-and-soundness problems identified at troubled institutions. The FDIC also has staff dedicated to administering off-site monitoring programs and to enhancing the agency's ability to timely identify emerging safety-and-soundness issues.

The FDIC promotes compliance by FDIC-supervised institutions with federal consumer protection laws, fair lending statutes, and community reinvestment laws through a variety of activities, including ongoing communication with industry officials, regular compliance and Community Reinvestment Act (CRA) examinations, dissemination of information to consumers about their rights and required disclosures, and investigation and resolution of consumer complaints regarding FDIC-supervised institutions. The FDIC also has a range of informal and formal enforcement options available to resolve compliance problems identified at these institutions and their institution-affiliated parties.

The FDIC's assessment of the resolution plans submitted by bank holding companies, other covered companies, and IDIs helps develop

and improve its capabilities to administer large resolutions under any of the available authorities. For example, the actions firms take to address the shortcomings identified by the FDIC and the Federal Reserve Board in their resolution plans are intended to address potential impediments to resolvability under the Bankruptcy Code. That work in turn informs the FDIC's strategic planning to conduct an orderly liquidation under the FDI Act or the Orderly Liquidation Authority (OLA), if necessary, to protect U.S. financial stability.

The FDIC may be called upon to resolve the failure of a large, systemically important financial company if failure under the Bankruptcy Code would threaten U.S. financial stability. In such circumstances, the authority exists to place the failed or failing financial company into an FDIC receivership process if no viable private-sector alternative is available to prevent the default of the company. The OLA is intended to ensure the rapid and orderly resolution of the failure of such a financial company in accordance with statutory mandates. The FDIC actively engages in, and will continue to refine, resolution plans and strategies and operational readiness initiatives to ensure that it is prepared, if necessary, to fulfill this responsibility.

Supervision Program – Risk Management

Strategic Goal 2

FDIC-insured institutions are safe and sound.

Strategic Objective

2.1 The FDIC exercises its statutory authority, in cooperation with other primary federal regulators and state agencies, to promote safe and sound practices at FDIC-insured institutions, including appropriate risk management.

Means and Strategies: As noted above, the FDIC is the primary federal supervisor for all state non-member banks and state-chartered savings institutions. For those institutions, the FDIC performs risk management (safety and soundness), trust, Bank Secrecy Act/Anti-Money Laundering, and Information Technology (IT) examinations in cooperation with state banking regulators. Most state banking agencies participate in an examination program under which certain community bank examinations are performed on an alternating basis by the state agency and the FDIC. The FDIC supervises regional banks jointly with the applicable states under a continuous examination model.

In addition, the FDIC, OCC, and FRB conduct IT examinations of third-party technology service providers that provide a range of services to IDIs. As the threat of cyberattacks continues to be prominent, the FDIC engages with other regulators and the private sector to encourage IDIs and service providers to implement strong

preventive programs and to exercise and refine protocols for addressing cyber events when preventive programs are overcome.

Risk management examinations are conducted according to statutorily established timeframes. Regional bank examinations are conducted on a continuous basis throughout the calendar year. Both community bank and regional bank examinations assess an institution's overall financial condition, management practices and policies, compliance with applicable laws and regulations, and the adequacy of management and internal control systems to identify, measure, and control risks. Examination procedures may also detect the presence of fraud or insider abuse. In addition, the FDIC reviews the risk management capabilities of those FDIC-supervised institutions that apply for permission to engage in new or expanded business activities, including those associated with innovative technologies.

Communication and corrective action are important components of the FDIC's strategy for promoting the safety and soundness of the institutions it supervises. Risks identified during an examination are discussed with the institution's management and board of directors. If an examination reveals serious weaknesses in the operations of the institution or indicates that the institution is operating in a weakened financial condition, the FDIC may issue formal or informal enforcement actions that remain in effect until corrective actions are taken and the identified weaknesses are addressed.

In the case of severe problems, the institution may be instructed to seek additional capital, merge with another institution, or liquidate.

The FDIC monitors individual institutions it supervises between examinations, and emerging trends across institutions, by analyzing Call Report data and examination findings relative to the emerging trends. To perform this analysis, the FDIC uses a combination of traditional analytical tools, and machine learning techniques. The FDIC's statutory authority also gives it a degree of supervisory responsibility in its role as insurer for IDIs for which it is not the primary federal supervisor. The agency has staff in each of its regional offices that regularly review examination reports and other available information from the primary federal regulators for those institutions.

The FDIC also performs off-site monitoring of those institutions on an ongoing basis. In addition, certain larger, more complex institutions are subject to more frequent onsite reviews and more robust off-site and ongoing monitoring. The FDIC also has the authority to conduct special (backup) examination activities for institutions for which is not the primary federal regulator. Under this authority, the FDIC participates in examinations of certain IDIs that present heightened risk to the DIF and designated large, complex IDIs.

Ensuring the safety and soundness of FDIC-insured institutions over the next four years will require an effective supervisory program

that incorporates the lessons learned from past financial crises and the recent health pandemic, identifies potential new risks that emerge, and responds quickly to such issues in an effective manner that maximizes the use of technology. The economic impact of the pandemic and potential longer-term shifts in demand for various property types, products and services create significant uncertainty for the coming period. Government stimulus programs have helped prevent asset quality deterioration, thus far, and have led to significant deposit inflows at institutions of all sizes. The low interest rate environment has negatively impacted institutions' earnings, with net interest margins falling to historic lows. These factors combine to create a challenging operating environment for institutions. The pandemic-related shift to working from home also led to an increase in cybersecurity threats and attacks across all industries. Innovation creates opportunities for managing through these changes, including in creating more resilient information technology infrastructures.

Through regular on-site examinations and interim contacts with state non-member institutions, FDIC staff will actively engage in a constructive dialogue with banks to ensure that their policies to manage financial and operational risks are effective, and, where appropriate, FDIC staff will work closely with institutions that have significant exposure to these risks and encourage them to take appropriate steps to mitigate risks.

The FDIC will use off-site monitoring to help identify institutions with outsized risk exposures and follow up with individual institutions to better understand their risk profiles.

Additionally, the FDIC will continue its efforts to promote offsite examination work where possible, by leveraging technologies used and lessons learned while examining through the pandemic. Cybersecurity is a risk area that will continue to receive particular attention. During this period, the FDIC will refine its IT examination program for insured institutions and major technology service providers, and increase its already robust collaboration with other regulators, law enforcement, and security agencies. In addition, in light of the risks posed to the DIF by large and complex banks and the FDIC's responsibilities for systemically important financial institutions (SIFIs), the agency will continue to enhance its supervisory monitoring program for large and complex banks.

The FDIC dedicates significant resources to the continuing identification of emerging issues. It regularly reviews supervisory information from the thousands of examinations that are conducted annually as well as information from a variety of external data sources to identify and, where appropriate, initiate supervisory responses to newly identified areas of risk. For example, the FDIC is currently monitoring trends, opportunities, and risks in innovative technologies; evaluating the impact of innovation on banking, deposit insurance, oversight,

inclusion, and consumer protection; and formulating strategy to respond to opportunities and challenges presented by technological innovation to supervised institutions.

The FDIC also dedicates significant resources to developing and implementing supervisory technology (SupTech). Examples of SupTech that will be expanded over the coming years are a machine learning tool that identifies trends across examinations and pertinent weaknesses at individual institutions, an off-site monitoring tool that analyzes Call Report data to identify institutions vulnerable to financial deterioration, and analytical tools derived from a rapid prototyping competition that will allow analysis of more granular bank data on a more regular basis between examinations, supporting earlier identification of any problems at the institutions, across the financial sector, or in particular economic areas.

The FDIC promotes safety and soundness through the development of or modification to regulatory policy. Identification of new or emerging risks may lead to a variety of policy responses depending on the nature and severity of the risk. The FDIC devotes significant resources to both domestic and international policy development and works collaboratively with other regulatory bodies in an effort to bolster the financial resilience of the banking system.

While banks generally performed well through the global health crisis, the period of disruption offers an opportunity to evaluate policy effectiveness while also addressing any identified weaknesses.

The FDIC actively works to fulfill five statutory goals to support the preservation of minority depository institutions (MDIs). In addition to its outreach, technical assistance, and training and education programs, the FDIC facilitates engagement with MDIs and other mission-driven institutions; highlights the role they play in community development; promotes public and private partnerships to provide tools and resources to support these institutions; and explores ways to remove barriers to adoption of innovative technologies by these banks.

The FDIC has established and consults regularly with the Advisory Committee on Community Banking (CBAC), which advises the FDIC on the impact of FDIC supervisory policies and practices on community banks. Members of the Advisory Committee have a wide range of knowledge and experience related to community banks. The FDIC also engages regularly with the MDI Subcommittee of the CBAC.

External Factors: Several factors outside of the FDIC's control could affect the successful achievement of this strategic objective. In accordance with statutorily established time frames, most risk management examinations of well-capitalized and well-managed state non-member institutions are point-in-time

examinations that occur at 18-month intervals. Between examinations, institutions may enter new lines of business, extend their lending programs into riskier areas, or implement new technologies without the knowledge of the FDIC or state regulatory agencies. Major changes in economic conditions could also affect institutions between examinations. The FDIC will continue to improve off-site tools to analyze potential risks that may develop between examinations at individual institutions or across the financial sector.

Supervision Program – Consumer Protection and Economic Inclusion

Strategic Goal 3

FDIC-supervised institutions are compliant with federal consumer protection laws, including fair lending laws, and the Community Reinvestment Act (CRA).

Strategic Objectives

3.1 The FDIC supervises institutions for compliance with applicable federal consumer protection laws, including fair lending laws; the law against unfair and deceptive practices; and the CRA.

3.2 The FDIC provides clear and accessible information to consumers about their rights under federal consumer protection and fair lending laws and regulations, including applicable disclosures.

3.3 The FDIC encourages IDIs to offer affordable checking and savings accounts and loan products that meet the needs of consumers.

The means and strategies used to achieve these strategic objectives and the external factors that could impact their achievement are described below.

3.1 The FDIC supervises institutions for compliance with applicable federal consumer protection laws, including fair lending laws; the law against unfair and deceptive practices; and the CRA.

Means and Strategies: The FDIC pursues this strategic objective primarily through compliance and CRA examinations of all FDIC-supervised institutions. CRA examinations are subject to statutory timelines, while compliance examinations are conducted according to timeframes established by FDIC policy. These examinations evaluate institutions' compliance with consumer protection laws, unfair and deceptive acts or practices, CRA, and fair lending laws and regulations.

If an examination reveals violations, the FDIC may implement either formal or informal enforcement actions to correct the identified violations. In unusual cases, non-compliance with consumer laws may subject the institution to significant legal risk, and could result in administrative enforcement actions or private litigation. In addition, when the FDIC has reason to believe that a “pattern or practice” of violations of fair lending laws has occurred at an institution, the FDIC is required by statute to refer the matter to the Department of Justice. An institution's failure to comply with consumer protection, CRA, or fair lending laws and regulations might also affect the application of an FDIC-supervised institution seeking to engage in new or expanded business activities.

The FDIC sponsors or participates in numerous outreach and technical assistance activities designed to facilitate better understanding of and compliance with CRA, consumer protection, and fair lending laws and regulations by FDIC-supervised institutions.

In addition, it actively participates in interagency policy development efforts and issues policy guidance. The FDIC focuses its examinations and other supervisory activities on those industry products, services, and practices that have the highest potential risk for violations of law that may result in potential harm to consumers.

External Factors: Most compliance and CRA examinations are point-in-time examinations that occur at scheduled intervals in accordance with FDIC policy. Between examinations, institutions may implement new products, services, or practices that hold significant potential risk for consumer harm without the knowledge of the FDIC. In addition, major changes in economic conditions could also affect institutions between examinations. During economic downturns, institutions sometimes elect to reduce costs by decreasing their internal resources dedicated to compliance.

3.2 The FDIC provides clear and accessible information to consumers about their rights under applicable federal consumer protection and fair lending laws and regulations, including applicable disclosures.

Means and Strategies: The FDIC provides information about consumer protection and fair lending laws and regulations to help consumers understand their rights. This information is disseminated through brochures and other venues including social media, and the FDIC’s website

(<https://www.fdic.gov>). The FDIC Consumer News is a monthly online newsletter for consumers, providing practical guidance on becoming a smarter, safer user of financial services. In addition, the FDIC frequently conducts or participates in educational seminars and conferences on consumer protection and fair lending issues to help both consumers and insured institutions better understand consumer protection, CRA, and fair lending laws and regulations.

The FDIC maintains a National Center for Consumer and Depositor Assistance for investigating and responding to consumer complaints about FDIC-supervised institutions and deposit insurance inquiries under established target timeframes. FDIC also promotes greater financial education and well-being, primarily through its award-winning *Money Smart* curriculum. The FDIC will continue to keep the Money Smart content relevant and research-based, while expanding collaborative relationships that result in its use.

External Factors: Although the FDIC makes information available to a broad array of consumers, individual consumers may not always use it. In addition, increasing complexity and aggressive and targeted marketing increase the challenges consumers face in evaluating alternatives in the marketplace.

3.3 The FDIC encourages IDIs to offer affordable checking and savings accounts and loan products that meet the needs of consumers.

Means and Strategies: The FDIC has played a leadership role in recent years in promoting broader economic inclusion of underserved households within the nation’s banking system through the availability of safe and affordable transaction and saving accounts, as well as the opportunity to build credit profiles and borrow money to meet their needs. Most recently, FDIC Launched #GetBanked, a public awareness campaign encouraging consumers to open an account, harnessing the opportunity for millions of unbanked Americans to receive COVID-19 relief government payments safely and securely. Also, the FDIC’s *Money Smart* financial education curriculum is a key tool for pursuing this objective by helping target populations gain practical knowledge, skills-building opportunities, and resources they can use to manage their finances with confidence. The FDIC also sponsors or conducts research and demonstration projects, develops policy proposals, facilitates partnerships, and participates in targeted outreach and technical assistance activities with both the institutions it supervises and various community-based organizations to further this objective.

The FDIC established and supports the Advisory Committee on Economic Inclusion to inform and support its economic inclusion strategies and to promote sound supervisory and public policies to help ensure that

underserved households have access to mainstream financial products and services that are affordable, easy to understand, and not subject to unfair or unforeseen fees. In addition, on a biennial basis, the FDIC conducts jointly with the U.S. Census Bureau the only comprehensive, nationwide research survey called “How America Banks” regarding the number of banked and unbanked households in the U.S. The FDIC also engages banks; other federal, state and local government agencies; and non-profit organizations serving a broad spectrum of consumers and small businesses in building locally based coalitions to participate in financial education and information sharing. These coalitions promote local economic inclusion opportunities in communities where financial health and well-being has lagged the rest of the country. In each state and territory in the US, at least one FDIC Community Affairs specialist has responsibilities to promote economic inclusion. Some markets also have an Alliance for Economic Inclusion.

The FDIC will continue to pursue multi-year initiatives to support broader economic inclusion such as promoting account opening, strategies to improve financial well-being, build savings and improve credit records, and evaluate new technologies that can be responsibly used to expand banking services to underserved populations. The FDIC also will continue to work with federal and local partners to facilitate community development through affordable housing, small business development, and related initiatives.

External Factors: The access to credit of underserved households from mainstream financial institutions could be disproportionately affected during economic downturns or periods of economic stress. Changing technological and market conditions could also positively or negatively affect opportunities to expand economic inclusion in the nation’s banking system.

Supervision Program – Resolution Planning

Strategic Goal 4

Large, complex financial institutions are resolvable in an orderly manner.

Strategic Objective

4.1 Large, complex financial institutions are resolvable under the bankruptcy code or, for covered IDIs, the Federal Deposit Insurance (FDI) Act, as applicable.

4.2 In the event of the failure of a large, complex financial institution, the FDIC carries out the resolution in an orderly manner in accordance with statutory mandates.

The means and strategies used to achieve these strategic objectives and the external factors that could impact their achievement are described below.

4.1 Large, complex financial institutions are resolvable under the bankruptcy code or, for covered IDIs, the Federal Deposit Insurance (FDI) Act, as applicable.

Means and Strategies: Certain large financial companies are required to prepare and submit annually to the FDIC and FRB resolution plans, or “living wills,” demonstrating that they could be resolved in a rapid and orderly manner under the Bankruptcy Code (or other applicable insolvency regime) in the event of material financial distress or failure. Among other things, the resolution plans must identify each firm’s critical operations, core business lines, and the key obstacles to a rapid and orderly resolution. The FDIC and FRB share responsibility for reviewing the plans, assessing informational completeness and resolvability under the Bankruptcy Code, identifying and requiring firms to address any shortcomings, and providing firms with guidance on the submission of future plans. The FDIC has a complementary rule that requires certain IDIs to periodically submit resolution plans that would enable the FDIC, as receiver, to resolve their failure in an orderly, least-costly manner.

The FDIC’s review of resolution plans is intended to improve the resolvability of bank holding companies (and other designated financial companies) through the bankruptcy process and their subsidiary IDIs through the FDIC’s traditional resolution processes as deposit insurer. These reviews enhance the FDIC’s ability to prepare for possible large resolutions and its understanding of how the FDIC’s resolution authorities could be best used. The FDIC has established on- and off-site monitoring and risk assessment programs that support the FDIC’s review of the resolution plans submitted by these companies.

In addition, the FDIC employs multidisciplinary teams that include both supervisory and receivership management expertise in the review of these plans. The FDIC also collaborates closely with the primary federal supervisors for the affected IDIs in the review of these plans.

External Factors: The rapid and orderly resolution of a large, complex financial institution under either bankruptcy or Orderly Liquidation Authority may be complicated by legal and operational concerns that stem from the cross-border operations of many large, complex financial institutions. The FDIC actively works with foreign authorities to address these issues.

In addition, the sheer size and complexity of these firms pose legal and operational challenges to their resolution. Preplanning and structural and operational reforms by these companies are essential to achieving a rapid and orderly resolution under any legal framework.

4.2 In the event of the failure of a large, complex financial institution, the FDIC carries out the resolution in an orderly manner in accordance with statutory mandates.

Means and Strategies: Large, complex financial institutions in the United States historically have been organized under a holding company structure, with a top-tier parent and operating subsidiaries that comprise hundreds, or even thousands, of interconnected entities that share funding and

support services and span legal and regulatory jurisdictions across international borders. Functions and core business lines often are not aligned with individual legal entity structures, and critical operations cross legal entities and jurisdictions, with funding dispersed among affiliates as needs arise. These integrated legal structures present obstacles to the orderly resolution of one part of the company without triggering a costly collapse of the entire company and potentially transmitting adverse effects throughout the financial system.

To improve the ability of firms to be resolved in bankruptcy, the FDIC and FRB have worked closely with firms, and provided detailed feedback regarding key issues and obstacles to orderly resolution in bankruptcy. In response, firms have made significant changes to their operations and legal structure. The agencies also have fostered significant public transparency surrounding the resolution planning process to improve the public's understanding of the progress that has been made. In addition to taking steps to improve resolvability under bankruptcy (the statutorily preferred option), the FDIC has been preparing contingency plans for firms to be resolved under the OLA, should that be necessary to protect U.S. financial stability.

To ensure the FDIC's operational readiness to conduct the resolution of a large, complex financial institution, the FDIC continues to update and refine its firm-specific contingency plans. In addition, the FDIC is developing operational procedures for administration of a receivership, if necessary.

The FDIC conducts simulations and tabletop exercises and undertakes joint contingency planning with other U.S. and foreign regulatory authorities to enhance communications and operational readiness, and it is exploring other opportunities to collaborate with U.S. and foreign authorities to ensure effective coordination and cooperation in a resolution.

In addition, the FDIC, together with other U.S. financial regulatory agencies, continues to develop its relationships with key regulatory authorities in other countries to facilitate closer coordination and cooperation in the event of the failure of a global SIFI. The FDIC also analyzes emerging issues and is enhancing its understanding of the legal and policy structures in other countries that might affect a rapid and orderly resolution.

The FDIC established the Systemic Resolution Advisory Committee to advise on the potential effects the failure of a large, complex financial

institution would have on financial stability and economic conditions. Members of the Advisory Committee bring a wide range of knowledge and experience to resolution-related issues, including expertise in managing complex firms, administering bankruptcies, working within different legal jurisdictions, and understanding the application of accounting rules and practices.

External Factors: The specific facts surrounding the failure of a large, complex financial institution may affect the FDIC's ability to execute a resolution as planned, especially considering the complex and

interconnected nature and global reach of these firms. As part of its contingency planning efforts, the FDIC will seek to mitigate this risk by collecting and maintaining comprehensive, up-to-date information on these institutions that will support a rapid and orderly resolution, if that becomes necessary.

Receivership Management Program

Program Description

When an IDI fails, the FDIC is ordinarily appointed receiver. In that capacity, it assumes responsibility for efficiently recovering the maximum amount possible from the disposition of assets and the pursuit of claims in the receivership. Funds that are collected from the sale of assets and the disposition of valid claims are distributed to the creditors of the receivership according to priorities set by law.

The FDIC seeks to terminate receiverships in an orderly and expeditious manner. Once the FDIC has completed the disposition of the receivership's assets and has resolved all obligations, claims, and other legal impediments, the receivership is terminated, and a final distribution is made to its creditors. Receivership creditors may include secured creditors, unsecured creditors (including general trade creditors), subordinate debt holders, shareholders, uninsured depositors, and the DIF (as subrogee). The FDIC, in its corporate capacity, is often the largest creditor of the receivership.

Strategic Goal 5

Resolutions are orderly and receiverships are managed effectively.

Strategic Objectives

5.1 The FDIC manages receiverships to maximize net return and terminates them in an orderly and timely manner.

5.2 The FDIC investigates potential recoveries, including claims against professionals, and pursues them if deemed to be meritorious and expected to be cost-effective.

The means and strategies used to achieve these strategic objectives and the external factors that could impact their achievement are described below.

5.1 The FDIC manages receiverships to maximize net return and terminates them in an orderly and timely manner.

Means and Strategies: Under the FDIC Act, the FDIC, in its receivership capacity, manages the assets of failed IDI receiverships to preserve their value and to dispose of them as quickly as possible, consistent with the objective of maximizing the net return on those assets. The oversight and prompt termination of receiverships preserves value for the uninsured depositors and other receivership claimants by reducing overhead and other holding costs. By quickly returning the assets of a failed institution to the private sector, the FDIC maximizes net recoveries and minimizes disruption to the local community.

In fulfilling its responsibilities to creditors of failed institutions, the FDIC, as receiver, manages and sells the receivership assets using a variety of strategies. Given adequate time to prepare for a resolution, the FDIC develops a virtual data room and an asset valuation review to solicit bidders and sell as many of the IDI's assets as possible at closing or shortly thereafter. The FDIC manages the remaining assets in a cost-effective manner to preserve value until they can be marketed and sold. Most of the remaining assets are marketed within 120 days after an IDI fails unless they are identified for an alternative disposition strategy (i.e., joint venture or securitization).

External Factors: A severe economic downturn could lead to more IDI failures and could affect the pace at which the FDIC markets assets and terminates receiverships. Other factors, such as extended litigation and problems resolving environmentally tainted receivership properties, might also delay the termination of a receivership.

5.2 The FDIC investigates potential recoveries, including claims against professionals, and pursues them if deemed to be meritorious and expected to be cost-effective.

Means and Strategies: When an IDI fails, the FDIC, as receiver, acquires a group of legal rights, titles, and privileges generally known as professional liability claims. The FDIC's attorneys and investigators work together to identify and pursue claims arising from the

failure of an IDI that are deemed to be meritorious and expected to be cost-effective. The team conducts a factual investigation of the events that contributed to losses at the IDI as well as legal research and analysis of the facts and potential claims. Innovative data capture and analytics techniques are used to gain efficiencies throughout the investigative process. For each potential claim, the team recommends whether the claim should be pursued based on an assessment of its merits and the likelihood of a recovery exceeding the estimated cost of pursuing the claim. The timely investigation and evaluation of potential claims enables the FDIC to identify opportunities to maximize recoveries to each receivership and to hold accountable directors, officers, and professionals who cause losses to IDIs. This process also enhances industry awareness of sound corporate governance standards.

External Factors: Potential claims are generally subject to statutes of limitations that establish time limits for the claim to be filed. A substantial increase in the number of failures could make it difficult to complete investigations of all potential claims and determine within the established time limit whether to pursue claims. The same situation could occur with very complex investigations or claims. Other obstacles to timely investigation and evaluation of claims include difficulty accessing critical information or witnesses. In such cases, the FDIC may seek to enter into tolling agreements with the potential defendants to extend the allowable timeframe for the claims to be filed.

OFFICE OF INSPECTOR GENERAL

The Office of Inspector General

The FDIC's Office of Inspector General (OIG) is an independent organizational unit established under the Inspector General Act of 1978, as amended, that conducts audits, evaluations, investigations, and other reviews of FDIC programs and operations. The OIG's mission is to promote the economy, efficiency, and effectiveness of FDIC programs and operations, and to prevent, deter, and detect waste, fraud, abuse, and misconduct in FDIC programs and operations.

The OIG aims to drive change and make a difference by prompting and encouraging improvements and efficiencies at the FDIC, help preserve the integrity of the agency and the banking system, and protect depositors and financial consumers. To accomplish its mission and achieve its vision, the OIG has established the following six goals:

- Conduct superior, high-quality audits, evaluations, and reviews;
- Investigate significant matters of wrongdoing and misconduct relating to FDIC employees, contractors, and institutions;
- Strengthen relations with partners and stakeholders;

- Administer resources prudently, safely, securely, and efficiently;
- Exercise leadership skills at all levels within the organization; and
- Promote teamwork within the Office.

The OIG also has developed internal objectives to accomplish these goals.

Additional information about the OIG, including a copy of the OIG's Strategic Plan, can be found at <https://www.fdicigo.gov>.

APPENDICES

Appendix A: The FDIC's Strategic Planning Process

Introduction

The FDIC is subject to the requirements of the *Government Performance and Results Act (GPR)* as modified by the *GPR Modernization Act of 2010* and certain provisions of Title I, Federal Evidence-Building Activities of the *Foundations for Evidence-Based Policymaking Act of 2018*. In accordance with the requirements of these statutes, the FDIC reviews and updates its Strategic Plan every four years, publishes Annual Performance Plans and Performance Reports, and conducts program evaluations to assess whether the agency's programs are achieving their stated purposes.

Annual Performance Plan and Report

The FDIC Strategic Plan is implemented through annual performance plans. The annual plans identify annual performance goals, indicators, and targets for each strategic objective. The FDIC submits an Annual Report to Congress in February of each year that compares actual performance to the annual performance goals for the prior year. This report is also made available to FDIC stakeholders and the public through <https://www.fdic.gov>.

Long-term strategic goals and objectives are expressed in outcome terms, and selected outcome measures are included in the

agency's annual performance plans. However, many of the performance indicators in these annual plans are process measures (for example, completing required examinations). It is often difficult to establish a direct causal relationship between the agency's activities and the outcomes experienced by insured institutions. The FDIC continues to work with the other regulatory agencies to improve its performance measures.

Corporate Planning and Performance Management Process

The FDIC establishes performance goals annually through an integrated planning and budgeting process. In formulating these performance goals, the agency considers the external economic environment, the condition of the banking and financial services industry (including potential risks), projected workload requirements, and other corporate priorities. Agency plans also may be influenced by the results of program evaluations and management studies, prior year performance results, and other factors. Based on this information, planning guidance is established by senior management with input from program personnel.

After annual performance goals are established, a proposed annual corporate operating budget is developed, taking into account the financial, human capital, technological, and other resources required to accomplish core mission responsibilities and other annual performance goals.

The budget is typically approved by the Board of Directors in December.

Annual performance goals are communicated to employees through established supervisory channels, the internal FDIC website, and other means. Staff prepares progress reports, and senior management conducts performance reviews quarterly.

Stakeholder Consultation

The FDIC requested comment from stakeholders and the public on a draft of this strategic plan through a posting on the FDIC website for a 14-day period in August 2021. All comments and suggestions were carefully reviewed and changes made to the plan where appropriate.

Appendix B: Enterprise Risk Management

Enterprise Risk Management

Enterprise Risk Management (ERM) is a way to better anticipate, prioritize, and manage risks across an agency. The FDIC's ERM program aims to address the full spectrum of significant internal and external risks facing the agency and the combined impact of those risks as an interrelated portfolio.

The FDIC integrates ERM into its strategic planning and budgeting processes to inform decision-making and resource deployment. Each year, the FDIC develops funding requests and corporate-wide goals that consider identified risks. Higher rated risks may warrant increases to financial or personnel resources.

Key ERM program components include the Risk Appetite Statement, Risk Profile, and Risk Inventory. The Risk Appetite Statement serves as a guide for setting strategic goals and objectives and communicates the Corporation's views about the level of risk taking that is acceptable across various agency programs and operations. The Risk Appetite Statement considers the following eight risk categories: strategic, compliance, reporting, operational, reputational, financial, technological, and external risks.

FDIC's Risk Inventory is a comprehensive, detailed list of risks that could hamper the FDIC's ability to achieve its goals and

objectives. Divisions and offices identify risks through risk assessments, internal reviews, audits and evaluations, risk committees, and ORMIC research and reviews. Divisions and offices assign residual risk level ratings based on the impact and likelihood of the risk occurring, identify risk mitigations for higher-rated risks, and track mitigation activities to completion.

The Risk Profile is a prioritized inventory of the most significant risks identified and assessed through the risk assessment process. ORMIC maps underlying Risk Inventory items to higher-level Risk Profile items then assigns a mitigation coverage level, risk trend, and residual risk level to each Risk Profile item. ORMIC vets this information with the divisions and offices and deputies to the Chairman. The Risk Inventory and Risk Profile are living documents that are updated as needed and formally validated each summer. The CRO presents the Risk Profile to the FDIC Operating Committee—the FDIC's ERM oversight body—for review, discussion, and annual confirmation. The CRO also provides quarterly ERM briefings to the Chairman and Operating Committee and semiannual briefings to the FDIC Audit Committee, a standing committee of the FDIC Board of Directors.

Appendix C: The FDIC’s Use of Research, Data, and Analysis to Support Evidence-Based Policy Making and Program Management

The *Foundations for Evidence-Based Policymaking Act of 2018* requires the FDIC to assess as part of its strategic plan the coverage, quality, methods, effectiveness, and independence of the statistics, evaluation, research, and analysis efforts of the FDIC. The FDIC has long recognized that data is one of its most important resources for accomplishing its mission responsibilities, both for internal use and for dissemination to the financial industry and other stakeholders. The FDIC collects and utilizes data from individual financial institutions and other sources to assess risks and establish risk-based insurance premiums for insured depository institutions (IDIs), conduct bank examination and other supervisory activities for FDIC-supervised IDIs, evaluate the resolution plans of large and systemically important IDIs, and resolve IDI failures at the least cost to the Deposit Insurance Fund. It is essential that this information on which the FDIC relies in performing these functions be complete and accurate.

Statistics, Data Collection, and Analysis

The FDIC relies on the collection and analysis of data from FDIC-insured institutions and other sources to carry out virtually all of its

core business processes. These data are aggregated and maintained in multiple systems and databases used by employees throughout the agency to perform their day-to-day duties and responsibilities. The major systems/databases include the following:

- Central Data Repository (CDR), which maintains core financial information collected quarterly from all FDIC-insured institutions for use by all federal bank regulatory agencies.
- Institution Directory (ID), which contains comprehensive, up-to-date financial and demographic data for every FDIC-insured institution.
- Structure Information Management System (SIMS), which holds detailed location and demographic information on offices and branches of FDIC-insured institutions.
- Statistics on Depository Institutions (SDI), which maintains the latest comprehensive financial and demographic data for every FDIC-insured institution.
- Summary of Deposits (SOD), which collects and maintains annually information on branch office deposits for all FDIC-insured institutions, including insured U.S. branches of foreign banks.
- Survey of Household Use of Banking and Financial Services, which collects information biennially from U.S. households (in partnership with the U.S. Bureau of the Census) on bank account ownership, the primary

methods banked households use to access their bank accounts, bank branch visits, use of prepaid cards and nonbank financial transaction services, and use of bank and nonbank credit.

- Small Business Lending Survey, a nationally representative survey of U.S. banks and their small business lending practices.
- Failed Bank Data, a unique research database that contains detailed financial and other information collected by the FDIC during the resolution of FDIC-insured institution failures.
- Enterprise Data Warehouse, which provides FDIC employees a centrally managed, high-quality, and highly secure data platform for corporate and divisional data analysis, reporting, and decision-making.

The FDIC makes its data and risk analysis available to the public through a variety of regular publications, including the *Quarterly Bank Profile*, *FDIC Quarterly*, *Supervisory Insights Journal*, *Consumer Compliance Supervisory Highlights*, and *How America Banks*. It also makes this data available to the public for research and other purposes on its website through *Bank Find Suite*, a database that identifies whether an institution is FDIC-insured and provides detailed historical information on the institution, including past mergers and acquisitions. The FDIC is modernizing its public-facing data and analytical tools to improve functionality and ease of user access.

Research and Evaluation Activities

As a preeminent banking research organization, the FDIC maintains a vigorous research and publications program, managed by its Division of Insurance and Research (DIR), on an array of issues and topics of importance to the banking industry. This includes extensive and ongoing analysis of the economy and potential risks to the banking industry, sectors of that industry, or individual financial institutions. Sound economic analysis is critical to prudently managing the Deposit Insurance Fund and fulfilling the FDIC's deposit insurance mission. It also permits the FDIC to focus its supervisory efforts on the areas of greatest risk and to resolve IDI failures at the least cost to the Deposit Insurance Fund. The FDIC's economic analyses are evaluated and discussed on an ongoing basis through the interdivisional Risk Analysis Center in Washington and interdivisional Regional Risk Committees in each of the FDIC's regional offices.

Much of DIR's formal research program is conducted in collaboration with the academic community through the Center for Financial Research (CFR), which was established in 2004. The purpose of the CFR's research program is to expand knowledge and understanding and to prompt discussion among the FDIC's many stakeholders on issues affecting the banking system. The research focuses on banking industry developments, risk measurement and management methods, regulatory policy, and related topics. Research findings are disseminated through meetings of the

Advisory Committee on Community Banking and the Advisory Committee on Economic Inclusion, *CFR Working Papers*, *FDIC Staff Studies*, survey reports, articles in independent, peer-reviewed professional journals, and presentations at professional and academic conferences and other events. Completed studies can be found on [fdic.gov](https://www.fdic.gov).

Other FDIC divisions and offices also continually perform research, program analysis, and evaluation activities both to assess their organizational performance and to identify program and process improvements that would enhance their effectiveness in meeting strategic and annual goals and objectives, and employee perspectives are collected and analyzed through the annual Federal Employee Viewpoint Survey. Research and analysis are often shared across divisions and offices in a consultative process and are used operationally to inform organizational learning, program management, and performance management. In addition, the Office of Program Audits and Evaluations, in the FDIC's independent Office of Inspector General, conducts program evaluations and performance audits to assess the effectiveness and efficiency of FDIC programs and operations. The Office of Risk Management and Internal Controls also performs independent audits and evaluations of FDIC programs and operations to ensure that they are operating efficiently and effectively and accomplishing their intended objectives. Program evaluations are collaborative efforts that may involve management and staff from multiple divisions and offices.

Data Management and Governance

The FDIC seeks to manage its data as a corporate resource. This is fundamental to empowering FDIC staff at all levels of the organization to perform their responsibilities. In 2020, the FDIC appointed a new Chief Data Officer (CDO) and launched the Enterprise Data Governance Group to develop an enterprise data management strategy and implement a new enterprise data governance framework. In conjunction with that initiative, the CDO is leading a corporate-wide effort to establish a target data architecture for a new cloud data platform, implement a data literacy program, and create an enterprise data catalog. The CDO is also collaborating with the FDIC's Corporate University (CU) to develop training for employees on the use of these new tools. CU provides employees in all disciplines with career-long learning and development opportunities to equip them to meet the Corporation's current and future skills needs, including data analysis skills that are central to each of the FDIC's major business programs.

The FDIC is also pursuing data security initiatives to protect confidential and sensitive data from unauthorized access or misuse. The FDIC's multi-year IT Modernization Program initiated in 2020 includes initiatives intended to mature the Corporation's cybersecurity capabilities to ensure the continued confidentiality, availability, and integrity of FDIC systems and data. The FDIC will continue to implement current and emerging federal information security regulations, policies, and practices, including those governing the

collection, access, and use of data generated by the FDIC in the execution of its mission.

Technology and Innovation

The FDIC established the FDIC Tech Lab (FDITECH) in 2019 to promote experimentation with innovative emerging technologies and, where appropriate, accelerate their adoption by both FDIC-insured and supervised institutions and by the FDIC. Many initiatives being pursued by FDITECH in partnership with FDIC business divisions hold the promise of increasing the FDIC's analytical capabilities. For example, the FDIC is experimenting with the application of artificial intelligence and machine learning technologies to its bank examination reports to identify cross-cutting risks. It is also planning to pilot a number of third-party proposals that emerged from a Rapid Phased Prototyping competition completed in 2021 that would provide the FDIC access to supplemental bank information (e.g., loan information) that could facilitate continuous offsite monitoring and analysis of risk in individual institutions.

ATTACHMENT F

FDIC Alternative Dispute Resolution Procedures



OFFICE OF MINORITY AND WOMEN INCLUSION

INTERNAL POLICY

TYPE AND NUMBER

CPB 2000.1

CONTACT

Michael Moran

TELEPHONE NUMBER

(703) 562-6073

DATE: March 26, 2018

DATE OF CANCELLATION *(Bulletins Only)*

TO: Office of Minority and Women Inclusion Staff

FROM: Saul Schwartz
Director, Office of Minority and Women Inclusion

SUBJECT: Equal Employment Opportunity Alternative Dispute Resolution Program

1. Purpose To establish and define guidelines and procedures for the administration of and participation in the Federal Deposit Insurance Corporation’s (FDIC or Agency) Equal Employment Opportunity (EEO) Alternative Dispute Resolution (ADR) program.

2. Policy It is the policy of the FDIC to use mediation, a form of ADR, as appropriate, to resolve informal and formal EEO complaints at the earliest opportunity within the EEO complaint process.

3. Background The U.S. Equal Employment Opportunity Commission’s (EEOC) revised regulation at 29 C.F.R. §1614.102(b)(2) requires Federal agencies to establish or make available an ADR program in conjunction with the processing of complaints of employment discrimination.

This internal policy was developed to: (1) provide an informal alternative to the EEO process; and (2) provide employees with an opportunity for a confidential and informal attempt to resolve their concerns at the lowest possible level, while allowing the parties to participate actively in the resolution of the dispute.

The Office of Minority and Women Inclusion (OMWI), Complaints Processing Branch (CPB) manages the EEO ADR program.

4. Authority Section 3 of Public Law 101-552, as amended by the Administrative Dispute Resolution Act of 1996 (Public Law 104-320, 5 U.S.C. §§571-584) (ADR Act).

EEOC regulations at 29 C.F.R. §1614.102(b)(2).

5. Complaints Processing Branch ADR Program

The FDIC is dedicated to diversity and inclusion and equal opportunity in all its employment policies, practices, and programs.

ADR has proven to be an effective tool for resolving workplace disputes faster, more economically, and in a non-adversarial forum. Mediation is one form of ADR, and is a problem solving technique which uses neutral third parties to resolve disputes. The use of mediation encourages and facilitates early resolution of workplace disputes by the good faith participation of management and aggrieved employees.

Mediation promotes principles and practices that facilitate open communication and improve working relationships. Using mediation to resolve workplace disputes demonstrates the agency's commitment to providing a confidential non-adversarial approach to problem solving, while promoting joint ownership of solutions.

Mediation is available throughout the EEO complaint process. OMWI uses certified contract mediators who are trained in various ADR techniques.

a. Mediation is Voluntary, Neutral and Confidential

EEO mediation is voluntary for an aggrieved party/complainant and the mediation discussions are confidential.

The mediator is a contract neutral who will not take sides with either party, but will assist in facilitating a resolution of the claims at issue in the EEO complaint, as well as other issues that may come up during the mediation session.

The FDIC requires managers and supervisors to make every effort to resolve workplace disputes with their employees. Thus, if an aggrieved party/complainant elects to use mediation in lieu of EEO Counseling, or during the formal EEO complaint stage to resolve an EEO complaint, management is required to participate in the mediation session, the appropriate management official is required to participate in the process and attempt to resolve the dispute in good faith.

Confidentiality is essential to the success of all ADR proceedings. All ADR processes will assure information is not disclosed consistent with the provisions of the ADR Act. This will enable parties to be forthcoming and candid, without fear that their statements may later be used against them. The parties will not discuss confidential

communications outside the mediation process. Neutrals will not reveal to the Agency staff or management, confidential communications disclosed during the mediation session.

b. Stages of the EEO Complaint Process when EEO Mediation is Available

Mediation is available during informal counseling stage; during the processing at the formal complaint stage; and during the hearing stage of the EEO complaint. The EEOC oversees mediations during the hearing stage. Most mediations occur during the informal counseling stage.

OMWI has discretion to determine whether a given dispute is appropriate for EEO mediation. At the informal stage, an aggrieved person may elect mediation instead of EEO counseling. At the formal stage, OMWI may offer mediation at any time, up until the final agency decision is issued.

c. Timeframes of the EEO Administrative Process and the EEO ADR Process

The informal EEO counseling stage takes place within 30 calendar days from an aggrieved individual's first contact with OMWI or the EEO Counselor. If mediation is deemed to be appropriate, the aggrieved individual will be afforded the opportunity to elect EEO mediation. Examples of matters that may be appropriate for mediation include, but are not limited to, denial of promotion, harassment, unfavorable performance rating, and disciplinary action.

If mediation is elected, the timeframe for the informal EEO process is extended an additional 60 calendar days; however, OMWI will attempt to schedule mediation within 30-60 calendar days from the aggrieved person's initial contact with OMWI or the EEO Counselor. The total timeframe of the informal EEO stage, if mediation is elected, should not exceed 90 calendar days.

During the formal stage, if mediation is deemed appropriate and offered by OMWI, and accepted by the complainant, attempts will be made to schedule mediation within 30 calendar days from the date it is accepted. OMWI may initiate mediation at complainant's and/or the Agency's request.

A mediation session may take four to six hours and is normally conducted face-to-face when possible. If not possible or feasible, the mediation session may be conducted via VTC or conference call.

At any point in the process after the aggrieved party/complainant has decided to enter mediation, the aggrieved party/complainant may terminate the mediation process and resume the EEO complaint process.

d. Right to Representation during Mediation

Each party is entitled to a representative during the EEO complaint process. In general, representation is not required for mediation and either party may decide not to have a representative present during a mediation session. Since the purpose of the mediation is to facilitate open and meaningful communication between the aggrieved party and the designated management official, the role of the representative in the mediation session is to encourage dialogue between the parties, and not to promote an adversarial process.

It is inconsistent with their neutral roles for EEO counselors, EEO investigators, EEO officers, and EEO program managers to serve as representatives for agencies or complainants. Therefore, persons in these positions cannot serve as representatives for complainants or for agencies in connection with the processing of discrimination complaints.

If an aggrieved party/complainant elects to be represented by an attorney, management may elect to request an Agency attorney to accompany management at the mediation. Due to confidentiality requirements and conflicts of interest, both the aggrieved party/complainant and the management official must designate their representative in writing before the start of the mediation. If it is determined that a conflict of interest exists, the aggrieved party/complainant and/or the management representative must re-designate the representative. The Agency attorney should not be the same attorney representing the Agency at hearing before the EEOC.

If an aggrieved party/complainant does not elect to be represented by an attorney at the mediation, management may not have an Agency attorney at the mediation.

e. FDIC Resolving Official Attending Mediation

The appropriate resolving official should have settlement authority to bind the Agency at mediation. The manager who is directly involved with the EEO claim should not act as the manager with settlement authority at the mediation.

f. Settlements and Enforceability

Any settlement of an EEO complaint must be entered into voluntarily.

If a settlement is reached through the ADR process, the parties will draft a settlement agreement that is acceptable to all parties and their representative(s), if any. A settlement agreement becomes binding, final, and effective upon the review, concurrence, approval, and signature of the FDIC Legal Division. The Director, OMWI provides concurrence only. Signed settlement agreements are binding on both parties. The terms of the settlement agreement are enforceable and any breach of the agreement should be reported to the Director, OMWI pursuant to 29 CFR §1614.504.

If a settlement is not reached, the employee can continue the pursuit of his/her matter through the EEO formal complaint process.

g. Exceptions to ADR Program

The majority of matters are appropriate for EEO ADR. However, the EEOC recognizes that there are instances in which EEO ADR may not be appropriate or feasible; and therefore, Agencies may decline to offer EEO ADR for particular issues.

The FDIC has determined that certain situations (i.e., claims growing out of a reduction-in-force, claims involving non-selection of non-FDIC employees (applicants), or where the same, similar or related claims filed by the same individual have been mediated in previous informal or formal complaints) are not appropriate for mediation. Other specific reasons are determined on a case-by-case basis.

6. Training

Training will be provided for employees and managers on the EEO ADR program, their roles and responsibilities in the mediation process, and the benefit of using mediation to resolve workplace disputes.

Training and an ongoing review and evaluation of the EEO ADR program will be essential in order to determine whether the program has

	achieved its goals and how the program might be improved to be more efficient and achieve better results.
7. Recordkeeping Requirements	Records shall be maintained in accordance with FDIC Circular 1210.1, FDIC Records and Information Management (RIM) Policy Manual. Records shall be maintained for annual reporting (Form 462) to the EEOC.
8. Effective Date	This internal policy is effective immediately.

ATTACHMENT G

FDIC Circular 2710.5 – FDIC Reasonable Accommodation Program



FDIC DIRECTIVE

2710.5

Saul Schwartz
Director
Office of Minority and Women Inclusion

See approval(s) on Action Log

Reasonable Accommodation Program

PURPOSE

To provide the Federal Deposit Insurance Corporation's (FDIC or Corporation) policy on providing reasonable accommodation to qualified employees and applicants for employment with disabilities consistent with Title 29 Code of Federal Regulations (CFR) Part 1614, including revisions dated January 3, 2017.

SCOPE

The provisions of this Directive apply to all employees and applicants for employment with the FDIC.

AUTHORITIES

- Federal Regulations (29 C.F.R. §§ 1614, 1630) require Federal agencies to provide reasonable accommodations to qualified employees and applicants for employment with disabilities.
- The Americans with Disabilities Act (ADA) of 1990, as amended (42 U.S.C. § 12101 et seq.)
- The Rehabilitation Act of 1973, as amended (29 U.S.C. § 701 et seq.)

FORM(S)

- FDIC 2710/02, Request for Reasonable Accommodation
- Standard Form (SF) 256, Self-identification of Disability

REVISION(S)

This Directive supersedes Circular 2710.5, Procedures for Providing Reasonable Accommodation to Individuals with Disabilities, dated December 15, 2014.

Action Log

Submission Type <i>(New, Pedestrian Change, Revision)</i>	Date	Approval
Revision		

Summary of Changes (if applicable)

Substantial changes being made to bring the Directive into compliance with the federal regulations promulgated by the Equal Employment Opportunity Commission (EEOC) on January 3, 2017.

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Background

The FDIC is committed to the principles of equal opportunity in all of its programs, policies, and practices, and to promoting diversity and inclusion in its workforce, as well as in its programs and activities. The Office of Minority and Women Inclusion (OMWI) is responsible for the FDIC's diversity and inclusion, civil rights, accessibility, and minority and women outreach programs. These programs ensure that the FDIC's workplace is inclusive, free from unlawful discrimination and retaliation, and provides equal opportunity and access to all.

The FDIC provides reasonable accommodations to qualified employees or applicants with disabilities as required by applicable laws and regulations. These accommodations are changes or modifications in the work environment, equipment or instruments used, or the way things are customarily done, that enable individuals with disabilities to enjoy the same opportunities and benefits of employment as employees without disabilities. The OMWI oversees the reasonable accommodation program and provides assistance to individuals with disabilities seeking accommodation and the managers providing accommodations.

The FDIC has a longstanding commitment to ensuring equal opportunity for all persons regardless of race, color, national origin, sex (including pregnancy, equal pay, gender identity and sexual orientation), religion, age, disability, genetic information, or status as a parent, and to preventing prohibited retaliation against individuals for participating in the EEO complaint process or opposing discriminatory practices. With this commitment, the FDIC meets its obligation to provide reasonable accommodation for known physical and mental disabilities of qualified employees and applicants for employment, unless the FDIC can show that a particular accommodation would impose an undue hardship on the operation of its programs and activities.

When appropriate, the FDIC may grant an accommodation to an employee or an applicant for employment, even though the Corporation may not be legally required to do so. Therefore, the FDIC's approval of an accommodation request does not necessarily constitute a determination by the Corporation that an employee or applicant for employment is legally entitled to the accommodation or the accommodation granted.

A. Requests for Reasonable Accommodation

1. Initial Requests

An individual with a disability may request a reasonable accommodation at any time, even if he or she has not previously disclosed the existence of a disability. Disclosing a medical condition or medication, which may or may not impact the employee's work environment or ability to perform his or her job, may also indicate the potential need for reasonable accommodation. Requests:

- a. May be made orally or in writing and do not have to include any special words such as "reasonable accommodation," "disability," or "Rehabilitation Act;"
- b. Do not require the completion of a specific form for the interactive process to begin, and the employee is not required to have a particular accommodation in mind before making the request; and

- c. May be made or submitted to the employee's first-line supervisor, another supervisor or manager in the employee's chain of command, the Division/Office Director, or the Disability Program Manager.

If an approved accommodation is needed on a repeated basis, the employee needs only to make a summary request for the accommodation, either orally or in writing when a subsequent need arises.

For employees with intellectual disabilities, a Support Coordinator can be made available for the purpose of assisting the employee and promoting the employee's best interest in the workplace. While supervisors should take all necessary precautions to maintain the confidentiality of employees with intellectual disabilities, a supervisor may be required to discuss the employee's disability in order to provide them a reasonable workplace accommodation.

The Support Coordinator, in conjunction with any legal guardian, if applicable, will ordinarily be involved in all aspects of the reasonable accommodation process or any other process for determining appropriate workplace assistance. The Disability Program Manager should be contacted for information on accommodations available for employees with intellectual disabilities.

In the case of an applicant for employment, the applicant's request for a reasonable accommodation is made or submitted to the HR Specialist responsible for recruitment of the position. Applicants should submit requests for reasonable accommodation as early in the hiring process as possible to afford the FDIC a reasonable time to process the requests. For example, an applicant may require a sign language interpreter to be available during interviews in the hiring process. Such accommodations can be provided without delay if planned in advance of the requirement.

2. Communication

Communication is a priority throughout the reasonable accommodation process. As soon as practicable following a request for a reasonable accommodation, whether made orally or in writing, the individual making the request and management shall engage in the interactive process. This process involves discussions between the individual making the request and management regarding the request, the process for determining whether an accommodation will be provided, and potential accommodations.

Management should communicate with the individual making the request early in the process and periodically throughout the process. The interactive process is especially important when impairment is not obvious or an effective accommodation is not clear.

While the Deciding Official makes the ultimate decision on a request for reasonable accommodation, that decision may be made in consultation with the Disability Program Manager and the Federal Occupational Health (FOH) Service, when necessary.

3. Medical Documentation

When a disability or need for an accommodation is not obvious, the Deciding Official, other supervisor or manager in the requesting employee's chain of command, or Disability Program Manager may ask the employee requesting an accommodation to provide sufficient medical documentation from a healthcare provider. If the employee does not want to provide medical documentation to anyone at the FDIC, the employee or the employee's healthcare provider may choose to send it to FOH directly. If this option is chosen, the employee must inform the Disability Program Manager of this decision, and the Disability Program Manager will send the appropriate forms to the employee and FOH to initiate the process.

The FDIC has the right to have medical documentation reviewed by a qualified medical professional appointed by the FDIC. Under a contractual agreement with the FDIC, FOH physicians can review requests for reasonable accommodation and, when necessary, may consult with the requesting employee's healthcare provider(s) concerning the employee's disability and the appropriate reasonable accommodations. The FOH physicians may also request relevant supplemental medical documentation if the information submitted by the employee requesting an accommodation is insufficient. Depending on their complexity, reasonable accommodation requests may or may not necessitate FOH review.

The medical documentation should address:

- a. The nature, severity, and duration of the impairment;
- b. The activity or activities that the impairment limits;
- c. The extent to which the impairment limits the ability to perform the activity or activities (*i.e.* job function); and
- d. Why the employee requires reasonable accommodation or the particular reasonable accommodation requested, as well as how the requested accommodation will assist an applicant to apply for a job, perform the essential functions of the job, or enjoy a privilege or benefit of employment.

The healthcare provider's statement must be legible, on the healthcare provider's letterhead, and signed with an original signature. When the need for a reasonable accommodation remains unclear, or when the individual requesting an accommodation has not provided sufficient medical information to clarify the need, the FDIC has the right to request additional information.

The FDIC is obligated to keep medical information confidential in accordance with the confidentiality requirements under the Americans with Disabilities Act and other applicable laws and regulations and the limited circumstances under which such information may be disclosed. The FDIC may be unable to provide a timely response to a request for reasonable accommodation if an individual's healthcare provider fails to provide needed documentation in a timely manner. Failure to provide necessary requested documentation may result in denial of a reasonable accommodation request. [Recordkeeping Requirements](#) provides recordkeeping requirements for medical documentation.

B. Reviewing Requests for Reasonable Accommodation

1. Initial Considerations

An employee's request for reasonable accommodation may include a request for a change in policy, practice, work modification, or other assistance that relates to the employee's employment because of his or her medical condition. Supervisors are often the first people employees contact when making requests for accommodation. Although the employee seeking an accommodation generally has the burden of initiating the request, the request may be initiated by a spouse, caregiver, or someone else representing the employee.

To assist in recognizing a request for an accommodation, the Deciding Official should consider the following questions:

- a. Is the employee talking about some type of medical condition that is impacting his or her work?
- b. Has the employee mentioned some sort of physical/intellectual/psychiatric challenge that is impacting his or her work?
- c. Is the employee requesting an adjustment or change to the workplace?

- d. Has the employee openly disclosed a disability, medical condition, or medication?
- e. Has the employee stated that he or she needs assistance performing a job function?
- f. Is the employee known to have a disability and a family member, friend, coworker, or healthcare provider has requested an accommodation on his or her behalf?

When a request for a reasonable accommodation has been made, various individuals are accountable for reviewing, processing, and implementing the request.

2. Processing

The Deciding Official processes requests for reasonable accommodation in accordance with the timeframes outlined in this Directive. Additionally, in coordination with other supervisors in an employee's chain of command as appropriate, he or she will:

- a. Begin the interactive communication process with the person requesting the reasonable accommodation, communicate periodically throughout the process, and provide the individual with his or her contact information;
- b. Verify, within applicable delegations of authority, his or her authority to grant or deny requests for reasonable accommodation. If he or she does not have the authority to grant or deny the reasonable accommodation requested, he or she shall refer the request to the appropriate official who has the authority to make the determination;
- c. Confirm that the individual is requesting a reasonable accommodation when a family member, healthcare provider, or representative requests a reasonable accommodation on an individual's behalf;
- d. Notify the Disability Program Manager when a request for a reasonable accommodation is received and provide the Disability Program Manager with a copy of form FDIC 2710/02 submitted by the employee, or on his or her behalf;
- e. Collaborate with the Disability Program Manager, who can refer the Deciding Official to the appropriate resources, including budget sources, individuals, and Divisions/Offices able to provide assistance in making the decision or that may be involved in the implementation of the accommodation;

- f. Consult with the appropriate Divisions/Offices, which may include, but are not limited to the:
- 1) Division of Administration (DOA)/Human Resources Branch (HRB), including the Labor and Employee Relations Section, on issues that might impact human resources policy, employee relations, and bargaining unit matters;
 - 2) Division of Information Technology (DIT) regarding the availability and feasibility of certain computer equipment, hardware, peripherals, software, and training;
 - 3) DOA/Health, Safety and Environmental Unit, Corporate Services Branch, regarding the availability and feasibility of certain accommodation requests such as building accessibility, ergonomic furniture, etc.; and
 - 4) Legal Division/Labor, Employment and Administration Section (LEAS).

NOTE: For requests made by employees in, or applicants for employment with, the Office of Inspector General (OIG), the Deciding Official should consult with the OIG Office of Management, Human Resources Team, who will coordinate with the OIG Office of General Counsel.

- g. Request medical documentation, when needed, to support the request for a reasonable accommodation, including when supplemental information is needed to determine an effective accommodation, if any.

In reaching a decision on a request for a reasonable accommodation, the FDIC will consider all resources available to the FDIC as a whole, excluding those designated by statute for a specific purpose that does not include reasonable accommodation. Management consults with the Disability Program Manager, as well as appropriate officials in DOA, Legal, or DIT, as needed, to obtain all available agency resources to provide reasonable accommodations.

3. Reassignment

If the Deciding Official determines that no reasonable accommodation will permit the requesting employee to perform the essential functions of his or her current position, the Deciding Official must consider reassignment to a vacant, funded position for which the employee is qualified. Reassignment will only be considered if no other reasonable accommodations are available to enable an employee to perform the essential functions of his or her current job, or if the only effective accommodation would cause undue

hardship on the FDIC. In considering whether there are positions available for reassignment without competition, the Deciding Official and the Disability Program Manager will work with DOA/HRB and the employee needing the reassignment to identify:

- a. Vacant, funded positions throughout the FDIC for which the employee qualifies and can perform, with or without reasonable accommodation; and
- b. Positions within the FDIC that DOA/HRB or the Division/Office has reason to believe will become vacant within a reasonable amount of time from the date the search is initiated and for which the employee may be qualified.

If considering reassignment, the FDIC will first attempt to locate positions at the employee's current grade level in his or her current commuting area. If no position exists at the employee's current grade level, the FDIC will search for positions at a lower grade level. Positions at a higher grade level or with a higher promotion potential than currently held will not be considered for non-competitive reassignment as a reasonable accommodation, though employees seeking reasonable accommodation may choose to apply for positions through the competitive hiring process. Reassignment may be made to a vacant position outside of the employee's commuting area if he or she is willing to relocate (at his or her expense, pursuant to FDIC travel policy). If no vacancies for which the employee qualifies are available or anticipated within a reasonable amount of time, the search will conclude and the results will be conveyed to the employee.

4. Timeframes for Processing a Request for Reasonable Accommodation

a. No Extenuating Circumstances

Absent extenuating circumstances, the maximum amount of time from the accommodation request to either provide a requested accommodation or deny the request is 30 calendar days.

Upon receipt of a request for a reasonable accommodation, whether oral or in writing, the Deciding Official processes the request and shall not wait for receipt of form FDIC 2710/02 to begin processing the request.

When a request for a reasonable accommodation can be processed by the Deciding Official and medical documentation is not required, and no extenuating circumstances exist, the request will be processed and the accommodation, if granted, will be provided within 30 calendar days. Failure to provide the

accommodation in a prompt manner when there are no extenuating circumstances causing the delay may result in a violation of the Rehabilitation Act.

If the Deciding Official believes that it is necessary to obtain medical documentation, he or she, another appropriate supervisor, or the Disability Program Manager will request the information before the expiration of the 30 calendar day period;

After the requested medical documentation is received, and if there are no further extenuating circumstances, the request for reasonable accommodation will continue to be processed and a decision will be provided within 15 calendar days;

b. Expedited Processing

The FDIC will process some requests in shorter timeframes when necessary, such as when an applicant needs accommodations to adhere to hiring schedules, or an employee needs an accommodation to participate in an upcoming meeting.

c. Extenuating Circumstances

When extenuating circumstances exist, the timeframe for processing the request for reasonable accommodation and providing the accommodation will be extended as reasonably necessary. Examples of extenuating circumstances include, but are not limited to:

- 1) A follow-up request for medical documentation;
- 2) The need for a qualified medical professional to evaluate the medical documentation;
- 3) The purchase of equipment not readily available; or
- 4) The completion of a personnel action.

- 5) When extenuating circumstances delay processing a request for reasonable accommodation beyond 30 calendar days, the Deciding Official will provide written notification to both the individual making the request and the Disability Program Manager of the reason for the delay, in an accessible format, if needed, and the approximate date by which a decision or provision of the reasonable accommodation is expected. Any further delays or changes will be promptly communicated to the individual making the request and the Disability Program Manager.
- 6) Where it is determined that it is reasonably likely that an individual will be entitled to a reasonable accommodation while the request is being considered, the Deciding Official will notify the individual, including any extenuating circumstances that justify a delayed decision, and provide an interim accommodation, absent undue hardship, that will allow an employee to perform some or all of the essential functions of his or her job or an applicant to complete the application process.
- 7) The individual making the request may contact the Deciding Official or the Disability Program Manager concerning the tracking or status of his or her reasonable accommodation request.
- 8) The FDIC will not be expected to adhere to its usual timeframes if an individual's healthcare provider fails to provide needed medical documentation in a timely manner.

C. Denial of Requests for Reasonable Accommodation

1. Written Notice

If a request for reasonable accommodation is denied, the Deciding Official prepares a written notice, in an accessible format, if needed, completes Section II of form FDIC 2710/02 explaining in detail the reason for the denial, provides written instructions on how to submit a request for reconsideration of the denial, and gives a copy to the individual requesting the accommodation and to the Disability Program Manager. In the written notice, the Deciding Official informs the individual of the right to challenge the denial by filing a complaint of discrimination; provides instructions on how to file such a complaint; and explains that, pursuant to the Equal Employment Opportunity (EEO) complaint processing procedures, the right to file a complaint will be lost unless the individual initiates contact with an EEO Counselor within 45 calendar days of the denial. Upon receipt of a written denial, the individual requesting the accommodation may

submit a written request for reconsideration, along with any supporting documentation, to the Reviewing Official within 15 calendar days, with a copy to the Disability Program Manager.

2. Reconsideration

An employee may submit a written request for reconsideration along with supporting documentation to the Reviewing Official or his/her designee. The Reviewing Official processes the request in accordance with the instructions outlined in Reviewing Requests for Reasonable Accommodation > [Processing](#), [Reassignment](#), and [Timeframes for Processing a Request for Reasonable Accommodation](#), as appropriate, within 30 calendar days. The Reviewing Official may uphold, modify, or reverse the decision to deny the reasonable accommodation. If the Reviewing Official decides to deny the request for reasonable accommodation, he or she prepares a written notice, in an accessible format, if needed, that:

- a. Explains the reasons for the denial;
- b. Informs the individual of the right to challenge the denial by filing a complaint of discrimination;
- c. Provides instructions on how to file such a complaint; and
- d. Explains that, pursuant to the EEO complaint processing procedures, the right to file a complaint will be lost unless the individual initiates contact with an EEO Counselor within 45 calendar days of the denial.

The Reviewing Official provides a copy of his or her written decision and the completed Section III of form FDIC 2710/02 to the individual and the Disability Program Manager.

D. EEO Complaints and Grievances

Individuals denied reasonable accommodation may initiate an EEO complaint, as delineated in [FDIC Directive 2710.2, EEOC Discrimination Complaint Procedures](#), by contacting an FDIC EEO Counselor within 45 calendar days of receipt of the initial written denial or receipt of the denial after reconsideration. The FDIC encourages the use of alternative dispute resolution (ADR) to resolve employment-related disputes, including issues concerning requests for reasonable accommodation. Employees may seek participation in the ADR process by contacting an FDIC EEO Counselor in OMWI. Additional information on ADR is located on the OMWI website.

Bargaining unit employees alleging discrimination as the basis for the denial of a reasonable accommodation request may file a grievance under the collective bargaining agreement within 20 business days of receipt of the initial written denial or receipt of the reconsideration decision; or, file a formal EEO complaint as outlined in Directive 2710.2 and described above, but not both.

E. Freedom from Retaliation

The FDIC prohibits retaliation or taking an adverse action against individuals based on requests for or perceived need for a reasonable accommodation.

F. Confidentiality Requirements

Medical documentation relating to requests for reasonable accommodation must be kept confidential and shared only with those who have a valid need to know (e.g., decision makers who make employment decisions consistent with the ADA for necessary accommodation of the individual, first aid and safety personnel during an emergency, and government officials investigating compliance with the regulations, including the OIG). Medical documentation related to requests for accommodations must be kept in files separate from the employee's official personnel file, or any other files kept by managers or the Corporation. Employees who obtain or receive medical documentation are strictly bound by this confidentiality requirement.

G. Recordkeeping Requirements

1. Once a decision has been made on the individual's request or after the reasonable accommodation process is complete, the Deciding Official will:
 - a. Complete Section II of Form 2710/02; and
 - b. Forward the complete case file, including notes, correspondence, medical documentation, and all other associated materials, to the Disability Program Manager.
2. For recordkeeping purposes and to facilitate clear communication, oral requests for a reasonable accommodation should be followed by the requestor completing Section I of form FDIC 2710/02, Request FDIC for Reasonable Accommodation or Barrier Removal and the requestor will be asked to voluntarily complete the Office of Personnel Management's (OPM) Standard Form (SF) 256, Self-Identification of Disability. Form

FDIC 2710/02 and the SF 256 are available in alternative formats accessible to individuals with disabilities. The SF 256 data is essential for effective data collection and analysis of the FDIC's Disability Employment Program and may be submitted, by the employee, by updating their disability status through the personnel system. While, self-identification is voluntary and is not required to request and receive an accommodation, cooperation in providing accurate information is critical to these efforts. The FDIC is obligated to keep medical information confidential. If necessary, a hard copy of the form FDIC 2710/02 can be submitted to the Disability Program Manager and the SF 256 can be submitted to the employee's servicing HR Specialist. For applicants with disabilities, form FDIC 2710/02 will be completed by the HR Specialist.

3. The Disability Program Manager maintains custody of all records, including medical documentation and forms FDIC 2710/02 and SF 256, upon completion of the processing of requests for reasonable accommodation. Absent a legitimate, business need, management does not retain medical documentation associated with requests for reasonable accommodation after forwarding the complete file to the Disability Program Manager. The Disability Program Manager collects and maintains the original files on all requests for reasonable accommodation, which will be used to:
 - a. Protect confidentiality and privacy of the individual;
 - b. Ensure consistency in the handling of requests for reasonable accommodation;
 - c. Measure the FDIC's efforts in supporting its Disability Employment Program; and
 - d. Track the FDIC's processing of requests for reasonable accommodations for purposes of reporting to the U.S. Equal Employment Opportunity Commission.

Responsibilities

A. Employee/Applicant

1. Submits request for reasonable accommodation;
2. Provides medical documentation, upon request from the Deciding Official, Supervisor, or the Disability Program Manager; and
3. Engages in the interactive communication process with the Deciding Official, Supervisor, or Disability Program Manager, as appropriate.

B. Support Coordinator (For Employees with Intellectual disabilities)

1. Assists employees (or applicants for employment) in participating in the reasonable accommodation process; and
2. Promotes the individual's best interest in the workplace.

C. Disability Program Manager

1. Coordinates the reasonable accommodation process;
2. Provides guidance to managers and individuals in seeking and providing reasonable accommodations;
3. Serves as a neutral advisor on requests for reasonable accommodation; and
4. Maintains the original files on requests for reasonable accommodations.

D. Reviewing Official

1. Reviews the Deciding Official's decision when a request for reasonable accommodation is denied and a request for reconsideration is filed by the employee (or applicant for employment);
 - a. Employees – the Reviewing Official is the Deciding Official's first line supervisor;

- b. Applicants in Headquarters – the Reviewing Official is the DOA/HRB Deputy Director;
 - c. Applicants in Regional, Area, and Field Offices – the Reviewing Official is the Regional Human Resources (HR) Manager;
 - d. Applicants with the OIG – the reviewing Official is the Deputy Assistant Inspector General for Management.
2. Has the authority to uphold, modify, or reverse the decision to deny the reasonable accommodation.

E. Deciding Official

1. Decides whether an individual is provided a reasonable accommodation and is responsible for approving an effective reasonable accommodation that does not impose an undue burden on the agency, but is not required to approve the specific accommodation(s) requested by an employee or his or her health care provider:
 - a. Employees – the Deciding Official may be the first level supervisor or another manager in the employee’s chain of command; or
 - b. Applicant – the Deciding Official is the Human Resources (HR) Specialist identified in the vacancy announcement.
2. Analyzes the particular job involved, including reviewing the relevant position description and determining its purpose and essential functions;
3. Consults with the individual requesting an accommodation to ascertain the precise job-related limitations imposed by the individual's disability and how those limitations could be overcome with a reasonable accommodation;
4. Identifies potential accommodations and assess the effectiveness each would have in enabling the individual to perform the essential functions of the position, in consultation with the individual requesting the accommodation;
5. Considers the preference of the individual requesting an accommodation as well as the needs of the FDIC, and selects an appropriate accommodation; and
6. Validates with the employee that the accommodation is effective as implemented.

F. Implementing Office

1. Implements the reasonable accommodation once approval of the reasonable accommodation is received;
2. Indicates the actions taken after full implementation of the approved reasonable accommodation by completing Section IV of form FDIC 2710/02; and
3. Forwards the original form FDIC 2710/02 to the Disability Program Manager and a copy to the Deciding Official.

Reasonable Accommodation Resources

FDIC Office of Minority and Women Inclusion

3501 Fairfax Drive
Arlington, VA 22226

- Disability Program Manager for assistance with reasonable accommodation matters; (703) 562-2096; mflint@fdic.gov or DisabilityProgram@fdic.gov.
- Sign Language Interpreting Services for obtaining interpreters; InterpreterDC@fdic.gov.
- Alternative Dispute Resolution for mediation assistance in dispute resolution; (703) 562-6073; mmoran@fdic.gov.
- FDIC EEO Counselor and the EEO Complaint Process for initiating an EEO complaint outlined in 2710.2, EEOC Discrimination Complaint Procedures; (703) 562-6082; (571) 355-1240; or DoBallard@fdic.gov.
- Disability Employment Program Resources information located at FDICnet > Office of Minority and Women Inclusion (OMWI) > Diversity and Affirmative Employment.

FDIC Division of Administration

Corporate Services Branch
3501 Fairfax Drive
Arlington, VA 22226

- Building and facility accessibility.
- Ergonomic workspaces, furniture and equipment; Ergonomic Help Desk at (703) 562-2600 or ergohelpdesk@fdic.gov.

FDIC Division of Information Technology

3501 Fairfax Drive
Arlington, VA 22226

- Computer hardware, software.
- Telecommunication equipment.
- Access to electronic information.

ADA Disability and Business Technical Assistance Centers (DBTACs)

(800) 949-4232 Voice/TTY

The DBTACs consist of 10 federally funded regional centers that provide information, training, and technical assistance on the ADA. Each center works with local businesses and disability, governmental, rehabilitation, and other professional networks to provide current ADA information and assistance. The DBTACs can provide information on reasonable accommodation and make referrals to local sources of expertise in reasonable accommodation.

Department of Defense's Computer Assistance/Electronic Accommodations Program

(833) 227-3272 Voice; (571) 384-5629 Videophone

<http://www.cap.mil/Default.aspx>

Established by the Department of Defense (DoD) in 1990, CAP provides assistive technology and reasonable accommodations to people with disabilities and wounded Service members. CAP's mission is to ensure that people with disabilities and wounded Service members have equal access to the information environment and opportunities in the DoD and throughout the Federal government. FDIC is a CAP partner agency.

Job Accommodation Network

(800) 232-9675 Voice/TTY

<http://janweb.icdi.wvu.edu/>

A service of the Office of Disability Employment Policy, Department of Labor, JAN can provide information, free-of-charge, about many types of reasonable accommodations, personal assistance services, and referrals to other organizations that may have particular information about accommodations for persons with disabilities.

Registry of Interpreters for the Deaf

(301) 608-0050 Voice/TTY

The Registry offers information on locating and using interpreters and transliteration services.

RESNA Technical Assistance Project

(703) 524-6686 Voice; (703) 524-6639 TTY

<http://www.resna.org>

RESNA, the Rehabilitation Engineering and Assistive Technology Society of North America, can refer individuals to projects in all 50 states and the six territories offering technical assistance on technology-related services for individuals with disabilities. Services may include:

- Information and referral centers to help determine what devices may assist a person with a disability (including access to large data bases containing information on thousands of commercially available assistive technology products);
- Centers where individuals can try out devices and equipment;
- Assistance in obtaining funding for and repairing devices; and
- Equipment exchange and recycling programs.

U.S. Equal Employment Opportunity Commission

(800) 669-3362 Voice; (800) 800-3302 TTY

EEOC has published many ADA and Rehabilitation Act-related documents that may assist both individuals requesting reasonable accommodation as well as those involved in the decision-making process. Most of these documents are available at www.eeoc.gov.

EEOC guidance documents and resource materials also include:

- The Disability-Related Inquiries and Medical Examinations of Employees Under the Americans with Disabilities Act (July 27, 2000) at <https://www.eeoc.gov/policy/docs/guidance-inquiries.html>; and
- Reasonable Accommodation and Undue Hardship Under the Americans with Disabilities Act (revised October 17, 2002) at <https://www.eeoc.gov/policy/docs/accommodation.html>.

Glossary of Terms

Term	Definition
Accessible Format	Formats that are an alternative to standard print and are accessible to individuals with disabilities, e.g., large print, recorded audio and electronic formats, and Braille.
Deciding Official	The management official who decides whether an individual will be provided a reasonable accommodation. For employees, the Deciding Official may be the first-level supervisor of the individual requesting the accommodation, or another supervisor or manager in an individual's chain of command. For applicants for employment, the Deciding Official is the Human Resources (HR) Specialist identified in the vacancy announcement or as otherwise designated.
Disability	<ul style="list-style-type: none">▪ A physical or mental impairment that substantially limits one or more of the major life activities of an individual;▪ A record of such impairment; or▪ Being regarded as having such impairment.
Disability Program Manager	The FDIC employee who coordinates the reasonable accommodation process, provides guidance to managers and individuals in seeking and providing reasonable accommodations, and serves as a neutral advisor on requests for reasonable accommodation.
Essential Functions	Job duties fundamental to the position that an individual holds or desires. A job function may be considered "essential" for several reasons including, but not limited to: <ul style="list-style-type: none">▪ The position exists to perform the specific job function;▪ There are a limited number of other employees who could perform the job function; or▪ The job function is specialized and the individual is hired based on his/her ability to perform that function.

Term	Definition
Federal Occupational Health (FOH)	A non-appropriated agency within the Program Support Center of the U.S. Department of Health and Human Services. The FOH works in partnership with federal organizations to design and deliver comprehensive occupational health solutions exclusively to federal employees. Under a contractual agreement with the FDIC, FOH physicians review some requests for reasonable accommodation, and, when necessary, consult with the requesting individual's healthcare provider(s) concerning the individual's disability and appropriate reasonable accommodations. Depending on their complexity, reasonable accommodation requests may be referred to the FOH for review at the request of the Deciding Official or other appropriate officials.
Has a Record of Such Impairment	The individual has a history of, or has been classified as having, a mental or physical impairment that substantially limits one or more major life activities.
Implementing Office	<p>The Division/Office responsible for providing the accommodation, acquiring equipment or services, or making the facilities readily accessible to accommodate individuals with disabilities.</p> <p>For example, DIT is the Implementing Office for computer hardware and software, OMWI provides sign language interpreting services, and DOA ensures facility accessibility and provides ergonomic assessments of employee work spaces, furniture, and equipment.</p>
Individual	Employee or applicant for employment.

Term	Definition
Interactive Process	<p>Flexible communication between management and the individual requesting a reasonable accommodation to identify the precise limitations resulting from the disability, and potential reasonable accommodations that could overcome those limitations. Once an individual has requested a reasonable accommodation, management:</p> <ul style="list-style-type: none"> ▪ Analyzes the particular job involved, including reviewing the relevant position description and determining its purpose and essential functions; ▪ Consults with the individual requesting an accommodation to ascertain the precise job-related limitations imposed by the individual's disability and how those limitations could be overcome with a reasonable accommodation; ▪ In consultation with the individual requesting an accommodation, identifies potential accommodations and assess the effectiveness each would have in enabling the individual to perform the essential functions of the position; and, ▪ Considers the preference of the individual requesting an accommodation as well as the needs of the FDIC, and selects and implements an appropriate accommodation, which may or may not be the requested accommodation. <p>In some instances, the appropriate reasonable accommodation may be so obvious that it may be unnecessary to proceed in this step-by-step fashion; for example, if an employee who uses a wheelchair requests that his or her desk be placed on blocks to elevate the desktop. In other instances, however, neither the individual requesting the accommodation nor management may be able to readily identify an appropriate accommodation. Under such circumstances, it may be necessary for management to initiate a problem-solving process, such as the step-by-step interactive process described above, as part of the effort to identify an appropriate reasonable accommodation.</p>

Term	Definition
Major Life Activities	Include, but are not limited to, caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, and working. A major life activity also includes the operation of a major bodily function, including, but not limited to, functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions.
Mental Impairment	A mental or psychological disorder, such as intellectual disabilities, organic brain syndrome, emotional or mental illness, and specific learning disabilities.
Physical Impairment	A physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems: neurological, musculoskeletal, special sense organs, respiratory (including speech organs), cardiovascular, reproductive, digestive, genitourinary, hemic and lymphatic, skin, and endocrine.
Qualified Individual with a Disability	<p>One who:</p> <ul style="list-style-type: none"> ▪ Satisfies the requisite skill, experience, education, and other job-related requirements of the position the individual holds or desires; and ▪ Is able to perform the essential functions of the position with or without a reasonable accommodation.

Term	Definition
Reasonable Accommodation	<p>Modifications/adjustments:</p> <ul style="list-style-type: none"> ▪ To the job application process to enable a qualified applicant with a disability to be considered for the position he or she desires; ▪ To the work environment, or the way in which the position held or desired is customarily performed, to enable a qualified individual with a disability to perform the essential functions of the position; or ▪ That enable an employee with a disability to enjoy equal benefits and privileges of employment. <p>Such modifications/adjustments may include, but are not limited to:</p> <ul style="list-style-type: none"> ▪ Making existing facilities readily accessible to, and usable by, individuals with disabilities; and ▪ Job restructuring; part-time or modified work schedules; reassignment to a vacant, funded position; acquisition or modification of equipment or devices; appropriate adjustment or modification of examinations, training materials, or policies; the provision of qualified readers or interpreters; and other similar accommodations for individuals with disabilities.
Reassignment	<p>A reasonable accommodation of last resort that, absent undue hardship, the FDIC will consider if it determines that no other reasonable accommodation would permit an employee to perform the essential functions of his or her current job. The placement of an employee in a vacant, funded position, without competition, for which the employee is qualified and can perform the essential functions, regardless of geographic location. If a position of an equal grade is not available, an employee may voluntarily accept a change to a lower grade, vacant, funded position, regardless of geographic location, for which the employee is qualified.</p>

Term	Definition
Reviewing Official	<p>The management official who reviews the Deciding Official's decision when a request for reasonable accommodation is denied and the individual requesting the accommodation files a request for reconsideration. The Reviewing Official has the authority to uphold, modify, or reverse the decision to deny the reasonable accommodation.</p> <p>For reasonable accommodation requests from employees, the Reviewing Official is the Deciding Official's first level supervisor or designee. For applicants for employment in Headquarters offices, the Reviewing Official is the Deputy Director, Human Resources Branch (HRB), DOA, or designee. For Regional, Area and Field Office applicants, the Reviewing Official is the Regional HR Officer. For applicants for employment with the OIG, the Reviewing Official is the Deputy Assistant Inspector General for Management or his/her designee.</p>
Substantially Limits	<p>The person is:</p> <ul style="list-style-type: none"> ▪ Unable to perform a major life activity that an average person in the general public can perform; ▪ Significantly restricted as to the condition, manner, or duration under which an individual can perform a particular major life activity as compared to the general population. <p>The following factors are considered in determining whether an individual is substantially limited in a major life activity:</p> <ul style="list-style-type: none"> ▪ The nature and severity of the impairment; ▪ The duration or expected duration of the impairment; and ▪ The permanent or long-term impact or the expected permanent or long-term impact of the impairment.

Term	Definition
Support Coordinator	<p>An individual assigned to:</p> <ul style="list-style-type: none"> ▪ Assist employees with intellectual disabilities in participating in the reasonable accommodation process; and ▪ Promote the employee’s best interest in the workplace.
Undue Hardship	<p>Significant difficulty or expense the FDIC would incur if it provided a particular accommodation. The FDIC is not required to provide an accommodation that causes undue hardship. Determination of undue hardship is always considered on a case-by-case basis. The criteria to be considered in determining undue hardship include the:</p> <ul style="list-style-type: none"> ▪ Nature and cost of the accommodation; ▪ Overall size of the organization. ▪ Number of employees, facilities, and size of the budget; ▪ Type of operation, including composition and structure of the work force; and, ▪ Impact of the accommodation on the operation of the office, including the impact on the ability of other employees to perform their duties, and the impact on the office’s ability to conduct business.

Glossary of Acronyms

Acronym	Definition
ADA	Americans with Disabilities Act
ADR	Alternative Dispute Resolution
CAP	Computer/Electronic Accommodations Program
DBTACs	ADA Disability and Business Technical Assistance Centers
DIT	Division of Information Technology
DOA	Division of Administration
DoD	Department of Defense
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
FOH	Federal Occupational Health
HR	Human Resources
HRB	Human Resources Branch
JAN	Job Accommodation Network
LEAS	Labor, Employment, and Administration Section

Acronym	Definition
LERS	Labor and Employee Relations Section
OIG	Office of Inspector General
OMWI	Office of Minority and Women Inclusion
RESNA	Rehabilitation Engineering and Assistive Technology Society of North America
SF	Standard Form
TTY	Text Telephone

ATTACHMENT H

FDIC Guidance/Procedures for Providing Personal Assistance Services



Federal Deposit Insurance Corporation

3501 Fairfax Drive, Arlington, VA 22226-3500

Office of Minority and Women Inclusion

March 29, 2019

MEMORADUM TO: All Employees

FROM: Saul Schwartz
Director
Office of Minority and Women Inclusion

SUBJECT: Guidance/Procedures for Providing Personal Assistance Services

This memorandum provides guidance on the proper procedures for requesting and processing requests for Personal Assistance Services (PAS) and providing PAS to FDIC employees with targeted disabilities in accordance with Equal Employment Opportunity Commission (EEOC) regulations.

On January 3, 2017, the EEOC amended the regulations implementing Section 501 of the Rehabilitation Act of 1973, the law that prohibits the Federal Government from discriminating in employment on the basis of disability and requires it to engage in affirmative action for people with disabilities. Federal agencies are required by the new regulations to provide PAS to employees who need them because of targeted disabilities. Individuals with “targeted disabilities” are particularly identified by the U.S. Office of Personnel Management as having difficulty finding employment. The purpose of focusing on targeted disabilities is to encourage the hiring, placement, and advancement of individuals with targeted disabilities in affirmative action planning. The current list of targeted disabilities can be found on [SF 256, Self-Identification of Disability](#).

When appropriate, the FDIC will provide PAS to employees with targeted disabilities. PAS are non-medical assistance with performing activities of daily living, such as assistance with removing and putting on clothing, eating, and using the restroom. These services are needed by individuals whose specific targeted disabilities make it difficult for them to perform such activities on their own. They differ from services that help the individual perform job-related tasks, such as sign language interpreters for individuals who are deaf or readers for individuals who are blind or have learning disabilities, which are already required as reasonable accommodations.

In addition to reasonable accommodations that may be needed, the FDIC will provide an employee with a targeted disability with PAS during work hours and job-related travel if:

1. The employee requires such services because of a targeted disability;
2. Provision of such services would, together with any reasonable accommodation, enable the employee to perform the essential functions of his or her position; and

3. Provision of such services would not impose undue hardship on the FDIC.

In providing PAS, the FDIC:

1. Will ensure that PAS are performed by qualified personal assistance service providers, employees, or independent contractors whose primary job functions include provision of PAS;
2. May require PAS providers to provide PAS to more than one individual;
3. May require PAS providers to perform tasks unrelated to PAS, but only to the extent that doing so does not result in failure to provide PAS to the individual; and
4. When selecting someone who will provide PAS to a single individual, give primary consideration to the individual's preferences to the extent permitted by law. However, it may not be possible to honor the individual's preferences in all circumstances.

While they are not requests for reasonable accommodation, requests for PAS will be processed under the same procedures and delegated authority used for processing requests for reasonable accommodation, as described in FDIC Circular [2710.5, *Procedures for Providing Reasonable Accommodation to Individuals with Disabilities*](#).

ATTACHMENT I

FDIC FY 2021 Disabled Veterans Affirmative Action Program (DVAAP)

Federal Deposit Insurance Corporation

Disabled Veterans Affirmative Action Program

Fiscal Year 2021 Accomplishment Report

Fiscal Year 2022 Plan



Disabled Veterans Affirmative Action Program (DVAAP) Accomplishment Report

1. Agency	Federal Deposit Insurance Corporation	2. FY	2021
3. POC Name	Monica C. Flint	4. Phone	(703) 562-2096

5. Methods used to recruit and employ disabled veterans, especially those who are 30 percent or more disabled (Attach supporting addendums if needed)

In FY 2021, the FDIC attended 10 diversity events targeted to Veterans and Veterans with Disabilities, including events hosted by Recruit Military, MBA Vets, American Public University, Corporate Gray, Careers & the disABLED, and the Department of Veterans Affairs. FDIC recruiters specifically targeted Veterans with Disabilities with the education and experience required to qualify for employment as Financial Institution Specialists (FIS), a career track which includes a three and one-half year training program that may lead to permanent commissioned financial institution risk and compliance examiner positions. Veteran participation rates within the examiner workforce have a direct influence on achieving higher veteran participation rates within the broader FDIC workforce, to include positions in management. The FDIC's recruitment strategy for Veterans with Disabilities ensures they have opportunities to apply for entry-level FIS positions.

In FY 2021, the FDIC also conducted outreach efforts to multiple National Affinity Groups, Veteran Organizations, Federal Executive Boards, state Departments of Vocational Rehabilitation, 607 Colleges/Universities, and the FDIC's Internal Employee Resource Groups to attract a diverse applicant pool by sending its vacancy announcements on a weekly basis. Throughout the calendar year, all jobs advertised in USAJobs were also posted in Corporate Gray's job board. Corporate Gray is an organization that helps transitioning military personnel connect with employers. In addition, consistent with our existing partnership with Recruit Military, several jobs were advertised throughout the year including targeted email campaigns for FIS positions.

All of the FDIC's Job Opportunity Announcements (JOAs) have information on Veterans' preference and provide information for applicants eligible under the Veterans Employment Opportunity Act of 1998, as amended, Veterans Recruitment Appointments, and Veterans with Disabilities of 30% or more. These efforts contributed to 18 percent of our total applicant pool being represented by veterans and applicants eligible under Sole Survivorship Preference.

6. OPM DVAAP Manager Official Use Only: Is there an explanation of the recruitment and employment methods they have used?

Yes Somewhat No

7. Methods used to provide or improve internal advancement opportunities for disabled veterans (Attach supporting addendums if needed)

Demonstrating its commitment to providing and improving internal advancement opportunities for Veterans with Disabilities, in FY 2021, the FDIC used several initiatives, including Career Development Plans (CDP), Professional Learning Accounts (PLA), Mentoring, Leadership Development, detail assignments filled by Expressions of Interest (EOIs), and two new programs, the Leadership Excellence Acceleration Program (LEAP) and the Special Assistant (SA) Rotational Program. These initiatives are discussed in more detail below.

The CDP is a personal development strategy covering a wide variety of activities designed to facilitate employees' career development. Of the 1,715 employees who had completed a CDP by the end of FY 2021, 4.7 percent (80) were Veterans with Disabilities, and 2.7 percent (47) were Veterans with Disabilities of 30% or more. While this represents an increase over the FY 2020 CDP participation rates of 4.2 percent of Veterans with Disabilities, the rate for Veterans with Disabilities of 30% or more remained steady. These percentages are very close to the FDIC's employee representation in the workforce of 4.8 and 3.3 percent, respectively.

The PLA provides a specified annual amount of funds for eligible employees to support their learning and developmental needs. Of the 1,343 employees who used their PLA funds during FY 2021, 4.8 percent (64) were Veterans with Disabilities, and 2.8 percent (37) were Veterans with Disabilities of 30% or more. These percentages are higher than the representation of Veterans with Disabilities in the FDIC's workforce and a higher percentage rate than reported in FY 2020 of 3.7 percent Veterans with Disabilities and 2.1 percent Veterans with Disabilities of 30% or more.

Under the FDIC's Career Management Program (CMP), the 20th cycle of the Mentoring Program began in July 2021, and will conclude July 2022. During this program cycle, the FDIC paired 85 mentees with mentors, for a total employee participation of 170. Of the participants, 4.1 percent (7) were Veterans and 1.8 percent (3) were Veterans with Disabilities. The percentages for participation of Veterans and Veterans with Disabilities are below their representation in the workforce of 9.1 and 4.8 percent, respectively. While the overall percentage of veterans participating in the program was below the FY 2020 percentage rate of 5.8 percent, OMWI has already begun coordinating with the CMP to increase participation of people and veterans with disabilities in the Mentoring Program. The Leadership Mentoring Program (LMP) supports emerging leaders through one-on-one guidance in pursuit of their career goals and professional aspirations. There was one participant who was a Veteran, there were no Veterans with Disabilities of the 44 participants, including both mentors and mentees, in the FY 2021 LMP. This is below the percentage of Veterans and Veterans with Disabilities of 30% or more in the FDIC Executive Manager (EM) and Corporate Manager (CM) grade levels based on FY 2021 onboard data. The FDIC will encourage EM and CM employees who are Veterans to apply for this program.

During FY 2021, 21 employees were selected to participate in the FDIC's Leadership Development Programs, which include: Aspiring Leader Program for grades CG 4-6; New Leader Program for grades CG 7-10; Executive Leadership Program for grades CG 11-13; Executive Potential Program for grades CG 14-CM 1; and, Master of Business Administration Degree Program for grades CM or EM, Capitol Hill Fellowship Program for grades CG 13-15, Senior Executive Fellows for CM 1 and CM 2, and Senior Managers in Government for EM levels. Out of the 21 selectees, one Veteran (4.8 percent) and one Veteran with Disabilities (4.8 percent) were selected to participate. Cumulative, Veterans represented 9.5 percent of the Leadership Development Program participants which is above the representation of Veterans (9.1 percent). The FDIC will continue to encourage Veterans to apply for these programs, and managers will be encouraged to support their applications.

The new SA Rotational Program was established in August of 2021 and is designed to provide cross-functional experiences to rising FDIC leaders. Out of the 23 participants in the program, 13.0 percent (3) were Veterans and 8.7 percent (2) were Veterans with Disabilities of 30% or more, which are higher than the onboard data in

FY 2021 for both groups at 9.1 percent and 3.3 percent respectively.

LEAP is designed to give interested employees the tools to become the FDIC's leaders of the future. The application period for this program ended in October 2021 and the FDIC will monitor and report the percentage rates of Veterans and Veterans with Disabilities in this program in the FY 2022 Accomplishment report.

8. OPMDVAAP Manager Official Use Only: Does agency explain the career advancement methods they have used?

Yes Somewhat No

9. A description of how the activities of major operating components and field installations were monitored, reviewed, and evaluated (Attach supporting addendums if needed)

The FDIC's Office of Minority and Women Inclusion (OMWI) made the FY 2020 DVAAP available to all managers, supervisors, and employees via the FDIC intranet, and provided technical assistance to supervisors and managers regarding Veterans with Disabilities and reasonable accommodations. Workforce profiles were also generated throughout the year via the FDIC's Diversity and Inclusion Analytics Dashboard and other data sources. Additionally, the FDIC continues to encourage employees to update their diversity data through resurveying the workforce to ensure the accuracy of the data evaluated. This allows for the review, evaluation, and monitoring of progress being made with regard to the hiring of Veterans with Disabilities in Headquarters, Regional, Area, and Field Offices.

The FDIC's 2021 – 2023 Diversity, Equity and Inclusion Strategic Plan (DEI Strategic Plan) is a call to action for the Corporation to build diversity, equity and inclusion into all aspects of our workforce and communities we serve. Goal 2, Career, of the DEI Strategic Plan, outlines the FDIC's efforts to "recruit, hire, and develop a high-performing workforce that reflects the communities we serve by optimizing experiences throughout an employee's career." Strategy 2.1 of this goal required each FDIC Division and Office Director to develop and implement a Diversity, Equity, and Inclusion Strategic Plan tailored to the specific needs and focus areas of their Division or Office. The Disability Program Manager and Special Emphasis Program Managers worked with executives to initiate the creation of the Division and Office specific plans in FY 2021 and will partner with the Divisions and Offices throughout implementation of the plans once they are finalized in FY 2022. As a result of these initiatives, FDIC executives, managers, and supervisors at Headquarters, Regional, and Field Offices maintained responsibility for complying with the DVAAP, as well as the Affirmative Employment Program, which includes a plan for qualified individuals with disabilities and Veterans with Disabilities.

The FDIC also reviews the DVAAP as part of its overall diversity, equity, inclusion and accessibility initiatives, and in many respects, the goals and objectives of the DVAAP and the DEI Strategic Plan are interrelated because the FDIC's achievement of the goals and objectives of one plan are fulfilled when the goals and objectives of the other plan are realized.

10. OPMDVAAP Manager Official Use Only: Does agency describe how they monitored, reviewed and evaluated their DVAAP Activities? (If applicable as well as for major operating components and field installations)

Yes	<input type="checkbox"/>	Somewhat	<input type="checkbox"/>	No	<input type="checkbox"/>
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**11. An explanation of the agency's progress in implementing its affirmative action plan during the fiscal year. Where progress has not been shown, the report will cite reasons for the lack of progress, along with specific plans for overcoming cited obstacles to progress
(Attach supporting addendums if needed)**

The FDIC has shown progress in implementing the DVAAP which is most measurable by the increase of onboard and new hires of both Veterans with Disabilities and Veterans with Disabilities of 30% or more as depicted in Appendix A. The total percentage of Veterans onboard increased in FY 2021 to 548 (9.1 percent) from 544 (9.0 percent) in FY2020, and Veterans with Disabilities increased from 267 (4.4 percent) in FY 2020 to 291 (4.8 percent) in FY 2021. Of the 610 new hires in FY 2021, 76 (12.5 percent) were Veterans, 53 (8.7 percent) were Veterans with Disabilities, and 43 (7.0 percent) were Veterans with Disabilities of 30% or more. While the new hire data is slightly below in overall Veteran new hires than in FY 2020 at 30 (13.5 percent), it is greater in both new hire categories pertaining to veterans with disabilities. For example, FY 2020 new hires consisted of 46 (7.9 percent) Veterans with Disabilities, and 38 (6.5 percent) were Veterans with Disabilities of 30% or more.

This success can be partially attributed to the concerted effort of the FDIC's Division of Administration (DOA), Human Resources Branch (HRB) continued use of existing procedures to identify employment applications received from Veterans with Disabilities. The FDIC maintained its commitment to support opportunities for individuals with disabilities to be employed by the Federal workforce. The Corporate Recruitment team provided training to over 300 Corporate Recruiters which highlighted recruiting people with disabilities, including disabled veterans, and the value of diversity and inclusion in the workplace. Corporate Recruiters broadened campus outreach activities to veteran organizations, such as Veteran Student Organizations and ROTC organizations. Corporate Recruiters send current vacancy announcements to these campus organizations in an effort to market FDIC employment opportunities to students with disabilities as well as veterans with disabilities. The HRB also sends a bi-weekly list of all vacancy announcements to vocational rehabilitation offices across the United States. The Corporate Recruitment team participated in recruitment events targeting veterans and veterans with disabilities such as the Corporate Gray Veteran Career Fair, MBA Veterans Job Fair Expo, American Public University and Military University, and Recruit Military. The team conducted outreach with Wounded Warriors and their families at the Equal Opportunity Publications Careers & the disABLED career fair.

12. OPM DVAAP Manager Official Use Only: Does agency explain the progress in implementing DVAAP? If there was no progress, were there reasons for the lack of progress or challenges and specific plans for overcoming their challenges?

Yes <input type="checkbox"/>	Somewhat <input type="checkbox"/>	No <input type="checkbox"/>
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**13. POC's Name, Email, and Phone Number of Operating Components and Field Installations
(If Applicable)**

Designated DVAAP POC:

Name: Monica C. Flint

Title: Disability Program Manager, Diversity and Affirmative Employment Branch, OMWI

Email: mflint@fdic.gov

Phone: (703) 562-2096

Disabled Veterans Affirmative Action Program (DVAAP) Plan and Certification

1. Agency	Federal Deposit Insurance Corporation	2. FY	2022
3. POC Name	Monica C. Flint	4. Phone	(703) 562-2096

5. A statement of the agency's policy with regard to the employment and advancement of disabled veterans, especially those who are 30 percent or more disabled (Attach supporting addendums if needed)

Pursuant to FDIC Directive 2710.1, Equal Opportunity Policy, dated November 20, 2015, it is the policy of the FDIC to promote diversity in its workforce and inclusion in all of its programs and activities and to provide employees with a work environment that embodies excellence and that acknowledges and honors the diversity of its employees. All aspects of personnel operations, including recruitment, hiring, promotions, training, awards, reorganizations, and retention of employees, shall be conducted consistent with equal employment opportunity principles, FDIC policies, applicable Federal laws, regulations.

The FDIC 2021 - 2023 Diversity, Equity and Inclusion Strategic Plan (DEI Strategic Plan) identifies that the agency will recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from the available talent pool in American society, and will strengthen and broaden relationships with Veterans' organizations and other institutions that serve diverse populations. Goals and strategies in the DEI Strategic Plan are designed to increase the applicant pool of qualified individuals with disabilities and increase inclusion and accessibility to assist in retention of these diverse employees.

In FY 2022, the FDIC will maintain the use of its Affirmative Employment Program (AEP), which helps ensure equal access to employment for all qualified individuals. The AEP includes: an expressed commitment to equal employment opportunity; collection of data relevant to the participation of individuals identified by race, ethnicity, sex, disability, and disabled veterans; self-assessment; identification and elimination of barriers; and reporting. Overall program responsibility for the development and implementation of the FDIC's DVAAP is assigned to the Office of Minority and Women Inclusion (OMWI). The Chief, Affirmative Employment, Diversity and Inclusion Branch, and Disability Program Manager are responsible for evaluating and monitoring the DVAAP. FDIC Division and Office Directors, as well as FDIC managers, including Regional Directors, are responsible for working with OMWI on the development, implementation, oversight, and success of the DVAAP. They are also responsible for ensuring that qualified Veterans with Disabilities are provided equal opportunities in all facets of employment, including hiring, training, development, advancement, and retention.

6. OPM DVAAP Manager Official Use Only: Did agency provide a policy outline in regards to the employment and advancement of disabled veterans, especially those that are 30 percent or more disabled?

Yes <input type="checkbox"/>	Somewhat <input type="checkbox"/>	No <input type="checkbox"/>	
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7. An assessment of the current status of disabled veteran employment within the agency, with emphasis on those veterans who are 30 percent or more disabled (Attach supporting graphs/charts if needed)

8. Total # Employees	6,036	9. # Of Veterans	548	10. # Of Disabled Veterans	291	11. # Of 30% Or More Disabled Veterans	201
-----------------------------	-------	-------------------------	-----	-----------------------------------	-----	---	-----

As illustrated in Appendix A, Chart 1, the representation of Veterans with Disabilities and Veterans with Disabilities of 30% or more has trended upward over the past four fiscal years, and continues to be well above the Civilian Labor Force (CLF) workforce percentage. For FY 2021 the trend continued with Veteran representation increasing to 9.1 percent of the workforce, Veterans with Disabilities increasing to 4.8 percent, and Veterans with Disabilities of 30% or more increasing to 3.3 percent.

Agency hiring continues to have solid Veteran representation. Of the 610 new hires during FY 2021, 76 or 12.5 percent were Veterans, which is above the onboard rate of 9.1 percent. Veterans with Disabilities (53) represented 8.7 percent of all new hires, which is higher than their current FDIC workforce representation of 4.8 percent. Veterans with Disabilities of 30% or more (43) made up 7.0 percent of all new hires, which is higher than their FDIC workforce representation of 3.3 percent.

While the Agency has experienced hiring success, Veteran separation rates are outpacing FY 2020 and onboard representation. Of the 602 employees who separated from the FDIC during FY 2021, 75 or 12.5 percent were Veterans, slightly above the 12.1 percent who separated in FY 2020, and well above their representation in the workforce. Similarly, Veterans with Disabilities (35) separated from the FDIC at a rate of 5.8 percent during FY 2021, which is higher than the separation rate of 5.2 percent in FY 2020, and higher than their workforce representation. Veterans with Disabilities of 30% or more (27) separated at a rate of 4.5 percent, which is a slight increase from FY 2020 and greater than their workforce representation. Despite these variations, negative trends have not been identified over the past four years of reporting in separation rates, and the changes appear to be regular fluctuation between years. If a negative trend is identified, the FDIC will conduct an analysis to determine why Veterans and Veterans with Disabilities are leaving, and identify specific actions to attempt to mitigate the attrition.

FDIC leadership continues to engage with FDIC employees who are Veterans. OMWI hosted an agency-wide event honoring Veteran's Day which included a panel discussion between FDIC employees who are Veterans. The FDIC also prepared a video featuring Veterans that work at the FDIC and shared it on all the Agency social media channels. In addition, OMWI hosted an open forum "listening session" with Veterans and encouraged participation in the Veterans Employee Resource Group (VERG). OMWI will use the resources of the VERG and the Corporate Advocacy Network for Disability Opportunities (CAN DO) employee resource group (ERG) to offer employees an opportunity to network, address common issues and concerns, and receive support from those who share similar backgrounds, experiences or interests. OMWI and WorkLife will also coordinate with both ERGs to highlight various disability-related observance days and months throughout the year and highlight disabilities prevalent among the Veteran community.

12. OPMDVAAP Manager Official Use Only: Did agency provide an assessment of the current status of disabled veterans, especially those that are 30 percent or more disabled?

Yes Somewhat No

13. A description of recruiting methods which will be used to seek out disabled veteran applicants, including special steps to be taken to recruit veterans who are 30 percent or more disabled (Attach supporting addendums if needed)

During FY 2022, the FDIC will continue to hire qualified Veterans with Disabilities using both competitive and noncompetitive hiring authorities. The FDIC will continue to include in their vacancy announcements detailed information on special hiring authorities for recruitment and selection of Veterans with Disabilities and how to request a reasonable accommodation. Additionally, the FDIC will use the Workforce Recruitment Program (WRP) to identify Disabled Veterans for non-competitive appointments. The Department of Labor (DOL) WRP program managers and the FDIC Disability Program Manager will share information on the benefits of the WRP to interested Human Resources (HR) Specialists, Administrative Officers, supervisors and managers to launch the updated WRP database. The Disability Program Manager and the Division of Administration's Selective Placement Coordinator (SPC) will assist managers and offices in searching for disabled Veterans through the WRP database. The FDIC will also participate in Pathways Programs to provide internship opportunities for college students with disabilities, including Veterans with Disabilities, and will also exhibit at career fairs and similar events that are targeted to Veterans and Veterans with Disabilities. The FDIC's OMWI will continue to work closely with the SPC and other DOA staff in these efforts.

In addition to targeted recruitment and outreach efforts at 607 colleges and universities, the FDIC's Corporate Recruitment team will continue its tradition of participating in diversity recruiting events with agencies, organizations, and groups that work with, and provide services for, Veterans and Veterans with Disabilities. These efforts may include events with the Department of Veterans Affairs, U.S. Chamber of Commerce, local chapters of Veteran Service Organizations such as Wounded Warrior Project, Operation Warfighter, American Veterans, Disabled American Veterans, Iraq and Afghanistan Veterans of America, Military Officers Association of America, and other organizations whose primary mission is to support Veterans and Veterans with Disabilities by working to help them obtain employment. The FDIC Corporate Recruitment team plans to continue their participation in career fairs, Recruit Military Veterans Job Fairs, and job fairs/forums for transitioning service members at D.C. area military installations. The Human Resources Branch will continue to provide vacancy announcements to American GI Forum, Operation Warfighter, and VetJobs. In addition, the FDIC is considering participating in the Department of Defense's SkillBridge Program and the Department of Veterans Affairs' Non-Paid Work Experience Program (NPWE). These well-established programs provide internship opportunities for transitioning Service Members and veterans.

The FDIC's DEI Strategic Plan also includes the following initiatives that will help better recruit disabled Veterans:

- Ensure hiring managers certify their review of Schedule A rosters for potential selections.
- Develop and implement a comprehensive reasonable accommodation information system to improve the efficiency and effectiveness of processing requests and compiling data.
- Train selecting officials, interviewers, and Subject Matter Experts (SMEs) on ensuring consistency in the hiring process, including requirements of the Americans with Disabilities Act of 1990, the Rehabilitation Act of 1973, and Title VII of the Civil Rights Act of 1964.
- Provide toolkits and other educational and learning opportunities for hiring officials regarding the use of special hiring authorities for persons with disabilities.
- Conduct mock interviews for both hiring officials and employees with disabilities to increase comfort with, and the effectiveness of, the hiring process.

A combination of all these efforts should position the Agency to improve its ability to recruit, hire, and retain disabled Veterans.

14. OPMDVAAP Manager Official Use Only: Did agency provide a description of recruiting methods that they will use to seek out disabled veterans?

Yes <input type="checkbox"/>	Somewhat <input type="checkbox"/>	No <input type="checkbox"/>	
15. OPMDVAAP Manager Official Use Only: Did agency provide special steps that would be taken to recruit 30 percent or more disabled veterans?			
Yes <input type="checkbox"/>	Somewhat <input type="checkbox"/>	No <input type="checkbox"/>	

16. A description of how the agency will provide or improve internal advancement opportunities for disabled veterans (Attach supporting addendums if needed)

To provide internal advancement opportunities during FY 2022, the FDIC will offer programs to facilitate promoting and developing Veterans with Disabilities and Veterans with Disabilities of 30% or more. Eligible employees will be encouraged to work with their supervisors to develop Career Development Plans, and training and learning opportunities will be available to eligible employees through the Professional Learning Account Program. The FDIC will increase the awareness of communicating and working with people and Veterans with Disabilities through the 21st cycle of the Mentoring Program by identifying resources, providing training on disability etiquette, and promoting the Mentoring Program through the VERG and CAN DO.

The FDIC will continue to promote the current and new Leadership Development programs through the VERG and CAN DO as part of an effort to increase diversity in the agency's workforce and leadership. Eligible employees, including Veterans with Disabilities, will be encouraged to participate in the new Special Assistant (SA) Rotational Program, launched in August 2020, and the Leadership Excellence Acceleration Program (LEAP), launched in September 2021. Both the SA and LEAP are designed to give interested, high-performing, and non-supervisory employees exposure to high level projects, programs and leaders across the Agency. VERG will also help raise awareness within their members of the available tools such as job coaching, career counseling, and resume review available through the Career Management Program (CMP).

A review of available information reveals that of all 1,009 promotions, Veterans at the FDIC were promoted at a rate of 10.7 percent (108) during FY 2021, which is above the 10.0 percent (87) during FY 2020, and higher than their current representation in the workforce of 9.1 percent. Veterans with Disabilities were promoted at a rate of 6.2 percent (63) in FY 2021, which is an increase over the rate of 5.8 percent (51) in FY 2020, and above their current workforce representation of 4.8 percent. Veterans with Disabilities of 30% or more were promoted at a rate of 5.0 percent (50) in FY 2021, which is higher than the 3.4 percent (30) achieved in FY 2020, and also above their current workforce representation of 3.3 percent. The FDIC will continue to provide internal advancement opportunities for both Veterans and Veterans with Disabilities during FY 2021.

17. OPM DVAAP Manager Official Use Only: Did agency provide a description of how they will provide internal advancement opportunities for disabled veterans?

Yes	<input type="checkbox"/>	Somewhat	<input type="checkbox"/>	No	<input type="checkbox"/>	
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18. OPM DVAAP Manager Official Use Only: If needed, is there a plan of how the agency will improve internal advancement opportunities for disabled veterans?

Yes	<input type="checkbox"/>	Somewhat	<input type="checkbox"/>	No	<input type="checkbox"/>	Not Needed	<input type="checkbox"/>	
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19. A description of how the agency will inform its operating components and field installations, on a regular basis, of their responsibilities for employing and advancing disabled veterans (Attach supporting addendums if needed)

OMWI will continue to hold regular meetings with key agency stakeholders to identify areas of the DEI Strategic Plan and the Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities (Part J of the MD-715) that can be implemented to promote the employment and advancement of Veterans with Disabilities. Additionally, OMWI will continue to work with the Chairman's Diversity Advisory Councils across the country to host disability awareness events and information exchange sessions on the reasonable accommodation process, Schedule A, and other special hiring authorities. These programs will help to encourage understanding and awareness of individuals with disabilities, including Veterans with Disabilities, as well as encourage the use of reasonable accommodation, while removing preconceived stereotypes about individuals with disabilities.

OMWI will continue to resurvey the FDIC's workforce for diversity data and use this updated information with existing personnel data on Veterans status to improve the accuracy of FDIC data on Veterans with Disabilities who have not otherwise self-identified their disabilities. The Disability Program Manager will continue to promote the self-identification process to the Regional and Field Offices through email notifications and discussions with Assistant Regional Directors and Field Supervisors. The regularly updated data will allow the FDIC to better evaluate the effectiveness of efforts to hire, train, promote, award, and retain individuals with disabilities, including Veterans with Disabilities.

The VERG will present to the Diversity and Inclusion Executive Advisory Council to engage senior executives on Veterans workplace topics. In addition, the OMWI Director will continue to meet with ERGs, including VERG throughout the year.

20. OPMDVAAP Manager Official Use Only: Did agency provide a description on how they will inform their operating components and field installations, on responsibilities such as the employment and advancement of disabled veterans? (Not Applicable for agencies that do not have operating components or field installations)

Yes Somewhat No Not Applicable

21. A description of how the agency will monitor, review, and evaluate its planned efforts, including implementation at operating component and field installation levels during the period covered by the plan (Attach supporting addendums if needed)

During FY 2022, the FDIC will maintain its goal of being an “employer of choice” for recruiting, hiring, retaining, and advancing all employees, including Veterans with Disabilities. To ensure continued achievement of this goal, the FDIC will analyze and monitor its workforce profiles on a quarterly basis, as well as review and evaluate the initiatives delineated in the DVAAP to ensure they are being carried out as planned. Additionally, the Disability Program Manager and Special Emphasis Program Managers in OMWI will monitor the progress of each Divisions’ and Offices’ DEI Strategic Plans in regular meetings with the representatives in Headquarters, Regional, Area, and Field Offices to ensure that planned initiatives are being successfully implemented at all levels.

22. OPM DVAAP Manager Official Use Only: Did agency provide a description on how they will monitor, review and evaluate its planned efforts? (If applicable as well as for major operating components and field installations)

Yes <input type="checkbox"/>	Somewhat <input type="checkbox"/>	No <input type="checkbox"/>	
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**23. POC's Name, Email, and Phone Number of Operating Components and Field Installations
(If Applicable)**

Designated DVAAP POC:

Name: Monica C. Flint

Title: Disability Program Manager, Affirmative Employment, Diversity and Inclusion Branch, OMWI

Email: mflint@fdic.gov

Phone: (703) 562-2096

Plan Certification

The plans shall cover a time period of not less than one year, and may cover a longer period if concurrent with the agency's Section 501(b) Plan. Each plan must specify the period of time it covers.

Agency must have a plan covering all of its operating components and field installations. The plan shall include instructions assigning specific responsibilities on affirmative actions to be taken by the agency's operating components and field installations to promote the employment and advancement of disabled veterans. OPM must be informed when headquarters offices require plans at the field or installation level.

Agency operating components and field installations must have a copy of the plan covering them, and must implement their responsibilities under the plan. OPM may require operating components and field installations to develop separate plans in accordance with program guidance and/or instructions.

Certification

The below certification indicates that the program is being implemented as required by 5 CFR Part 720, Subpart C and appropriate guidance issued by the U.S. Office of Personnel Management. Additionally, this agency has a current plan as required by the regulation.

Please type or print clearly. After an original signature is obtained, scan and return this sheet.

24. Dates of the Period of Time the Plan is Covered | From 11/01/2021 | To 10/30/2022

25. Agency Name | Federal Deposit Insurance Corporation

26. DVAAP POC's Name | Monica C. Flint

27. Title | Disability Program Manager

28. Telephone Number | (703) 562-2096 | 29. Email mflint@fdic.gov

30. Date Plan Last Amended 11/01/2020 | 31. Date Effective

32. DVAAP Certifying Official's Name | Nikita Pearson

33. Title | Director, OMWI

34. Telephone Number (202) 898-6977 | 35. Email npearson@fdic.gov |

36. DVAAP Certifying Official Signature:

ATTACHMENT J

FDIC FY 2021 Federal Employee Viewpoint Survey Results



FDIC 2021 OPM Federal Employee Viewpoint Survey Results

Results for:
FDIC Overall

February 2022

U.S. Office of Personnel Management





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How to Use this Report

2021 FEVS Survey Background

- ▶ Again, the challenges created by COVID-19 resulted in changes to the content of the official 2021 FEVS compared to prior administrations, including: reducing the core FEVS item content, including content specific to the pandemic response, and removing FDIC specific items that were offered in previous administrations. The two open-ended items that FDIC has traditionally asked were added back into the 2021 administration.
- ▶ These changes resulted in several reporting impacts described below.

Reporting Impacts

- ▶ Similar to 2020, FDIC specific dimensions could not be calculated. Instead, several OPM Indices are provided. These indices are described in further detail in the OPM Index Results section of the report.
- ▶ Similar to last year, the items are presented in the numerical order they were asked on the survey: FEVS Items, Pandemic Response Items, Work-Life Items, and Demographic Items.

General Reporting Notes

- ▶ This report outlines results for the FDIC 2021 OPM Federal Employee Viewpoint Survey. Data is provided at the OPM index and item (question) level. In addition, when available, comparisons are provided to the organization's 2020 survey results.
- ▶ Significant differences compared to the 2020 survey results are highlighted in green (positive difference) and red (negative difference). Significance is determined based on the margin of error.

OPM Index Results

- ▶ This section summarizes the scores on OPM defined indices. The statistics are the same as those in the Item Results sections, and are calculated as the average of item scores comprising each index.
- ▶ The information in this section is useful for benchmarking and identifying broad areas of strength and opportunity.

Top 5 and Bottom 5 Differences Compared to 2020 Survey Results

- ▶ This section shows the top 5 differences compared to 2020, and the bottom 5 differences compared to 2020.
- ▶ Use this section to quickly identify actionable strengths and challenges.

Item Results

- ▶ These sections show detailed results for each item on the survey. The report shows the percentage of respondents who chose each response option.
- ▶ Item Results are divided into the four major sections included on the survey: FEVS Items, Pandemic Response Items, Work-Life Items, and Demographic Items.
- ▶ The information in these sections is useful for identifying specific strengths and targeting specific areas for improvement.

Administration Details

- ▶ Survey Dates: November 15, 2021 through December 31, 2021
- ▶ Population: 5919
- ▶ Number of Surveys Completed: 3351
- ▶ Response Rate: 56.6%
- ▶ Margin of Error: +- 1.1%

Determining Key Findings

- ▶ To determine strengths and possible opportunities to improve (or continue improving), take into account the percent favorable of each item and comparison of items to the 2020 survey results.
- ▶ Areas of strength can be identified by having a relatively high percent favorable rating, and at the same time, being significantly higher than the 2020 survey benchmark.
- ▶ Possible opportunities for improvement are the opposite; that is, they can be identified by having a relatively low percent favorable, and are below your the 2020 survey benchmark.

FDIC 2021 OPM Federal Employee Viewpoint Survey Results

Results for: FDIC Overall, N=3351

OPM INDEX RESULTS

	Favorable	Neutral	Unfavorable	Differences 2020
Global Satisfaction Index	74	14	12	-6
Employee Engagement Index (EEI)	78	12	10	-1
EEI - Intrinsic Work Experience	77	12	10	-2
EEI - Leaders Lead	71	16	13	-2
EEI - Supervisors	86	8	6	1
Inclusion Quotient (IQ) Index	74	14	12	0
IQ - Cooperative	74	14	12	0
IQ - Empowering	70	16	15	-2
IQ - Fair	62	20	18	0
IQ - Open	75	15	10	1
IQ - Supportive	87	7	7	0

Global Satisfaction measures employees' satisfaction about four aspects of their work: their job, their pay, their organization, and whether they would recommend their organization as a good place to work. (Items: 30,53,54,55)

Employee Engagement measures conditions that can lead to engagement. The EEI is comprised of three subindices:

-Intrinsic Work Experience: Employees' feelings of motivation & competency relating to the workplace. (Items: 3,4,5,7,8)

-Leaders Lead: Perceptions of the leadership's integrity, communication & motivation. (Items: 41,43,44,47,48)

-Supervisor: Perceptions of the worker/supervisor relationship, including trust, respect, & support. (Items: 35,36,37,38,40)

Inclusion Quotient identifies behaviors that help create an inclusive environment. The IQ is comprised of five subindices:

-Cooperative: Does management encourage communication and collaboration? (Items: 45,46)

-Empowering: Do employees have the resources and support needed to excel? (Items: 2,3,7,22)

-Fair: Are all employees treated equitably? (Items: 11,13,14,28,29)

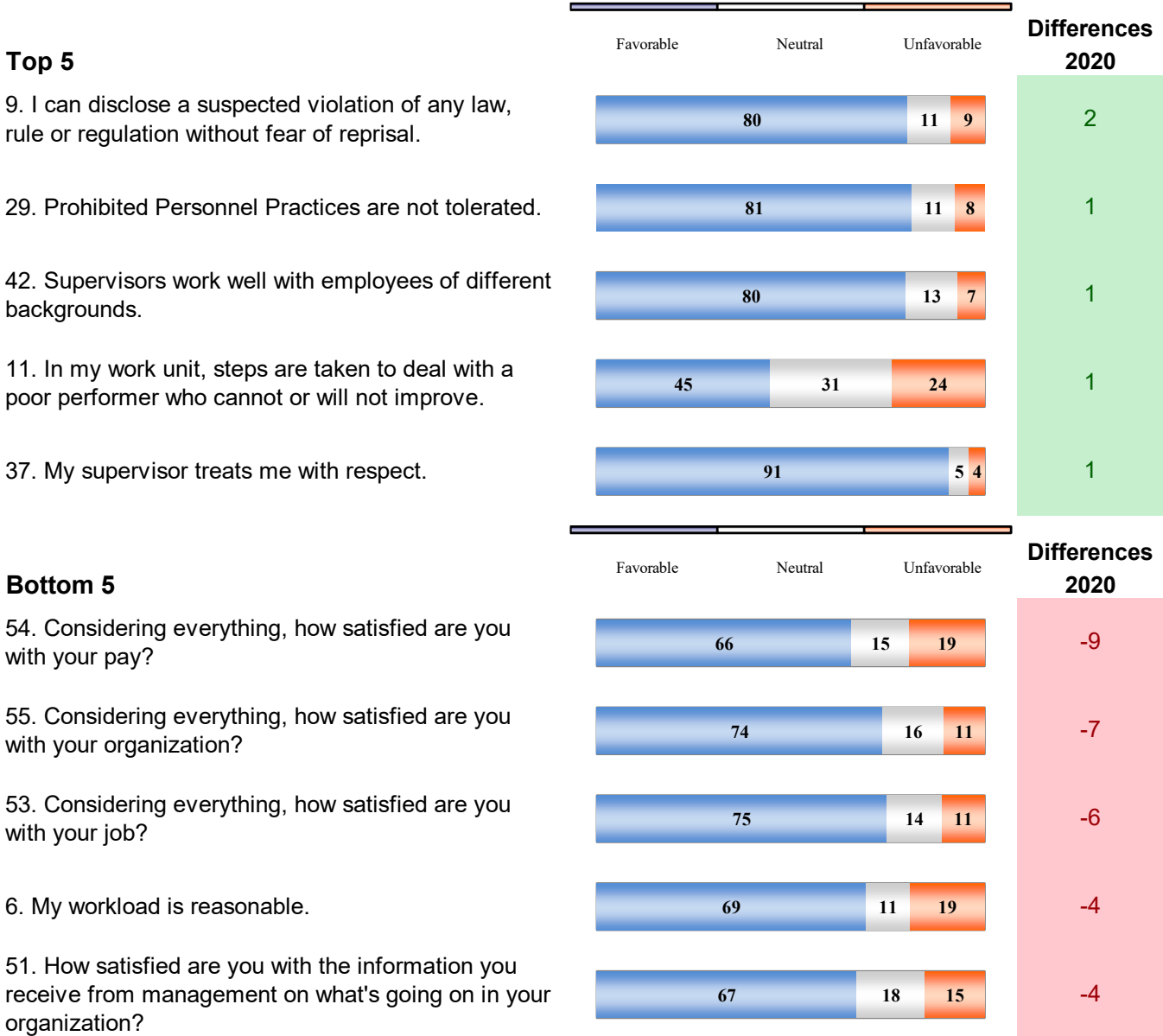
-Open: Does management support diversity in all ways? (Items: 24,25,33,42)

-Supportive: Do supervisors value employees? (Items: 32,34,36,37,39)

FDIC 2021 OPM Federal Employee Viewpoint Survey Results

Results for: FDIC Overall, N=3351

Top 5 and Bottom 5 Differences Compared to 2020 Survey Results



FDIC 2021 OPM Federal Employee Viewpoint Survey Results

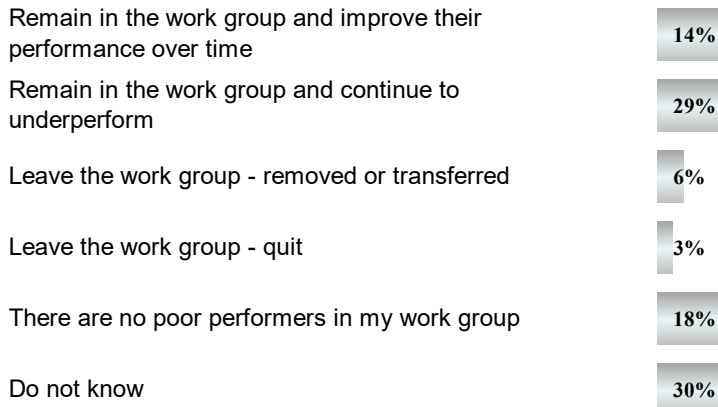
Results for: FDIC Overall, N=3351

FEVS ITEM RESULTS

	Favorable	Neutral	Unfavorable	Differences 2020
My Work Experience				
1. I am given a real opportunity to improve my skills in my organization.	83	10	7	-1
2. I have enough information to do my job well.	82	10	8	-3
3. I feel encouraged to come up with new and better ways of doing things.	65	18	16	-2
4. My work gives me a feeling of personal accomplishment.	76	14	10	-4
5. I know what is expected of me on the job.	85	9	7	-1
6. My workload is reasonable.	69	11	19	-4
7. My talents are used well in the workplace.	70	15	16	-1
8. I know how my work relates to the agency's goals.	91	6	3	-1
9. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	80	11	9	2
My Work Unit				
10. The people I work with cooperate to get the job done.	88	7	5	-1
11. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	45	31	24	1

My Work Unit - continued

12. In my work unit poor performers usually:



Favorable Neutral Unfavorable

**Differences
2020**

13. In my work unit, differences in performance are recognized in a meaningful way.



1

14. Awards in my work unit depend on how well employees perform their jobs.



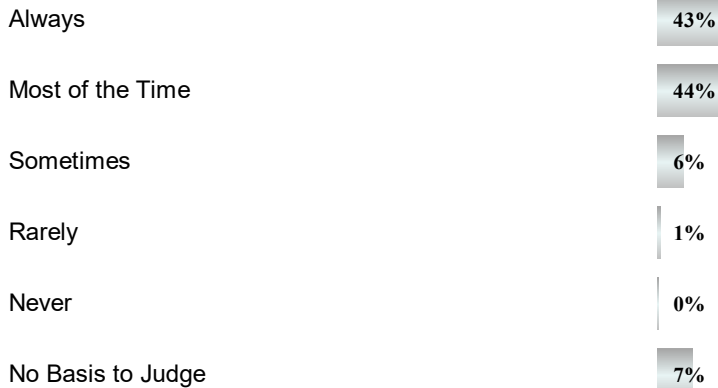
-1

15. My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.

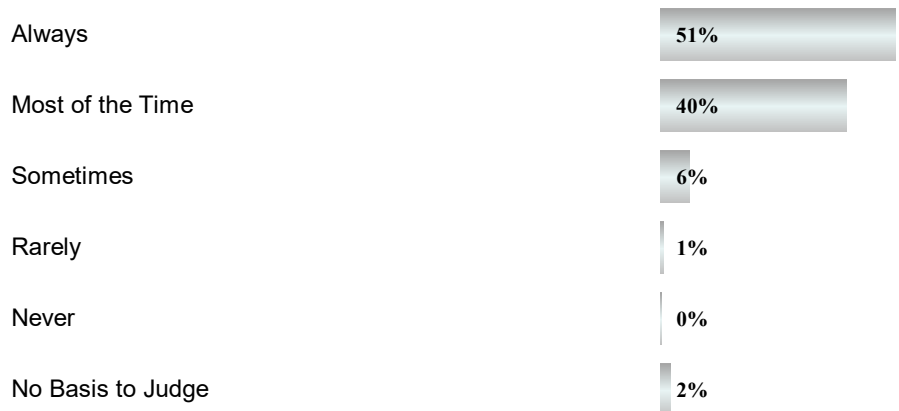


-2

16. Employees in my work unit meet the needs of our customers.



17. Employees in my work unit contribute positively to my agency's performance.



18. Employees in my work unit produce high-quality work.



19. Employees in my work unit adapt to changing priorities.



20. Employees in my work unit successfully collaborate.



21. Employees in my work unit achieve our goals.



My Agency

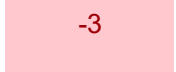
22. Employees have a feeling of personal empowerment with respect to work processes.



**Differences
2020**



23. Employees are recognized for providing high quality products and services.



24. Creativity and innovation are rewarded.



1

25. Policies and programs promote diversity in the workplace.



1

26. Employees are protected from health and safety hazards on the job.



-1

27. My agency is successful at accomplishing its mission.



28. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.



0

My Agency - continued

29. Prohibited Personnel Practices are not tolerated.



**Differences
2020**

1

30. I recommend my organization as a good place to work.



-4

31. I believe the results of this survey will be used to make my agency a better place to work.



-4

My Supervisor

32. My supervisor supports my need to balance work and other life issues.



-1

33. My supervisor is committed to a workforce representative of all segments of society.



1

34. My supervisor provides me with constructive suggestions to improve my job performance.



1

35. Supervisors in my work unit support employee development.



0

36. My supervisor listens to what I have to say.



0

37. My supervisor treats me with respect.



1

38. I have trust and confidence in my supervisor.



1

39. In the last six months, my supervisor has talked with me about my performance.



-2

40. Overall, how good a job do you feel is being done by your immediate supervisor?



1

Leadership

41. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.



-2

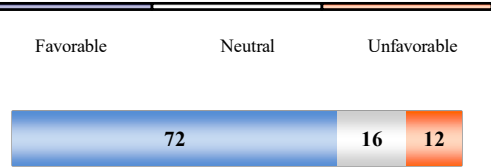
42. Supervisors work well with employees of different backgrounds.



1

Leadership - continued

43. My organization's senior leaders maintain high standards of honesty and integrity.



**Differences
2020**

-2

44. Managers communicate the goals of the organization.



-1

45. Managers promote communication among different work units.



0

46. Managers support collaboration across work units to accomplish work objectives.



0

47. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?



0

48. I have a high level of respect for my organization's senior leaders.



-4

49. Senior leaders demonstrate support for Work-Life programs.



-4

My Satisfaction

50. How satisfied are you with your involvement in decisions that affect your work?



-2

51. How satisfied are you with the information you receive from management on what's going on in your organization?



-4

52. How satisfied are you with the recognition you receive for doing a good job?



-3

53. Considering everything, how satisfied are you with your job?



-6

54. Considering everything, how satisfied are you with your pay?



-9

55. Considering everything, how satisfied are you with your organization?



-7

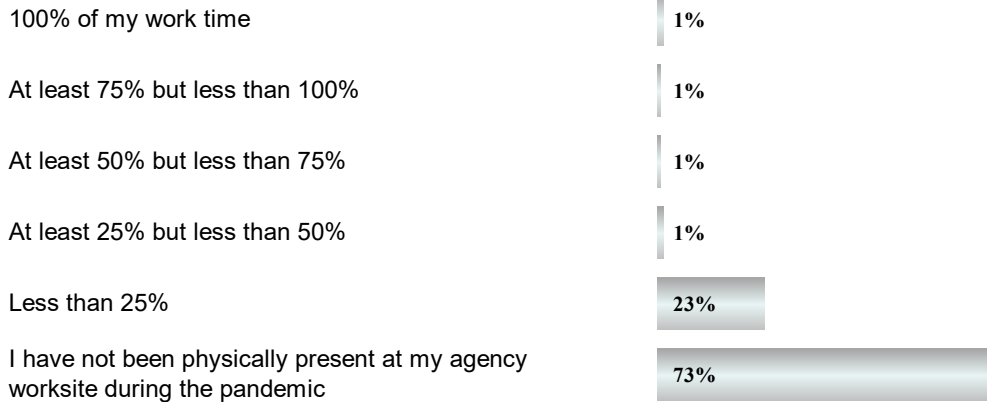
**Differences
2020**

FDIC 2021 OPM Federal Employee Viewpoint Survey Results

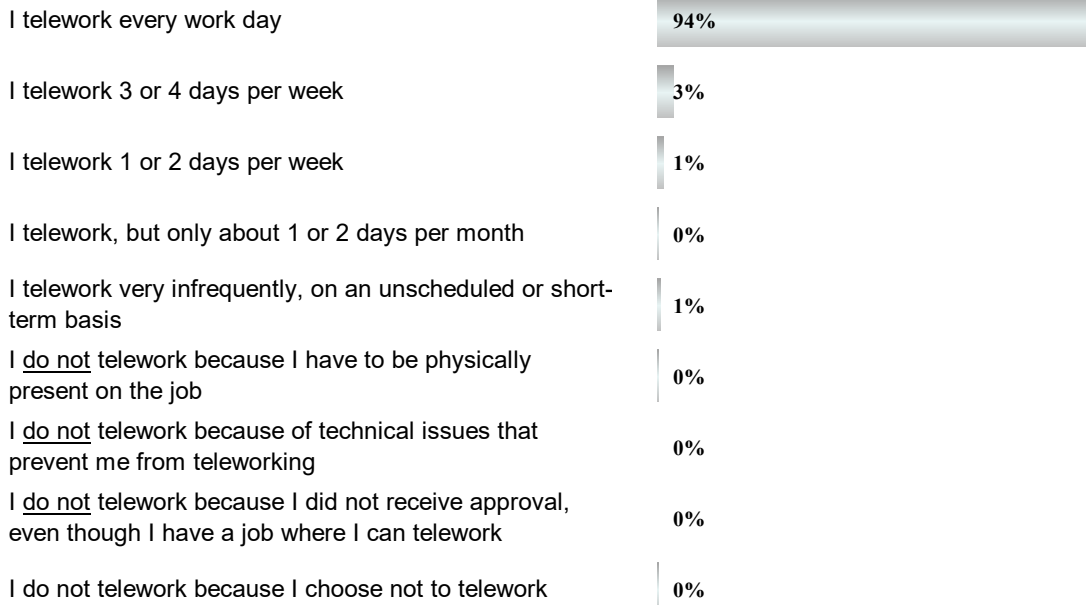
Results for: FDIC Overall, N=3351

PANDEMIC RESPONSE ITEM RESULTS

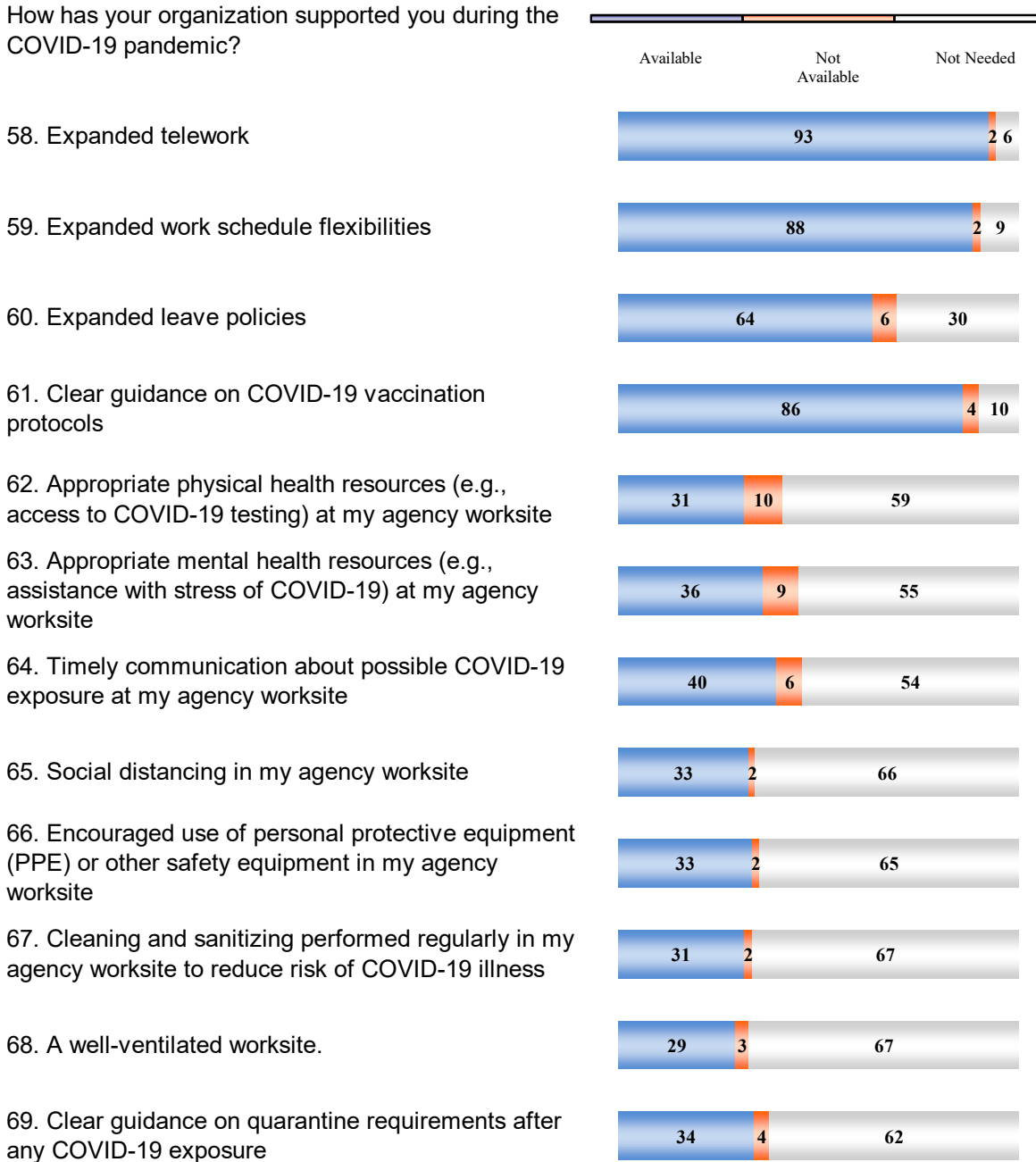
56. Since the last OPM FEVS (September 2020), on average what percentage of your work time have you been physically present at your agency worksite?



57. Please select the response that BEST describes your teleworking schedule.

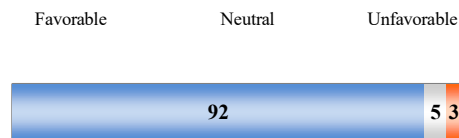


How has your organization supported you during the COVID-19 pandemic?



My organization's senior leaders...

70. ...demonstrate commitment to employee health and safety.



71. ...support policies and procedures to protect employee health and safety.



72. ...provide effective communications about what to expect with the return to the physical worksite.



My supervisor...

73. ...shows concern for my health and safety.



74. ...supports my efforts to stay healthy and safe while working.



75. ...creates an environment where I can voice my concerns about staying healthy and safe.



76. Does the type of work you do require you to be physically present at a worksite?

Yes



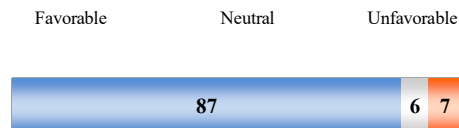
No



Other



77. My agency's leadership updates employees about return to the worksite planning.



78. In plans to return more employees to the worksite, my organization has made employee safety a top priority.



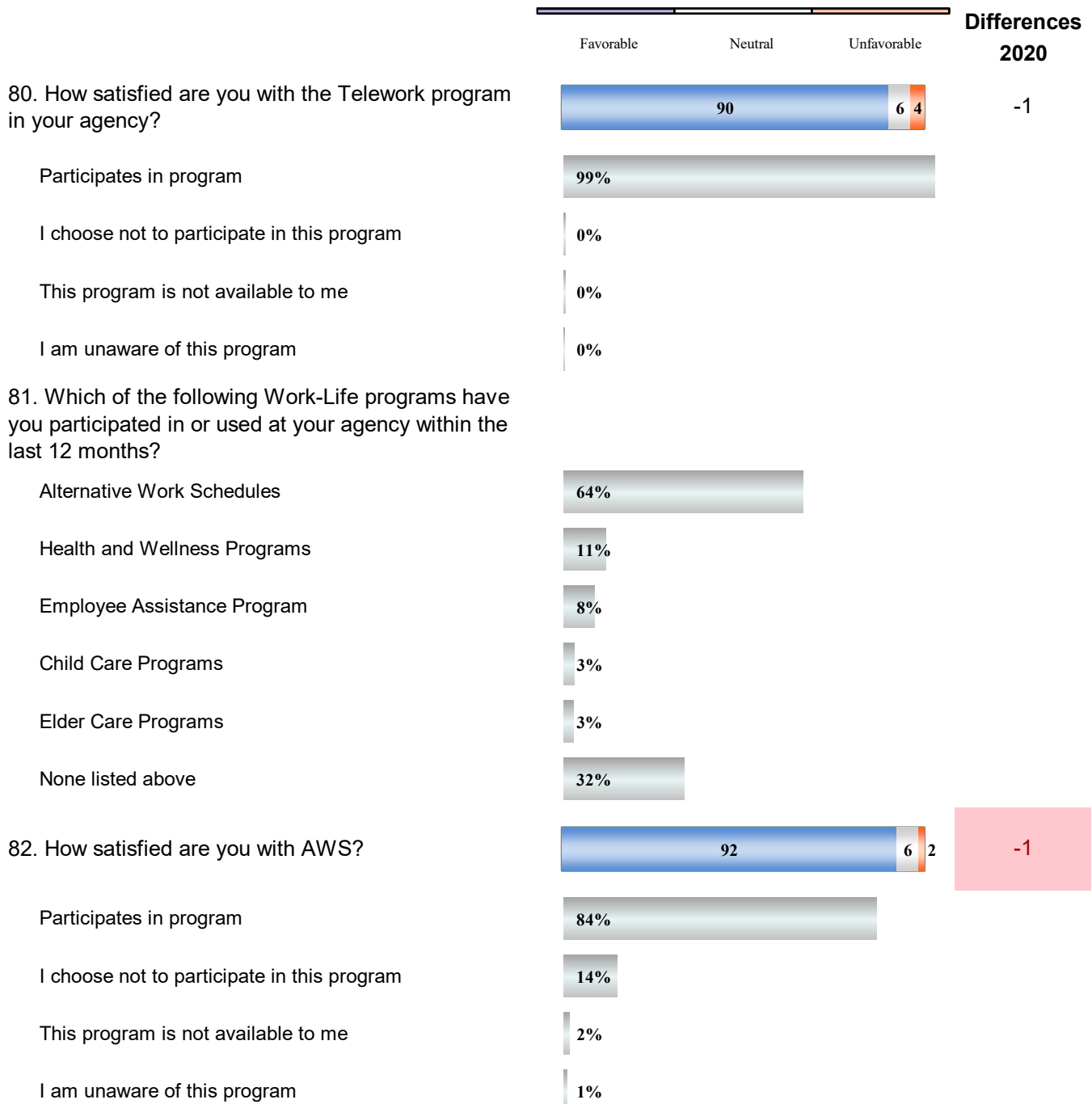
79. Based on my organization's handling of the COVID-19 pandemic, I believe my organization will respond effectively to future emergencies.

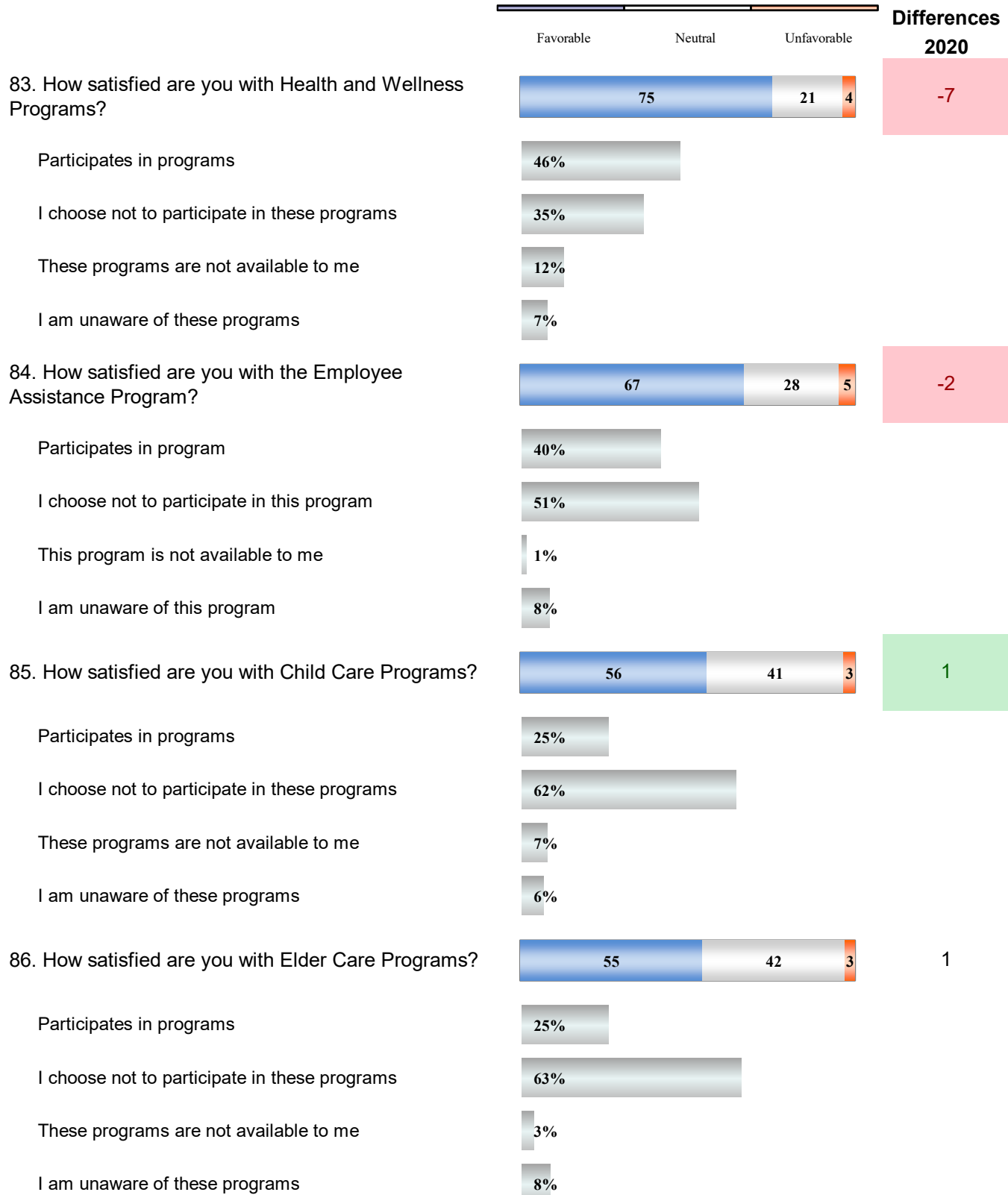


FDIC 2021 OPM Federal Employee Viewpoint Survey Results

Results for: FDIC Overall, N=3351

WORK-LIFE ITEM RESULTS





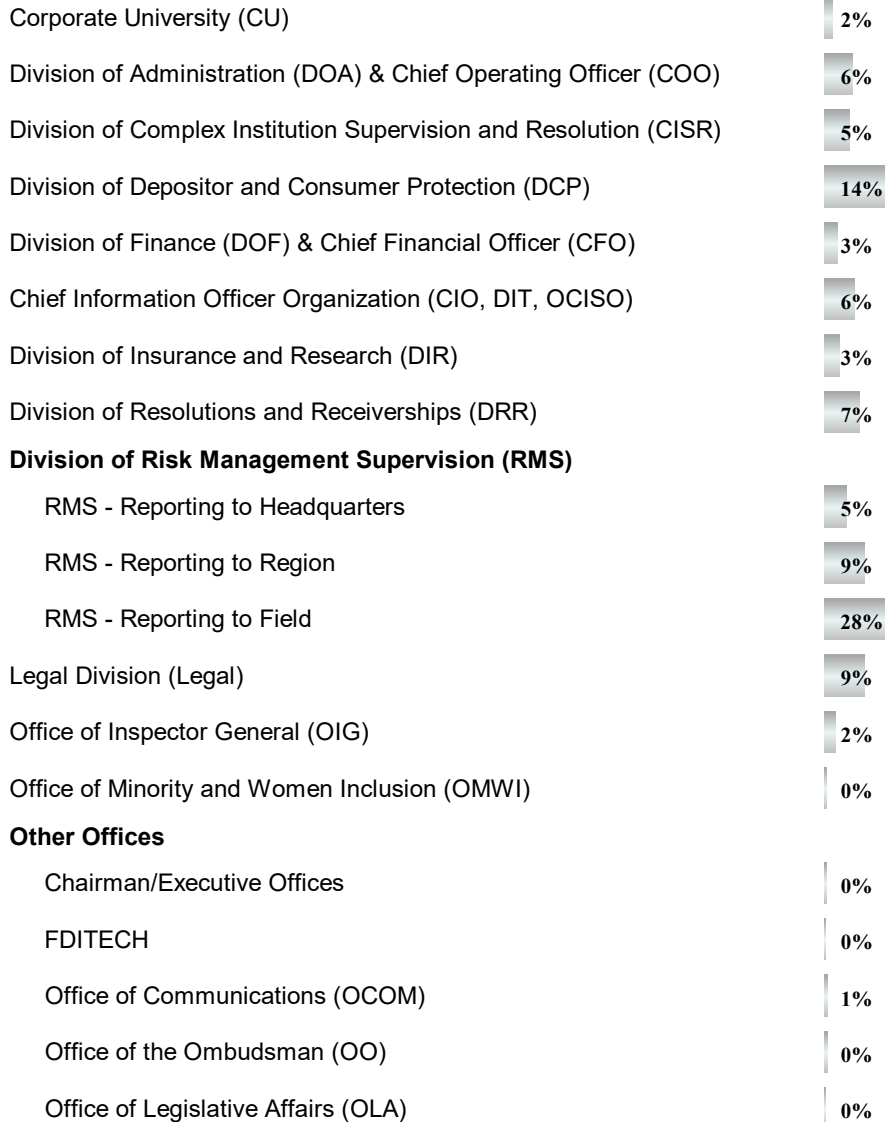
FDIC 2021 OPM Federal Employee Viewpoint Survey Results

Results for: FDIC Overall, N=3351

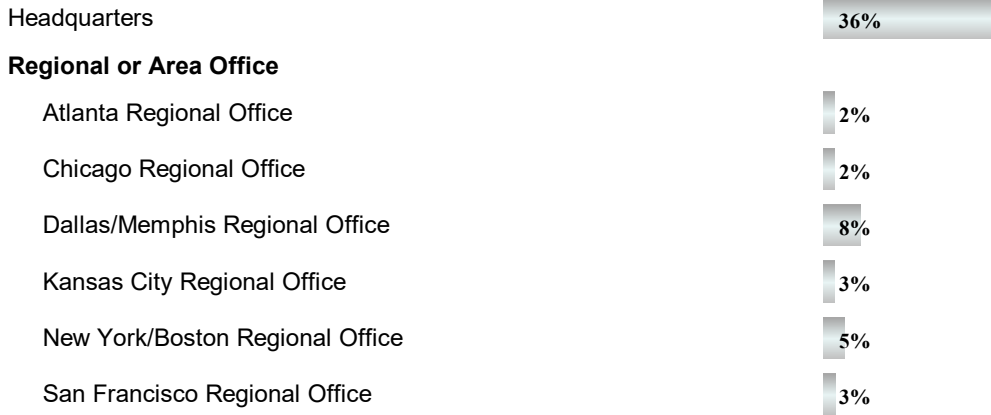
DEMOGRAPHIC ITEM RESULTS

Employment Demographics

87. In which Division/Office do you currently work?



88. What is your location?



Field Office

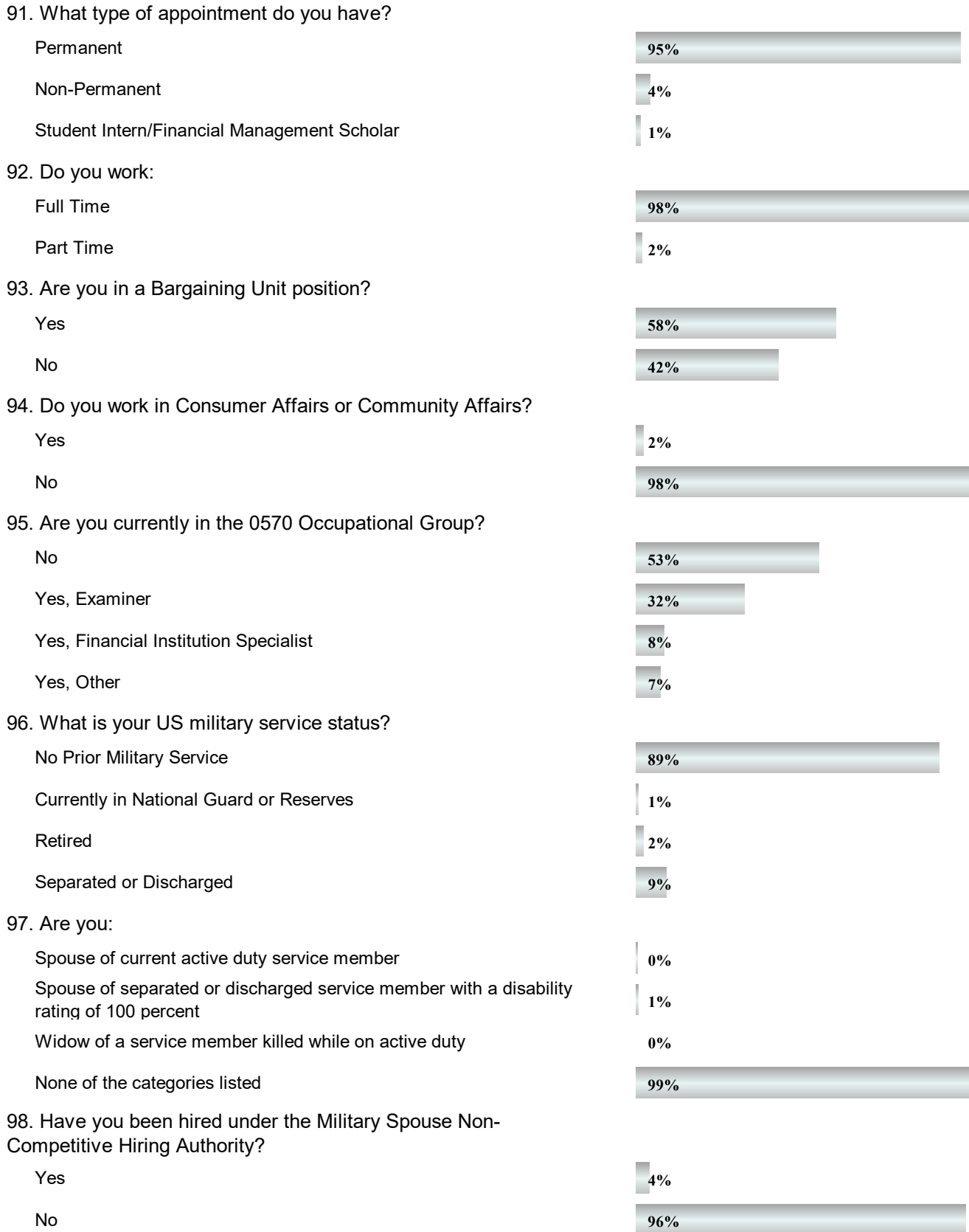


89. What is your supervisory status?



90. What is your current grade level?





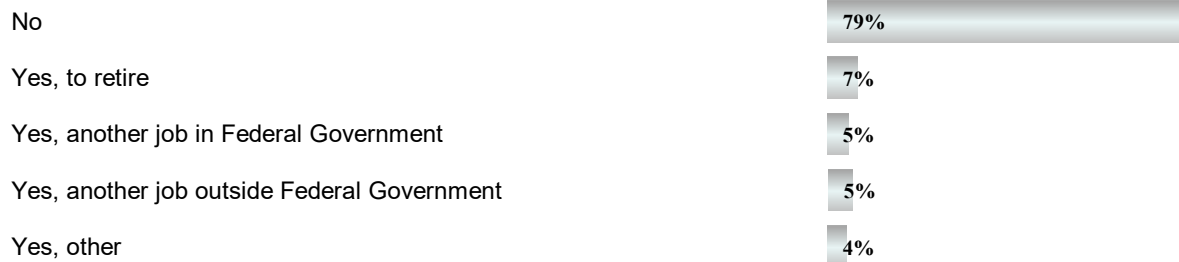
99. How long have you been with the Federal Government (excluding military service)?



100. How long have you been with FDIC?



101. Are you considering leaving your organization within the next year, and if so, why?



102. I am planning to retire:

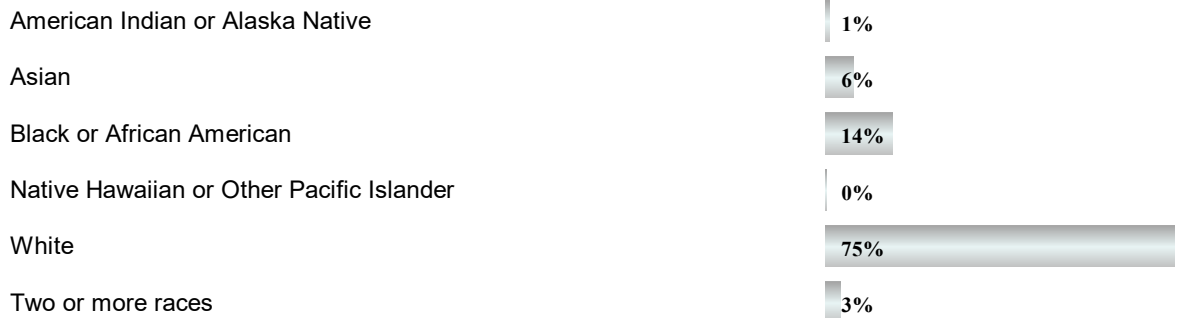


Personal Demographics

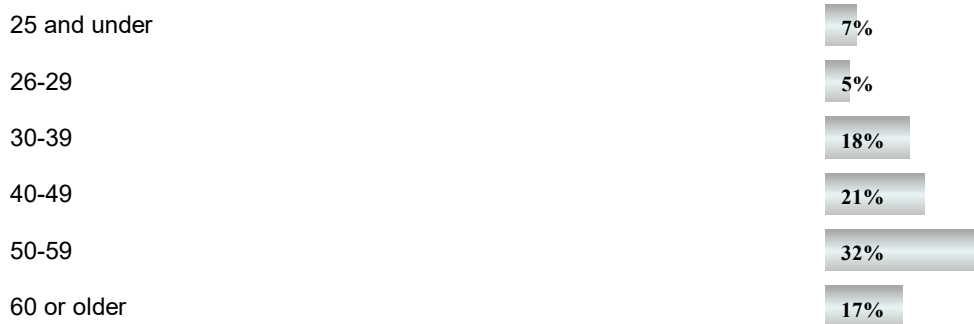
103. Are you of Hispanic, Latino, or Spanish origin?



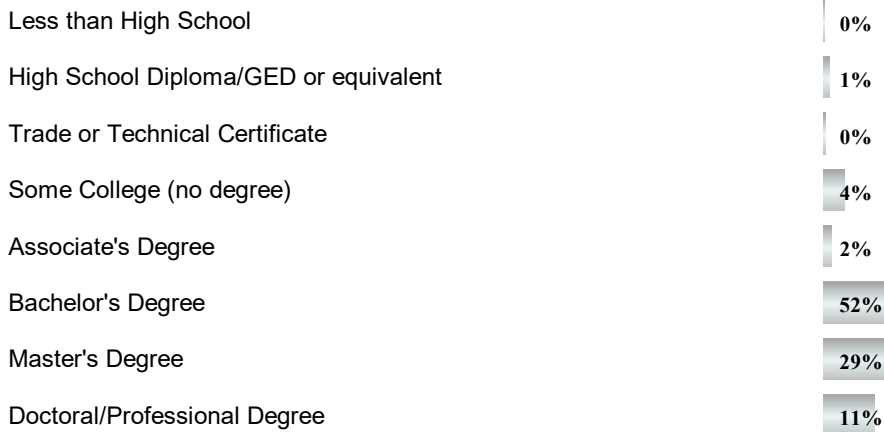
104. Please select the racial category or categories with which you most closely identify.



105. What is your age group?



106. What is the highest degree or level of education you have completed?



107. Are you an individual with a disability?



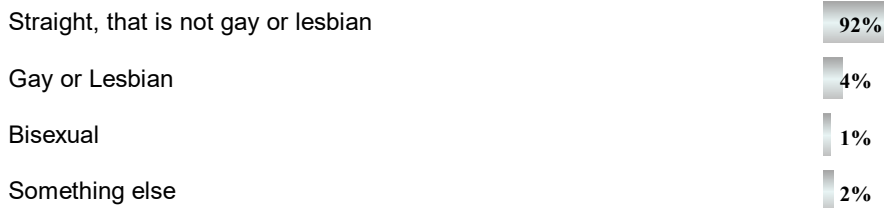
108. Are you?



109. Are you transgender?



110. Which one of the following do you consider yourself to be?



ATTACHMENT K

FDIC Diversity, Equity, and Inclusion Strategic Plan 2021-2023



DIVERSITY EQUITY AND INCLUSION

2021–23
Strategic Plan

CULTURE

CAREER

COMMUNICATION

CONSISTENCY

COMMUNITY

FDIC 

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A MESSAGE FROM THE CHAIRMAN



Twenty-seven years ago, a colleague at a car dealership said to me, “You know, you won’t succeed in America if you don’t lose your accent.” Many jobs later, I became Chairman of the Federal Deposit Insurance Corporation (FDIC), and as of this writing, I still speak with an accent. That was an early lesson in what it feels like to not belong at a workplace, despite my best effort.

It should not come as a surprise that at subsequent jobs, especially once I had an opportunity to lead and shape the workforce culture, I focused on bridging the gap between colleagues who feel like they belong and those who do not. When I was initially briefed on diversity and inclusion efforts at the FDIC, I was presented with data, statistics, tables, and progress reports. I reviewed the briefing materials and said, “All this is helpful, but how do people feel?” So I started talking with our employees and learned that we have much work to do.

As FDIC Chairman, my goal is to build and maintain a workforce that is talented, diverse, and committed to fostering a safe, fair, and inclusive workplace and banking system. We have made progress in these areas over the past two-and-a-half years, but I know we can do more. My vision is built on a recognition of our current progress and a clear grasp of what could be.

To execute on this vision, we took a comprehensive look at how to (i) ensure that our decision-making reflects

and respects the diversity in the nation, (ii) support diversity in the financial institutions we supervise, and (iii) build a culture that enhances, values, and capitalizes on the diversity in our workforce.

We reached one conclusion: we must and can do more.

This *Strategic Plan* is a key step in that process. It is organized around five strategic goals — culture, career, communication, consistency, and community. Our high-level goals are augmented by actionable steps that provide a clear map forward for the agency. Internally, the plan further integrates diversity, equity, and inclusion (DEI) into our hiring, training, and career development programs. It calls on leaders at all levels of the organization to develop operational plans reflective of their current DEI performance and business realities and will hold them accountable for advancing their plans and achieving results. Externally, the plan will improve DEI in FDIC contracting opportunities, enhance our ability to assess diversity policies and practices at financial institutions, and provide additional support for Minority Depository Institutions.

To be successful, our DEI efforts must be led and managed as an organizational priority. This plan – in combination with our first-ever corporate performance goal dedicated to improving DEI – does just that. This plan will guide our work over the next few years, help us measure our progress, and hold us accountable.

I hope many of you will recognize that this plan is unlike others we have had in the past. I hope you will also recognize its potential and the will – at all levels of the organization – to make lasting changes. I stand behind it with my commitment to you that, until the day my chairmanship ends, I will work toward an inclusive FDIC where all feel that they belong.

To create a culture of belonging will require all-hands-on-deck. Please join me.

A MESSAGE FROM THE DIRECTOR OF THE OFFICE OF MINORITY AND WOMEN INCLUSION



Eight minutes, 46 seconds. I have never been able to watch the entire video of George Floyd being killed in police custody. It is too painful. Every time I hear Breonna Taylor's name I think of the many nights I have watched my daughters sleep peacefully in their beds, trusting that they are safe. I reflect on the many days I jogged in my home state of Georgia and was blessed to return home safely, unlike Ahmaud Arbery.

These horrendous events may feel personal to me as a Black woman, but I am painfully aware that many individuals and communities feel disenfranchised, regardless of their skin color. What I never anticipated is that I would be writing about such important matters to introduce a *Strategic Plan* at the FDIC. While those events have forced a long-overdue national conversation about race in America, our view of diversity, equity, and inclusion (DEI) must be broad and it must be bold. That realization formed the very foundation of this *Strategic Plan*.

We examined our data and listened to our colleagues to gain a better understanding of what needs to be done. We had honest conversations about the significant commitment needed to be successful. We listened. And then we listened some more. The more we listened, the clearer it became that the FDIC faces

a choice: the pain of change or the pain of staying the same.

This plan is our call to action. It sets forth how the FDIC will work to transform our workforce and how our efforts will ultimately help make the banking system safer, fairer, and more inclusive. As Chairman McWilliams noted in her message, this plan is unlike any other we have had before. It tackles the very core of who we are as an agency. It takes a deep dive into root causes of our culture, ethics, and history, as a society and as a venerable agency. It is brutally honest in the assessment of our successes and past failures on issues that matter on an intrinsic level to us, as a people, and as colleagues.

And when you take a holistic, introspective look and are willing—and ready—to make real change, you end up with the plan before you. The steps outlined embrace the growing pains of addressing longstanding challenges by embedding DEI into every aspect of our operations. We will support our workforce and our communities to reach their full potential. We will promote inclusive prosperity by including minority- and women-owned businesses, law firms, and investors in our business activities. We will partner with our supervised institutions to identify and promote DEI policies and practices to make their communities more inclusive.

During my 22-year tenure with the FDIC, I have never been more proud to work for this agency than I am today. This plan will drive meaningful progress. We will hold ourselves accountable for the execution and the results. Most importantly, we will no longer accept the status quo.

Join us on the journey.

A handwritten signature in black ink that reads "Nikita Pearson". The signature is written in a cursive, flowing style.

DIVERSITY, EQUITY, AND INCLUSION VISION, MISSION, AND VALUES

DEI Vision

Our workforce is talented, diverse, and committed to fostering a safe, fair, and inclusive workplace and banking system.

DEI Mission

To foster a culture that exemplifies teamwork, embraces innovation, and values diversity, equity, and inclusion to achieve mission excellence.

DEI Values

The following values hold true to our vision, shape how we carry out our mission, and guide how we are expected to treat one another.

- *We take* the broadest possible view of diversity, including seen and unseen qualities.
- *We acknowledge* life experiences that make individuals unique.
- *We encourage* all employees to use their unique perspectives to help advance our mission.
- *We require* fair treatment, accessibility, and opportunity for advancement for all employees.
- *We expect* our workplace to be an inclusive environment built on mutual trust, respect, and dignity.
- *We incorporate* diversity, equity, and inclusion in our daily work.
- *We commit* to building a workplace where all employees feel safe bringing their authentic selves to work.
- *We pledge* to identify and eliminate barriers to equal opportunity in the workplace.
- *We will foster* diversity, equity, and inclusion in the banking system consistent with our mandate.

SUMMARY OF DIVERSITY, EQUITY, AND INCLUSION GOALS

Goal 1. Culture

Ensure that leaders at all levels promote the vision and business case for DEI by taking actions to increase diversity and equity in the workforce and maintain an inclusive workplace.

Goal 2. Career

Recruit, hire, and develop a high-performing workforce that reflects the communities we serve by optimizing experiences throughout an employee's career.

Goal 3. Communication

Develop compelling messages, including opportunities for dialogue, that encourage all employees to see the importance of DEI to their personal success and the success of the FDIC.

Goal 4. Consistency

Mature the DEI model to improve the consistency of desired outcomes by strengthening policies and procedures, utilizing technology, and enhancing training.

Goal 5. Community

Encourage DEI in FDIC business activities and at regulated financial institutions, and foster financial inclusion in the banking system.

1. Culture

Ensure that leaders at all levels promote the vision and business case for DEI by taking actions to increase diversity and equity in the workforce and maintain an inclusive workplace.

1.1 Culture of Excellence. Ensure every employee has the opportunity to develop and excel in their career and recognize and reward high performers.

- a. Fully implement a new performance standard for supervisors and managers that focuses on employee career development and the cultivation of an inclusive, constructive work environment that is committed to Equal Employment Opportunity (EEO) policies and principles and is built upon transparent communication, mutual trust, and respect.
- b. Conduct analysis to identify root causes of any barriers to equal employment opportunities, establish timelines to regularly review programs for systemic barriers, and take action to remedy the policies, procedures, or practices that created the barriers.
- c. Develop and implement a plan to provide all managers access to services to receive employee feedback and coaching for inclusion at work.
- d. After all appeals have been exhausted, include a notation in the personnel record of an employee who was subject to an adverse action, under 5 U.S.C. §7512, as a result of an act of discrimination and/or retaliation.

1.2 Data Excellence. Build a results-oriented DEI strategy based on actionable data.

- a. Modernize the Diversity and Inclusion Analytics Dashboard to provide actionable management data in an easy-to-read format.
- b. Identify key performance indicators that measure success and identify opportunities, and report at least quarterly to the Diversity and Inclusion Executive Advisory Council.
- c. Track and analyze applications and selections for Expressions of Interest (EOIs) and other career development programs to evaluate and improve inclusion.

1.3 Best Practices. Select and implement DEI best practices that would be most effective at the FDIC.

- a. Complete the review of applications submitted under the Pay Adjustment Program to assess potential pay inequities and implement approved pay changes.
- b. Develop diverse interview panel guidance and require hiring managers to certify that it was followed for all selections.
- c. Require hiring managers to include at least one interview question to assess management candidates on their ability to foster DEI.
- d. Benchmark other agencies and the private sector for best practices in preventing and addressing discrimination and retaliation.

2. Career

Recruit, hire, and develop a high-performing workforce that reflects the communities we serve by optimizing experiences throughout an employee’s career.

2.1 Talent Acquisition. Ensure talent acquisition practices consistently provide equal opportunity and strive to close representation gaps at all levels.

- a. Ensure Division/Office Directors develop and implement a plan in 2021, in partnership with the Office of Minority and Women Inclusion (OMWI), to promote increased diversity and improve their 2020 Federal Employee Viewpoint Survey (FEVS) inclusion quotient no later than 2023.
- b. Ensure hiring managers certify their review of Schedule A rosters for potential selections.
- c. Assign an OMWI representative to serve as an equal employment opportunity advisor to the Executive Review Panels for Financial Management Scholars (FMS) Program and Entry-Level Examiner Hiring.
- d. Reduce the average number of days for examiner travel from the average reported in 2019, using technology, to improve retention.
- e. Implement a First Generation Professionals Initiative as a Special Emphasis Program to include events, workshops, and programming that serve as resources to promote equitable access and opportunities.
- f. Identify opportunities to strengthen engagement with diverse groups, such as partnering with the White House Initiative on Historically Black Colleges and Universities (HBCUs), Hispanic Association of Colleges and Universities (HACUs), Council on Legal Education Opportunity (CLEO), Leadership Education and Development (LEAD) for Life, community-based organizations, and civil rights organizations to improve the effectiveness of our recruitment strategies.

2.2 Career Development. Maintain a diverse leadership pipeline including a framework for holding managers accountable for actively promoting career development and advancement opportunities for their employees.

- a. Develop and implement a new leadership development framework that includes a corporate-wide succession management program focused on the development of a broad, diverse, and talented cadre of future FDIC leaders.
- b. Improve access to developmental opportunities by reforming the Expression of Interest (EOI) Program to eliminate the need for supervisor approval.
- c. Implement a new, rotational Special Assistant Program to provide developmental opportunities for aspiring leaders.

2.3 Employee Engagement. Increase opportunities for employees to be engaged in achieving DEI goals.

- a. Update the Chairman’s Diversity Advisory Council (CDAC) and Employee Resource Group (ERG) directives to reflect organizational priorities and support the groups’ contributions to the FDIC’s DEI mission.
- b. Host a training conference for CDACs and ERGs on how to get the most out of programming that results in changed behavior and/or measurable outcomes.
- c. Pilot a Diversity Ambassador Program where representatives from CDACs and ERGs will provide support to new employees regarding DEI at the FDIC.
- d. Pilot an event designed to educate immediate family members of FDIC employees on benefits and services available to support work-life balance and career management to help the family feel more connected and engaged with the FDIC and ultimately improve retention.

3. Communication

Develop compelling messages, including opportunities for dialogue, that encourage all employees to see the importance of DEI to their personal success and the success of the FDIC.

3.1 Trust through Transparency. Provide clear, consistent, and regular messaging of the DEI vision and actions being taken to achieve desired outcomes.

- a. Host annual OMWI Town Halls with all FDIC employees to review the *DEI Strategic Plan*, acknowledge past accomplishments, identify key challenges, and highlight areas of focus for the coming year.
- b. Ensure Division/Office Directors discuss their divisional DEI plans at least annually at an all-hands meeting.
- c. Ensure Regional Directors discuss their regional plans to support DEI at least annually at an all-hands meeting.
- d. Conduct semiannual meetings between OMWI and Division/Office leadership to discuss DEI best practices and identified gaps in their DEI performance.
- e. Share key points of DEI public filings (e.g., MD-715) with all employees via global messaging.
- f. After all appeals have been exhausted, provide notice on the public website (www.fdic.gov) of any final finding of discrimination and/or retaliation made against the agency as required by the Elijah E. Cummings Federal Employee Antidiscrimination Act of 2019.
- g. Post data regarding each class-action complaint filed against the agency alleging discrimination and/or retaliation.

3.2 Branding. Partner with the Office of Communications (OCOM) to use meaningful context to turn DEI data into compelling narratives that make messaging more impactful and demonstrate the necessity for continued efforts in DEI.

- a. Update internal and external webpages with compelling messages that illustrate our commitment to DEI in our workforce, our business activities, and our supervised banks.
- b. Create an annual impact report that accurately measures and communicates the effectiveness of our DEI efforts and any actions that must be taken to achieve better outcomes.
- c. Develop and implement a social media and marketing campaign to engage a broad and diverse talent pool and communicate key initiatives and programs.

3.3 Reinforcement. Integrate DEI into communications.

- a. Coordinate with stakeholders to include DEI when crafting and issuing internal and external agency communications and building or acquiring information technology solutions (e.g., Section 508 compliance, inclusive visuals and language, reasonable accommodation language, etc.).

4. Consistency

Mature the DEI model to improve the consistency of desired outcomes by strengthening policies and procedures, utilizing technology, and enhancing training.

4.1 Inclusive Environment. Foster a work environment without barriers to opportunity, where all employees feel welcomed, valued, respected, and engaged, and can effectively participate and bring their unique talents, skills, and perspectives.

- a. Develop and implement a program to conduct regular internal audits of regional, field, and headquarters offices to identify EEO program deficiencies and evaluate barrier analysis efforts as recommended by the Equal Employment Opportunity Commission (EEOC).
- b. Update telework, work-in-place, and remote work policies to better support inclusion by increasing, as appropriate, flexibilities available to meet employee needs.
- c. Expand the Anti-Harassment Program directive to include guidance for reporting issues to appropriate FDIC offices and other authorities if an employee experiences issues while interacting with external stakeholders on official duty.
- d. Enhance current assessment tools (e.g., exit surveys) to measure attrition, identify reasons for attrition, and address barriers to equal employment opportunities.
- e. Update the Anti-Harassment Program directive to require investigation of harassment complaints to commence within 10 days, and corrective action be taken within 60 days, of receipt of the complaint.

4.2 Technology Enhancements. Apply technology solutions to improve the efficiency and effectiveness of DEI efforts.

- a. Implement online assessments to mitigate the potential for discrimination or bias in entry-level examiner hiring.

- b. Implement a voluntary internal survey mechanism for gender identity, sexual orientation, and other key identifiers to provide a full picture of diversity in our workforce.
- c. Develop and implement a comprehensive reasonable accommodation information system to improve the efficiency and effectiveness of processing requests and compiling data.

4.3 Training Plan. Promote workshops and learning sessions designed to increase cultural competencies and skills in promoting equal opportunity.

- a. Conduct empathy-based training for all managers and employees.
- b. Train selecting officials, interviewers, and Subject Matter Experts (SMEs) on ensuring consistency in the hiring process, including requirements of the Americans with Disabilities Act of 1990, the Rehabilitation Act of 1973, and Title VII of the Civil Rights Act of 1964.
- c. Provide toolkits and other educational and learning opportunities for hiring officials regarding use of special hiring authorities for persons with disabilities.
- d. Conduct mock interviews for both hiring officials and employees with disabilities to increase comfort with, and the effectiveness of, the hiring process.

5. Community

Encourage DEI in FDIC business activities and at regulated financial institutions, and foster financial inclusion in the banking system.

5.1 Economic Opportunity. Identify barriers that underserved communities and individuals may face in taking advantage of FDIC procurement and contracting opportunities and ensure the inclusion, to the maximum extent possible, of minorities and women, and entities owned by minorities and women, including financial institutions, investors, underwriters, accountants, and providers of legal services, in contracts entered into by the FDIC.

- a. Implement a series of technical assistance events to educate and equip minority- and women-owned businesses (MWOBs) with the tools they need to compete for contracts.
- b. Host “Pitch Days” where MWOBs may share their companies’ capabilities and learn about the FDIC’s procurement process.
- c. Review the selection process for historically marginalized attorneys and minority- and women-owned law firms (MWOLFs) to determine if there are opportunities to enhance the selection process, within existing guidelines, for legal referral services.
- d. Partner with the Division of Resolutions and Receiverships (DRR) to host a joint ventures virtual conference and provide technical assistance to minority- and women-owned investors (MWOIs).
- e. Determine whether new policies, regulations, or guidance documents may be necessary to advance equity in agency actions and programs and procurement and contracting opportunities.

5.2 Technology Solutions. Implement automated tools to improve the efficiency and effectiveness of the FDIC’s ability to assess diversity policies and practices at regulated entities and within the contractor workforce.

- a. Streamline and enhance the Financial Institution Diversity Self-Assessment (FID-SA) Application to increase and improve submissions by regulated entities.
- b. Develop and implement a portal in support of OMWI vendor outreach activities.
- c. Implement and enhance the automated tool for performing good faith effort reviews of the contractor workforce.

5.3 DEI Advisor. Provide advice on matters with the goal of supporting financial inclusion in the development and implementation of FDIC policies, including those which promote diversity and inclusion of historically underserved and marginalized populations.

- a.** Explore creation of a non-profit to provide technical assistance to minority depository institutions (MDIs) on digital transformation.
- b.** Explore mechanisms to support internships at MDIs, Community Development Financial Institutions (CDFIs), and other interested financial institutions for students from HBCUs and other Minority-Serving Institutions (MSIs) with established technology programs.
- c.** Train examiners on examining unique business models of MDIs.
- d.** Provide DEI perspective for public awareness campaigns to ensure goals are met and prevent unintended consequences.
- e.** Create a network roadmap illustrating and connecting activities that the FDIC conducts to enhance outreach potential of all programs and initiatives that support DEI.

APPENDIX – KEY CONCEPTS AND TERMS

Authentic Self	Who an individual is as a person, demonstrating different experiences, perspectives, cultures, history, etc., without being forced to conform to the majority culture in the workplace. The work culture must value a wide range of talents, skills, and experiences to create a sense of belonging for everyone without causing harm to others.
Cultural Competency	The ability to understand, accept, and interact with individuals of different backgrounds and cultures.
Disability	A physical or mental impairment that substantially limits one or more major life activities.
Disabled Veteran	A person who has served on active duty in the armed forces, has separated under honorable conditions, and has established the present existence of a service-connected disability or is receiving compensation, disability retirement benefits, or pension because of a public statute administered by the Department of Veterans Affairs or a military department.
Diversity	Diversity encompasses the range of similarities and differences each individual brings to the workplace, including but not limited to, national origin, language, race, color, disability, ethnicity, gender, age, religion and belief, sexual orientation, gender identity, socioeconomic status, veteran status, family structure, and diversity of thought, all of which is shaped by culture, background, experiences, and other elements.
Equity	Consistent, systematic, fair, just, and impartial treatment, access, opportunity, and advancement for all individuals, including individuals who historically have been denied such treatment, while striving to identify and eliminate barriers that might prevent any employee’s full and equitable participation in the workplace.
Inclusion	Inclusion is a set of behaviors (e.g., welcoming new employees, paying attention and extending an invitation, seeking and respecting other perspectives, etc.) that promote equal access to opportunities and resources for individuals who might otherwise be excluded or marginalized.

Individual/Person with a Disability	A person with a physical or mental impairment that substantially limits one or more major life activities (such as walking, talking, seeing, hearing, or learning), has a record of such impairment, or is regarded as having an impairment unless the impairment is both transitory and minor.
Reasonable Accommodation	Any change in the work environment (or in the way things are usually done) to help a person with a disability apply for a job, perform the essential duties of a job, or enjoy the benefits and privileges of employment.
Self-Identification of Disability	The voluntary completion and submission of information from the Office of Personnel Management's (OPM's) Standard Form 256 (SF 256) identifying that a person has a disability, either by hard copy of the SF 256 to the servicing Human Resources Branch personnel in the Division of Administration, or electronically through the MyEPP system using the appropriate code from the SF 256.
Talent Acquisition	Long-term human resources planning and finding appropriate candidates for positions that require specific skillsets to fulfill a business need.
Targeted Disability	Specific, severe disabilities targeted for emphasis in affirmative action planning that include, but are not limited to, developmental disabilities, traumatic brain injury, deafness, blindness, missing extremities, partial paralysis, complete paralysis, epilepsy, intellectual disabilities, psychiatric disabilities, dwarfism, and significant disfigurement.
Underserved Communities	Populations sharing a particular characteristic, as well as a geographic communities, that have been systematically denied a full opportunity to participate in aspects of economic, social, and civil life.
Unseen Diversity Characteristic	Non-visible personal characteristics such as background, culture, and personality, as well as protected classes such as disability, sexual orientation, and religion and belief.

ATTACHMENT L

FDIC Section 342 Dodd-Frank Wall Street Reform and Consumer Protection Act Report to Congress 2021



SECTION 342

DODD-FRANK WALL STREET
REFORM AND CONSUMER
PROTECTION ACT
REPORT TO CONGRESS 2021



FEDERAL DEPOSIT INSURANCE CORPORATION
OFFICE OF MINORITY AND WOMEN INCLUSION

**Section 342 Dodd-Frank Wall Street
Reform and Consumer Protection Act
Report to Congress 2021**

Federal Deposit Insurance Corporation
Office of Minority and Women Inclusion

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**A MESSAGE FROM THE DEPUTY TO THE CHAIRMAN
FOR EXTERNAL AFFAIRS AND DIRECTOR OF THE OFFICE
OF MINORITY AND WOMEN INCLUSION**

Nikita Pearson

I am pleased to present the 2021 Federal Deposit Insurance Corporation's (FDIC's) Section 342 of the Dodd–Frank Wall Street Reform and Consumer Protection Act Report to Congress.

This report describes our efforts to build a more inclusive workplace culture based on our diversity, equity, inclusion, and accessibility (DEIA) mission and values. The principles of DEIA inform how we interact with one another as employees and colleagues, and they extend to our interactions with supervised financial institutions; vendors we contract with; and the communities we serve.

In 2021, we released our new Diversity, Equity, and Inclusion Strategic Plan to help guide our efforts with respect to DEI over the next few years.¹ Subsequently, we adopted Accessibility as another core

principle, and have made it an organizational priority to ensure that employees have access to the systems and resources that will allow them to be fully successful.

Among other things, our Strategic Plan reinforces that true implementation of our DEIA objectives requires broad-based support throughout the Corporation. Beyond the Office of Minority and Women Inclusion (OMWI), each of the FDIC's Divisions and Offices play a critical role in our DEIA efforts; in particular, our managers and supervisors, who have the day-to-day responsibilities for hiring, promoting, developing, and training employees.

Perhaps most significantly, the Strategic Plan sets forth a broad and bold view of DEIA. For the first time, the FDIC recognizes the bigger role we have within our mandate to address inequities in society. Where we have influence, our broader DEIA vision is to remove the banking system challenges that stand in the way of businesses, communities, and individuals achieving their full potential. The Strategic Plan is not just about the FDIC workforce and workplace—we look to improve DEIA in the banking system and in the communities we serve.

I am very proud of the progress we have made over the last year, and the remainder of this report discusses those accomplishments in greater detail. However, I and the rest of the FDIC leadership and workforce, recognize that there is much more to do. We remain committed to achieving all of the ambitious goals set forth in our Strategic Plan; to building the inclusive banking system of the future; and to maintaining stability and public confidence in the nation's financial system.



¹The FDIC's 2021-23 Diversity, Equity, and Inclusion Strategic Plan is available at <https://www.fdic.gov/about/diversity/pdf/dei2021.pdf>.





OUR KEY INITIATIVES AND ACCOMPLISHMENTS

After a year of challenges that had a profound impact on how we work and live, the FDIC took concrete actions to build DEIA into everything we

do. We have much work to do, but we can also share our progress. Highlighted below are key initiatives and accomplishments from 2021.

In Our Workforce

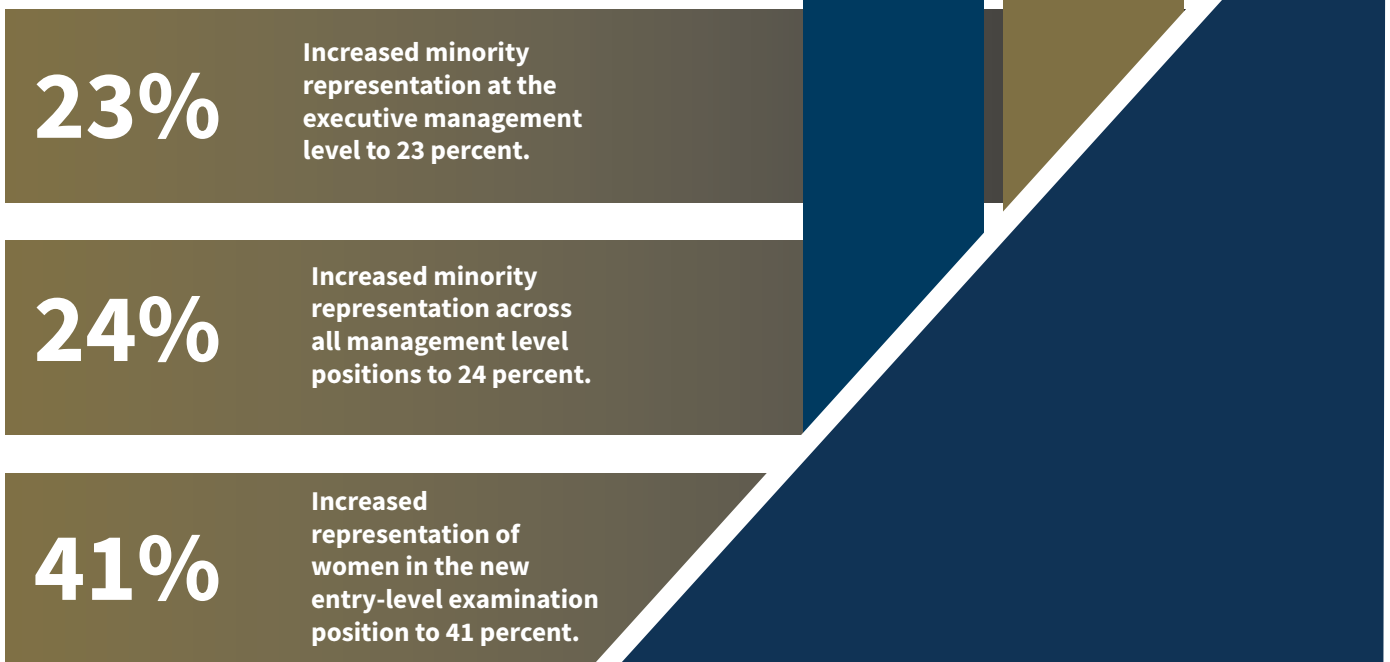


Launched new leadership development program with women representing **67 percent** of participants.

Launched new leadership development program with minorities representing **60 percent** of participants.

Launched the First Generation Professional Program with **37 participants** in the first cohort.

Launched a National Listening Tour where nearly **1,000 employees** participated to share their life experiences and how these perspectives impact them at work. Sessions focused on: Rural Communities, LGBTQ+, Economically Disadvantaged, First Generation Professionals, Persons with Disabilities, Veterans, Generations in the Workforce, Religious Beliefs, and Caregivers.



Workforce (continued)

Joined two **White House Initiatives on Advancing Educational Equity, Excellence, and Economic Opportunity**: (1) for Hispanics and (2) through Historically Black Colleges and Universities (HBCU).

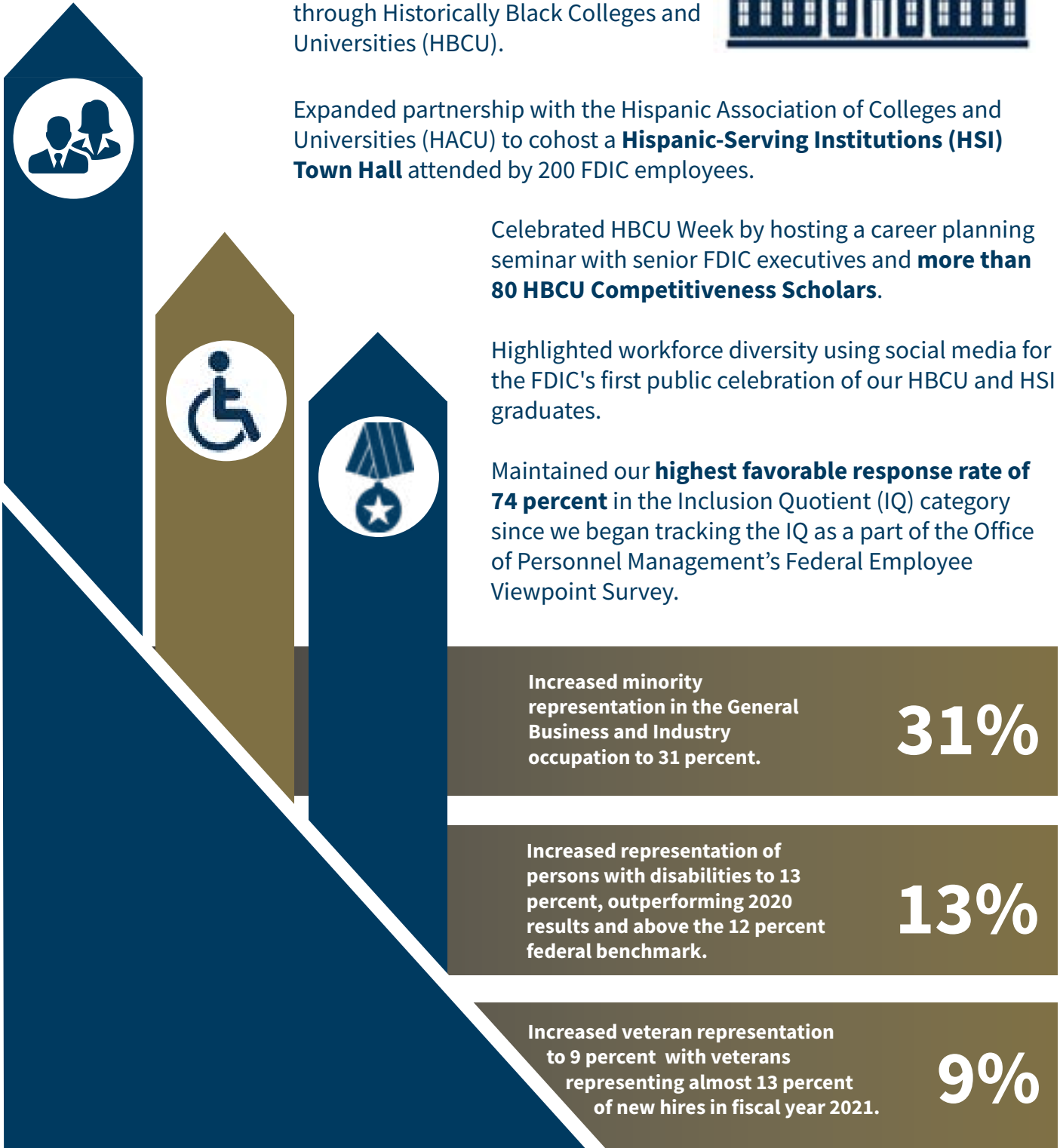


Expanded partnership with the Hispanic Association of Colleges and Universities (HACU) to cohost a **Hispanic-Serving Institutions (HSI) Town Hall** attended by 200 FDIC employees.

Celebrated HBCU Week by hosting a career planning seminar with senior FDIC executives and **more than 80 HBCU Competitiveness Scholars**.

Highlighted workforce diversity using social media for the FDIC's first public celebration of our HBCU and HSI graduates.

Maintained our **highest favorable response rate of 74 percent** in the Inclusion Quotient (IQ) category since we began tracking the IQ as a part of the Office of Personnel Management's Federal Employee Viewpoint Survey.



In Our Operations



\$417M

Awarded almost \$417 million or 49 percent of contracts to MWOBs.

\$130M

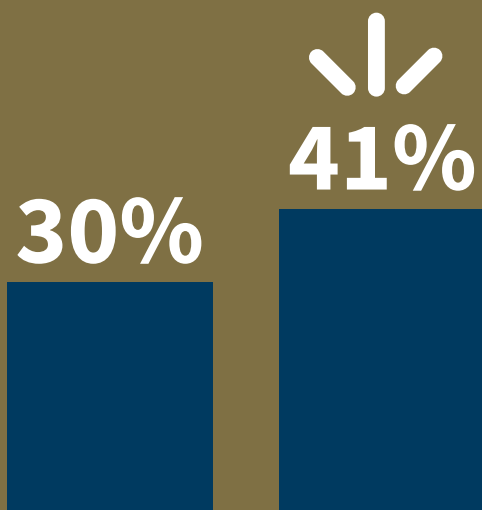
Made payments of \$130 million to MWOBs.

\$14M

Conducted three Pitch Day events with one participating MWOB being awarded a \$14 million contract.

\$4M

Made payments of almost \$4 million to minority- and women-owned law firms (MWOLF) and Diverse Attorneys at majority law firms, representing 18 percent of all law firm contracts.



Increased the percentage of MWOLF on the List of Counsel Available from 30 to 41 percent.

Among Supervised Institutions and Communities

- Partnered with the U.S. Department of the Treasury and the Community Development Financial Institutions (CDFI) Fund to provide up to **\$9 billion in funding through the Emergency Capital Investment Program (ECIP)**, as well as **\$3 billion in new grant funding for CDFIs, including \$1 billion set aside for minority lending institutions.**
- Cohosted Prospective Diverse Directors Symposium with the Ohio Banker League, which resulted in **three attendees from the event being added to Ohio bank boards** and nearly a dozen more entering the bank board pipeline.
- Conducted our first public awareness campaign to educate consumers on how banks can help them meet their financial needs, increasing #GetBanked webpage traffic to **13,748 total views in Houston and 8,208 total views in Atlanta.**
- Worked with the Internal Revenue Service to promote the creation of **six new Volunteer Income Tax Assistance (VITA) sites in South Dakota** in counties that had no VITA presence, in preparation for the 2022 tax season.



Launched the first FDITECH tech sprint focused on the significant challenges of financial inclusion for the seven million unbanked households in America.



OUR
STRATEGIC ROADMAP

Our vision is to have a workforce that is talented, diverse, and committed to fostering a safe, fair, and inclusive workplace and banking system. We are committed to fostering a culture that exemplifies teamwork, embraces innovation, and values DEIA to achieve mission excellence. In this report we discuss our efforts in terms of how they align with the five overarching DEIA goals outlined in the DEI Strategic Plan. These goals are outlined below.



CULTURE

Ensure leaders at all levels promote the vision and business case for DEIA by taking actions that increase diversity and equity in the workforce and maintain an inclusive workplace.



CAREER

Recruit, hire, and develop a high-performing workforce that reflects and is as diverse as the communities we serve by optimizing experiences throughout an employee's career.



COMMUNICATION

Develop compelling messages, including opportunities for dialogue, that encourage all employees to see the importance of DEIA to their personal success and the success of the FDIC.



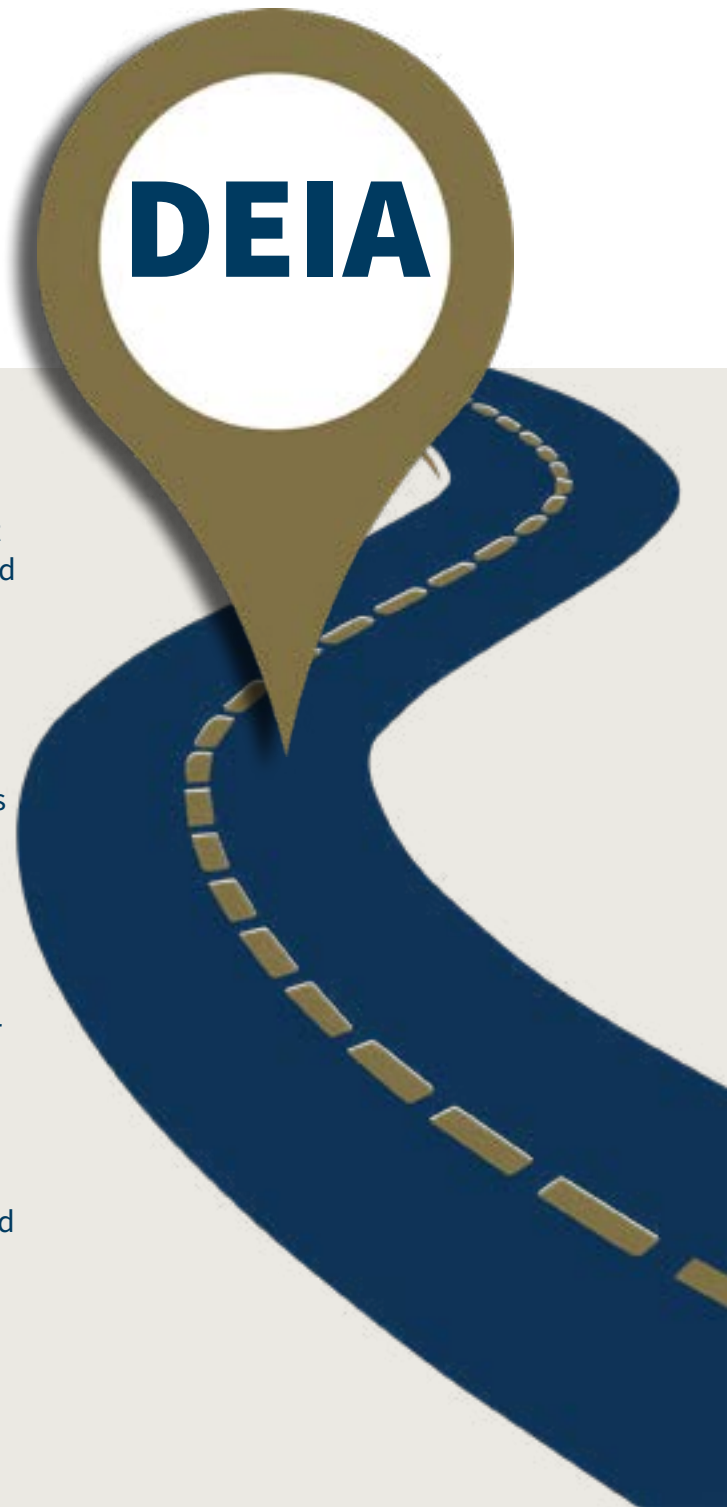
CONSISTENCY

Improve desired outcomes by strengthening policies and procedures, utilizing technology, and enhancing training.



COMMUNITY

Encourage DEIA in FDIC business activities and at regulated financial institutions, and foster financial inclusion in the banking system.



The following pages lay out where we are now – the challenges we face and actions taken to achieve results – and where we have committed to go. We are proud to highlight our efforts from 2021.

CULTURE

No matter how strong our DEI Strategic Plan is, its efficacy will be held back if we do not build the proper culture. We recognize that the work of diversity and inclusion does not end with increasing representation, so we have been intentional about creating a culture where everyone can feel accepted and valued, can be their best selves, and can do their best work. Fostering a culture of belonging will better position the agency to attract and also retain a diverse workforce. Our efforts focused on three areas:

Culture of Excellence. Ensuring every employee has the opportunity to develop and excel in their career, and recognizing and rewarding high performers.

Data Excellence. Building a results-oriented DEIA strategy based on actionable data.

Best Practices. Selecting and implementing DEIA best practices that would be most effective at the FDIC.

As a result of these efforts, we maintained our highest favorable response rate in the Inclusion Quotient (IQ) category since we began tracking the IQ as a part of the Office of Personnel Management’s Federal Employee Viewpoint Survey (FEVS). Of note, four of the five IQ dimensions – Fair, Open, Cooperative, and Supportive – are also at their highest levels. However, FEVS shows significantly different levels of engagement by gender, race, and disability status. The following pages list major initiatives implemented by the FDIC in 2021 to address these areas.

Barrier Analysis

The FDIC completed its barrier analysis of the Agency and outlined the following five key goals as a result:

- 1 Recruiting.** Address myths and misconceptions related to recruiting and diversity.
- 2 Hiring.** Support recruiters, hiring officials, and managers with resources and tools to ensure equal opportunity.
- 3 Talent Management.** Ensure that feedback, opportunities, and awards are distributed consistent with criteria that support FDIC’s DEIA mission, values, and goals.
- 4 Culture.** Foster a work environment where all employees feel welcomed, valued, respected, and engaged, and can effectively participate and bring their unique talents, skills, and perspectives.
- 5 Leadership.** Position DEIA as a priority and mission enabler.

In 2022, the FDIC will continue to remedy any policies, procedures, or practices that may lead to identified barriers.

Performance Standards

The FDIC fully implemented a new performance review standard for all executives, managers, and supervisors to support the recruitment, hiring, development, and engagement of a diverse workforce. Building a culture of inclusion was also integrated into the criteria to be considered for a bonus. These actions align DEIA goals to compensation, similar to other business and strategic priorities.

Building and Sharing Actionable Data

The FDIC modernized its Diversity and Inclusion Analytics Dashboard, which provides data to OMWI and other Divisions and Offices to inform the development of DEIA plans and strategies and support workplace inclusion. OMWI uses the data to monitor DEIA progress, identify gaps and weaknesses, and report to senior

leadership. Gathering and analyzing timely, accurate, and relevant DEIA data will drive targeted actions and promote accountability.

Pay Adjustment Program

In 2020, the FDIC implemented a new system for setting incoming employees' pay. Related to the implementation of the new pay system, in 2021, current employees were afforded the opportunity to request a pay adjustment review to help ensure that they are paid in accordance with the principles underlying the new pay-setting system. The FDIC worked with an outside consultant to define the new pay-setting system and the FDIC and the National Treasury Employees Union agreed on the parameters of the pay adjustment process. Approximately, 4,900 FDIC employees were eligible for the review and 1,800 employees applied. Ultimately, more than 700 employees, or 40 percent of applicants, received an average pay adjustment of \$10,048.



Diverse Interview Panels

Hiring managers were asked to use interview panels representing diverse perspectives until formal guidance is developed in 2022. In addition, interview questions for candidates to fill management positions were expanded to assess the applicants' commitment to DEIA initiatives. OMWI, along with Human Resources, frequently reviewed interview questions to ensure they were relevant to job requirements. Adopting these leading practices for minimizing potential implicit or unconscious bias in hiring and promotion opportunities is designed to bolster fairness and trust, ultimately improving workplace culture.


Equal Employment Opportunity (EEO) Benchmark Study

OMWI benchmarked other agencies' equal employment programs for preventing and addressing discrimination and retaliation. The results of those benchmarking efforts will be implemented into our EEO program in 2022. It is important for employees to feel included and subject to the same terms and conditions of employment regardless of characteristics. Inclusion increases engagement, resulting in a positive impact on the agency's culture and, ultimately, our ability to continue to achieve the FDIC mission.


Alternative Dispute Resolution (ADR) Mediation

OMWI initiated measures to enhance the agency's ADR mediation. In recent years, participation in the ADR program has been below the Equal Employment Opportunity Commission's goal of 50 percent. OMWI initiated a review of the ADR process to identify why more employees do not opt to participate.

OMWI is working with management officials and internal subject matter ADR experts to encourage participation, receive meaningful feedback from participating employees, and analyze mediations for ongoing process improvements. Upon completion of the benchmarking project, OMWI will develop and implement additional conflict resolution processes and procedures at the FDIC to improve ADR participation.



*It is important for employees to feel **included** and subject to the same terms and conditions of employment regardless of characteristics.*



CAREER

The FDIC's most valued asset is our workforce. We are committed to recruiting, hiring, and developing a high-performing workforce that reflects the communities we serve by optimizing experiences throughout an employee's career. Data suggests that the FDIC successfully recruits a qualified group of diverse applicants.

However, the same limited data shows racial, ethnic, and gender diversity in some cases decreases in the referral and selection process. Generally, this trend continues when progressing from lower to higher pay grades. To address these concerns, in 2021, our efforts focused on two areas.



Talent Acquisition
Ensuring talent acquisition practices consistently provide equal opportunity and strive to narrow representation gaps at all levels.



Career Development
Maintaining a diverse leadership pipeline including a framework for holding managers accountable for activity promoting career development and advancement opportunities for their employees.

To this end, the FDIC has taken a number of actions, including recruiting from all available talent in the labor market, providing upward mobility options to current employees, and amplifying employee engagement at all levels.

EMPLOYEE ENGAGEMENT INCLUDED:

- Chairman's Diversity Advisory Councils
- Employee Resource Groups
- Leadership Development Programs
- Formal and Informal Mentoring Programs
- Coffee and Conversations on Diversity Topics
- WorkLife and Employee Wellness Programs
- Celebrating our Uniqueness Listening Sessions
- Chairman's Town Hall Meetings

AND MORE

We continued to make progress to improve workforce representation in our mission-critical occupations and senior management ranks by addressing the longstanding challenges of attracting, retaining, and advancing minorities, women, people with disabilities, veterans, and other historically underrepresented individuals in our workforce. However, the pace of our progress has been challenged by historically low turnover and limited opportunities for advancement, especially in the bank examiner occupation. Despite these challenges, with past and current efforts, the racial, ethnic, and gender diversity of the FDIC workforce has improved.

Diverse Representation in Management Level Positions Has Increased



24%

Minorities



Up from 22%

At the end of 2021, minorities represented 33 percent of the permanent workforce and women accounted for 44 percent. The FDIC has also increased diversity across leadership: minorities hold 24 percent of management-level positions (up from 22 percent in 2020).

Furthermore, minority representation at the executive management level increased from 20 percent in 2020 to 23 percent in 2021.

While the FDIC has made progress, work remains to be done. We have a unique opportunity to further reshape the FDIC workforce given the acceleration of anticipated retirements and separations during and following the pandemic.

Division and Office DEIA Operational Plans

OMWI consulted with FDIC Divisions and Offices about opportunities to foster and maintain workforce diversity and promote equal

opportunity in recruitment, hiring, retention, promotions, and awards. Based on those discussions, Divisions and Offices developed DEIA operational plans featuring strategies tailored to their needs and circumstances.

These plans outline strategies to make meaningful progress toward addressing representation gaps in our workforce, embed DEIA into our operations, and hold leadership and managers accountable for accomplishing the goals outlined in the DEI Strategic Plan.

Talent Acquisition for Mission-Critical Occupations

Examiner

A key challenge for the FDIC in promoting diversity at all levels of our workforce continues to be the ability to attract, retain, and advance minorities and women in our bank examiner workforce. The examiner occupation is

the largest occupational group at the FDIC. Individuals who began their careers as entry-level examiners tend to occupy a significant percentage of executive and managerial positions in the agency, as well as other non-examiner leadership positions. Thus, representation rates within the examiner workforce are key to achieving equitable representation across the broader FDIC workforce.

Historically, our ability to attract and retain examiners has been impacted by a number of factors, including high travel, more than 80 office locations in smaller cities with frequent travel to institutions in rural areas, and low turnover. The average tenure of an FDIC employee is 25 years. While this means that the FDIC is rich in experience and institutional knowledge, it can also result in limited promotional opportunities for others.

We found during the pandemic that we can use technology to reduce travel by maintaining smaller on-site teams and larger off-site teams to support bank examinations. We have already cut the length of our examiner training program by nearly a year, and using virtual tools has further cut examiner travel requirements. We supplemented these efforts by providing paid parental leave and supporting student loan repayment programs for our examination workforce.

We also enhanced recruitment initiatives for the examiner workforce with the FDIC's Minority Recruitment Task Force (MRTF). The MRTF assists in developing and implementing tailored strategies to improve the FDIC's diversity recruitment efforts at select colleges and universities and targeted job fairs. During the summer of 2021, the MRTF expanded to add nine minority-serving institutions to the original 15 targeted schools for a total of 24 colleges and universities.

Staffing a diverse group of FDIC employees at recruitment events can help appeal to a broader pool of potential candidates. To encourage employee participation in recruitment efforts, at the onset of 2021, the FDIC's MRTF sought ways to partner with the agency's Employee Resource Groups (ERGs). We included ERG members at recruiting events to highlight authentic career journeys and inspire students and growing professionals, as well as to educate ourselves about the needs of the incoming workforce.

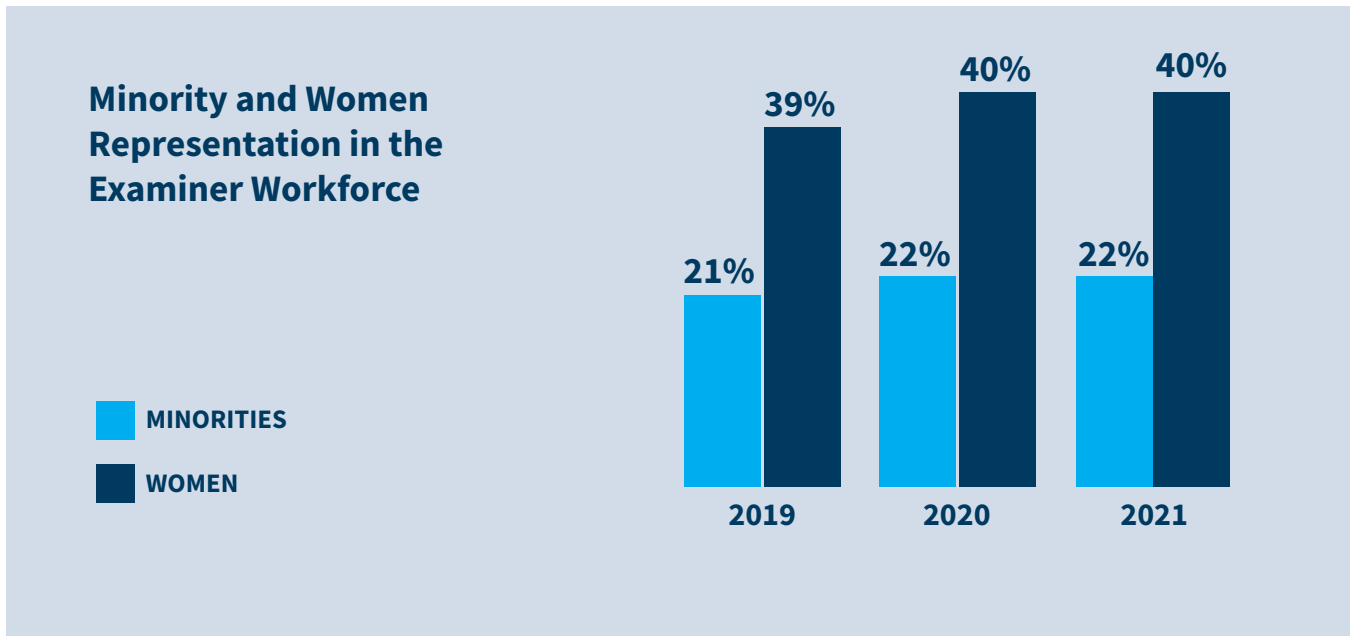
Due to pandemic-related restrictions, all recruitment activities were conducted virtually in 2021. MRTF recruiters continued to implement creative strategies to target minority students and increase the diversity of applicants for the FDIC's major occupations, including the Entry-Level Examiner Hiring Program.

“

The task force has enabled recruiters to identify creative ways to attract diverse talent, and has allowed us to implement strategies that are specific to our region's needs and goals.

Drew Lynch
Case Manager, Kansas City

”



MRTF recruiters participated in several recruitment activities, including panel DEIA discussions, “Day in the Life” podcasts, money management clinics, federal resumé writing workshops, and joint information sessions with university career services offices to help students develop career readiness and navigate the federal application process.

Women representation in new entry-level examiner hiring increased from 40 to 41 percent. However, minority women representation in the examiner workforce remains below the CLF. We will continue to leverage the available labor pools to address underrepresentation among minority women (see Appendix B).

Economist

One-third of FDIC economists are minorities and one-third are women. The FDIC’s Division of Insurance and Research (DIR), which employs the majority of the FDIC’s economists, has sought to enhance its recruiting by targeting schools with higher numbers of minorities and women in economics and finance majors.

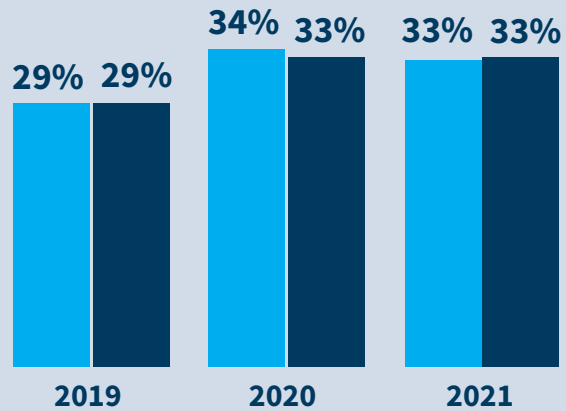
We also continue efforts to expand gender diversity within the applicant pool, and we expect those efforts to bear fruit moving forward.

In 2021, DIR’s Center for Financial Research (CFR) hosted students from two programs designed to advance the participation of women and underrepresented minorities in the economics profession: the FDIC Summer Research Fellows Program and the American Economic Association (AEA) Summer Training Program (AEASP).

Four students joined the CFR under the second annual Summer Research Fellows Program, which targets doctoral candidates who have completed their qualifying examinations and have well-developed research toward finishing their doctorate. Through the program, these emerging scholars learned about the work of the agency’s economists while continuing their dissertation research.

One-Third of the FDIC's Economists are Minority and One-Third are Women

MINORITIES
WOMEN



The FDIC also partnered with Howard University, an HBCU, on the development of the AEA experiential learning program. For the first time in the program’s history, the AEA involved experiential learning partners in the delivery of the program, allowing students an opportunity to complete a research project under the mentorship of professional economists, and to provide enriching, real-world experiences unique to the nation’s capital. The two student interns were each paired with an FDIC employee mentor as part of the experiential learning program.

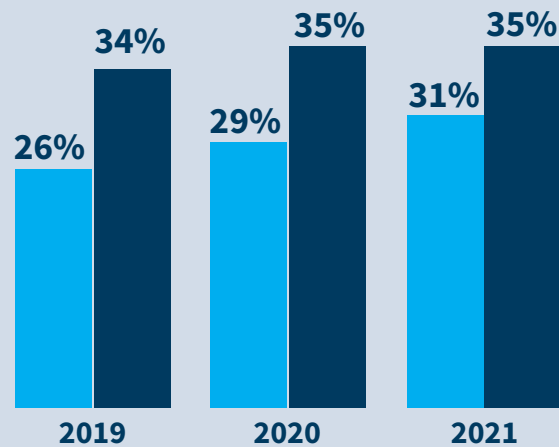
We believe these programs will demonstrate to stakeholders the FDIC’s interest in and commitment to a diverse workforce and make our goal of a diverse workforce a reality.

“ The AEA Summer Program had everything I was looking for because you can take graduate-level classes, which is a unique experience because not many colleges allow you to do that. Also, the notion of trying to diversify the field of economics was really cool to me because economics isn’t a very stratified field right now, and to be able to spend the summer with so many peers who come from such rich and diverse backgrounds was really cool.

SeSe Nguyen
AEA Summer Program Intern

”

Minority Representation Continues to Improve in the General Business and Industry Occupation



General Business and Industry

The General Business and Industry occupation includes staff that carry out bank resolution and receivership activities. The majority of employees in this occupational series work in the FDIC’s Division of Resolutions and Receiverships (DRR).

The FDIC continues to improve minority representation in this occupation consistent with the civilian labor force (CLF), particularly among women and minorities. (See Appendix B.) One example is DRR’s continued participation in the Recent Graduates Program. This program enables DRR to hire entry-level candidates into career ladder positions.

In addition to providing a means for succession management, the program allows candidates the opportunity to use their new skills to help improve existing business processes. Candidates in 2021 were a diverse group with different ethnic backgrounds, genders, and veteran status.

Expanding External Partnerships

The FDIC has many long-standing partnerships with professional organizations that support the leadership development of persons from historically underrepresented groups. We work with organizations such as the National Association of Black Accountants, the Association of Latino Professionals for America, and the National Association of Asian American Professionals. Throughout 2021, the FDIC’s Corporate Recruitment Program extended relationships with these organizations to provide personal and professional mentorship to its members. Specifically, the FDIC hosted a variety of programs with focused efforts on leadership, financial management, and DEIA. These organizations provided insight into the obstacles that they believe continue to hinder the employment and advancement of their members into senior-level positions. We used this information to structure our annual engagement to increase support of these groups and ensure they are represented within our corporate talent pipeline.

To expand diversity recruitment awareness across the FDIC and reinforce efforts to gain advocacy at the executive level, the FDIC hosted several speaking engagements in 2021. These events provided an opportunity to inspire diverse students and aspiring professionals to pursue executive leadership opportunities in the federal government. Collectively, we were able to reach hundreds of individuals through events, including:

- National Black MBA Association HBCU Crash Course: “Keys to Building Your Personal Brand Effectively” for African American undergraduate and graduate students (February 2021)
- Prospanica Leadership Summit: “Putting Intentions into Practice: Power up your DEI Initiatives” for ERG leaders and Latino business professionals (March 2021)
- National Association of Black Accountants Post-Convention Student webinar: “Developing Career Ambition” for African American undergraduate and graduate students (June 2021)
- Association of Latino Professionals for America 2021 Convention Student Bootcamp: “Banks, You, and Community Development” for Hispanic undergraduate and graduate students (July 2021)
- Ascend Pan-Asian Leaders Student Café Workshop: “Turning Career Ambitions into Accomplishments” for Pan-Asian American students (September 2021)
- Prospanica Post-Conference Professional Development Session: “Professional Networking as a Minority: Different Identities, Different Lessons” for Hispanic undergraduate and graduate students (September 2021)
- Thurgood Marshall Leadership Institute: “The Relationship between Your Money, Your Decisions and Your Financial Health”

for African American undergraduate and graduate students (October 2021)

- Accounting & Financial Women’s Alliance Women Who Count Conference - Young Professionals Event: “Dare to Lead: Getting out of your own way!” for professional women of varying age groups (October 2021)
- Hispanic Association of Colleges and Universities (HACU) ¡Adelante! Leadership Institute Workshop: “First, But Not Alone: Thriving as a First Generation Professional” (October 2021)

Revamping Hispanic/Latino Outreach and Recruitment

The FDIC continues to have underrepresentation of Hispanic/Latino employees. While we have made incremental improvements, we are closely monitoring the representational rates of Hispanic/Latino employees, and are implementing initiatives which seek to increase representation.

In 2021, the FDIC began development of an agency-wide Hispanic/Latino Recruitment Strategy. The Corporate Recruitment Program, OMWI, and the Hispanic Organization for Leadership and Advancement (HOLA) ERG Board of Directors collaborated on planned initiatives to:

- Increase our potential candidate pipeline of Hispanic/Latino students from high school to college,
- Create new partnerships and strengthen existing partnerships with Hispanic/Latino organizations, and
- Increase retention rates and engagement of Hispanic/Latino employees.

The FDIC also partnered with the Hispanic Association of Colleges and Universities (HACU) to cohost the inaugural Hispanic-Serving Institutions (HSI) Week in September 2021. Throughout the week, panelists shared ways to proactively source candidates from underrepresented communities, and discussed the importance of DEIA hiring initiatives and the critical role allyship plays in achieving an inclusive work environment. More than 200 FDIC employees participated, including staff that moderated and provided closing remarks.

As a result of our participation, the FDIC is expanding its relationship with HACU on a new Black, Indigenous, and People of Color (BIPOC) initiative, which seeks to build financial capability and economic empowerment, focusing on HSIs and other Hispanic-serving organizations. The FDIC will also participate in HACU’s National Internship Program and provide financial education to participating students utilizing the FDIC’s Money Smart financial education curriculum as part of an inaugural professional development series.

The FDIC is expanding its relationship with HACU on a new Black, Indigenous, and People of Color (BIPOC) initiative which focuses on financial capability and economic empowerment targeting HSIs and other Hispanic-serving organizations.

We also led four powerful professional development programs with Hispanic students and professionals to spur interest in internship and career opportunities in the FDIC:

- During the Prospanica Leadership Summit, two FDIC executives led a discussion on leading with accountability and social responsibility to develop actionable DEI strategies. The executives shared what the FDIC is doing to reshape its infrastructure so that it reflects a shared commitment to improve inclusion. Participants, most of whom represented ERGs from private- and public-sector organizations, learned how to facilitate conversations to identify and reduce barriers toward achieving genuine inclusive practices. At the post-conference professional development session, FDIC professionals shared their challenges and wins in building lasting connections through leadership networking. Minorities often lack access to informal networks, creating unique challenges to enter spaces in which they are underrepresented. This workshop provided tools to overcome some of the biggest challenges when it comes to networking, such as getting started, maintaining relationships, and having purposeful conversations.
- The FDIC participated in the Association of Latino Professionals for America’s (ALPFA’s) week-long Student Bootcamp. Our session featured six Hispanic/Latino employees in the Community and Consumer Affairs Branch and a senior leader who taught the FDIC Money Smart financial education curriculum, promoted careers in banking, and encouraged the audience to consider ways to impact their communities through wealth building. Students learned about community banking and the role of the FDIC in the banking industry.
- At the HACU Annual Conference, FDIC representatives from the Legal Division, Community and Consumer Affairs Branch, and Human Resources Branch participated in a workshop to provide their perspectives as first-generation professionals. Students received encouragement as well as best practices to help them thrive personally and professionally.

In 2022, the FDIC will establish an executive level taskforce to develop and implement a robust strategy to strengthen Hispanic/Latino recruitment and retention.

Strengthening Engagement with Historically Black Colleges and Universities

The FDIC is building a strong partnership with the White House Initiative on Advancing Educational Equity, Excellence and Economic Opportunity through Historically Black Colleges and Universities (WHI-HBCUs). In 2021, we demonstrated our commitment to engaging with HBCUs through significant participation in the annual HBCU Week Conference. Among other efforts, we hosted a fireside chat for WHI-HBCU's Competitiveness Scholars that featured several FDIC executives, including the agency head, who discussed the importance of FDIC examination work in ensuring economic inclusion and safe banking practices. Additionally, members of our Human Resources Branch shared pertinent information about the federal employee application process and opportunities within the FDIC for students. In 2022, we will expand our engagement with HBCUs by leading a masterclass session on entrepreneurship for the Competitiveness Scholars.

The FDIC is engaging HBCUs beyond collaboration with the WHI-HBCUs. In September 2021, we hosted a webinar focused on HBCUs in Texas. Presenters from each participating HBCU discussed the history of the institution, current partnerships with financial institutions or faith-based organizations, opportunities for other financial institutions to collaborate with the institution, and an alumni perspective about attending an HBCU. FDIC Human Resources Branch also discussed internship and recruiting opportunities. Our Corporate Recruitment Program also

coordinated the FDIC's participation in two additional events for HBCU students and alumni: the HBCU Career Marketplace Virtual Conference and Career Fair and the WHI-HBCUs first-ever Virtual Recruitment and Career Fair. Through our participation, we identified several candidates for positions within our entry-level examiner ranks. We also identified candidates for our Legal Division and Chief Information Officer Organization through internship programs specific to those divisions.

Bolstering Efforts to Attract Veterans and Persons with Disabilities

The FDIC recognized a need to enhance our outreach and hiring efforts towards veterans and persons with disabilities, and identified specific steps for immediate improvement.

“ I had the pleasure of speaking to the White House Initiative on Historically Black Colleges and Universities. Sharing my journey and experiences with the scholars was an extremely rewarding experience. While pursuing my Juris doctorate and M.B.A., I was selected to be a White House Initiative on Historically Black Colleges and Universities Competitiveness Scholar. I thoroughly enjoyed the opportunity to give back to the program.

Christian King
Legal Honors Program, Legal Division

Through partnerships with the Department of Veterans Affairs Work Experience Program, Transition Assistance Program offices in various military bases, Recruit Military, MBA Veterans Network, and Corporate Gray, we interacted with more than 100 veterans, transitioning military members, and military spouses to provide information on the education and experience required to qualify for FDIC opportunities.

We also identified initiatives for implementation in 2022, including a partnership with the Department of Defense SkillBridge Program for internship opportunities among transitioning service members and the U.S. Department of Veterans Affairs' Work Experience Program for veterans after separation.

On a weekly basis, the FDIC's Human Resources Services Center provides FDIC vacancy announcements to multiple sources that target persons with disabilities, including Vocational Rehabilitation Agencies in several states, the DC Department of Disability Services, Career Opportunities for Students with Disabilities, disABLEDPerson.com, Virginia Department for the Blind and Vision Impaired, and Corporate Advocacy Network for Disability Opportunities (CAN DO), an FDIC ERG. We also advertise open positions and distribute targeted email campaigns with the American GI Forum, Corporate Gray, Operation Warfighter, Recruit Military, and VetJobs.

Additionally, 25 percent of 2021 diversity outreach events coordinated by our Corporate Recruitment Program specifically targeted persons with disabilities. In 2021, nine percent of our workforce were individuals with disabilities and 13 percent of new hires were veterans.



Expanding the Talent Pipeline through Paid Internships

In 2021, the FDIC continued to make strategic use of internships to develop the next generation of talent. Corporate recruiters participated in more than 400 campus recruiting events to identify talent for the Entry-Level Examiner Hiring Program, during which they discussed the educational requirements for the program, and provided tips on federal application success. As a result of our recruitment efforts, we hired a total of 50 Financial Management Scholar Interns in 2021.

The FDIC Student Intern Program gives students an opportunity to gain valuable work experience, while also providing opportunities to enhance their professional development and acquire the skills to succeed in their career.

Throughout the annual Student Intern Program, the interns are asked to complete anonymous surveys about their satisfaction and the relevance of the topics covered in the workshops, training, and activities. Interns can provide general feedback about the program administration and programming as a whole. The intern programming is redesigned each year to address changes to the needs, goals, and interests of the FDIC's interns.

Additionally, the FDIC participated with the Office of the Comptroller of the Currency and the Department of Energy in a workshop to reach students from inner-city high schools in Washington, DC. The program aimed to allow students to acquire first-hand experience working alongside employees of various disciplines within the organization and expand their understanding of financial literacy and entrepreneurship.

We received many positive comments from the students, who were curious to hear more from the panelists and indicated that the entrepreneurship workshop was of great benefit and interest to their career goals.

Summer Scholars Student Internship (SSSIP) Program

In 2021, FDIC hired a total of six interns (four high school and two collegiate), as a part of the inaugural SSSIP program. The SSSIP was offered in partnership with the District of Columbia Department of Employment Services' Marion S. Barry Summer Youth Employment Program. The program provided District of Columbia high school students with an opportunity to gain practical and professional work experience, increase knowledge about careers in the financial sector and the federal government, and explore career paths related to their professional interests.

All interns participated in weekly enrichment activities designed to expand their knowledge, develop meaningful skills, and engage in critical thinking. Interns closed out the program with the completion of a capstone project and presentation.

Program feedback from interns and FDIC employees was overwhelmingly positive. A standout high school participant was invited to intern within the Legal Division during the school year.



First Generation Professionals

In June 2021, the FDIC launched its First Generation Professionals Program (FirstGen), an initiative to provide workplace support to these professionals. The FirstGen Program intends to build an inclusive community, address barriers for its members, and address challenges with practical and research-based answers from subject experts.

The format is a peer-to-peer experience that allows members to receive direct support from volunteer Ambassadors focused on tailoring professional and/or personal goals. The program serves as a conduit to assist participants to create a positive work/life balance for employees. In 2021, 37 FDIC employees participated in the program.

Career Development

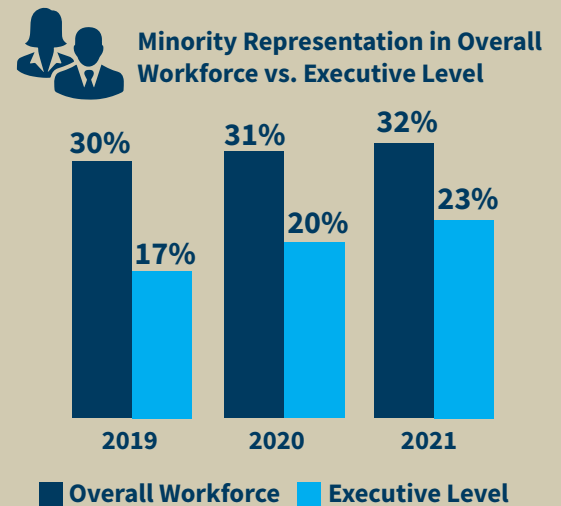
Increasing Diversity in Leadership

In 2021, the FDIC launched two new leadership development programs to build a diverse pool of internal candidates for future management and leadership positions.

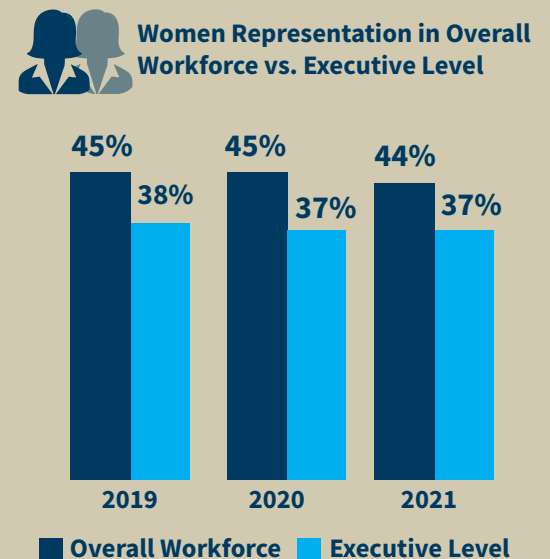
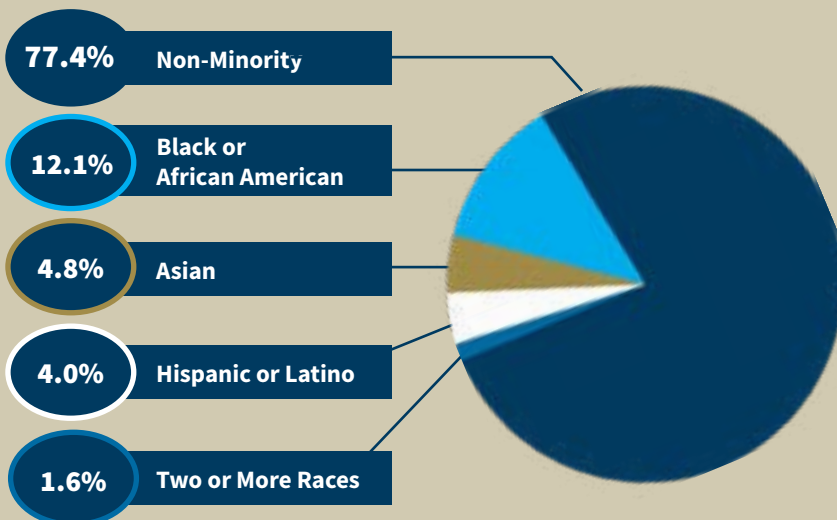


The programs enhance the agency’s succession-planning efforts and support employees’ interest in advancing to management roles. To ensure an equitable opportunity to participate, the programs were broadly advertised and employees were strongly encouraged to apply. The FDIC also expanded access to other career-enhancing opportunities. We have seen more minority representation in the overall workforce and executive management. However, there has not been significant progress in the representation of women in executive management.

124 Total FDIC Executive Level Managers



Minority Representation at Executive Level (by Race)



Expressions of Interest (EOIs)

The process for applying to details and temporary promotions has been enhanced to be more fair, open, inclusive, and support employees' career aspirations. Two key reforms were implemented in 2021. First, there is now no requirement to obtain prior supervisor approval to apply for an EOI, empowering employees to pursue the career development opportunities that are the best fit for them.

Second, selecting officials must now prioritize the selection of qualified candidates that have not recently been on temporary development assignment in the last 12-month period. By emphasizing the importance of considering employees who have not recently been on temporary assignments, a broader group of employees will be afforded the opportunity to gain greater career experience.

These changes are intended to encourage more employees to participate in the EOI program, allowing them to explore opportunities across the organization, learn new skills, expand their FDIC network, learn more about how the different Divisions and Offices contribute to the FDIC mission, and ultimately, to build a strong and inclusive FDIC workforce.

Rotational Special Assistant Program

In 2021, the FDIC launched a new annual Special Assistant Rotational program. Program participants serve as Special Assistants to executives, specifically, Division Directors, Deputy Directors, and Regional Directors across the Corporation. The program is designed to increase diversity in the agency's leadership by providing general exposure to Division and Office operations at the senior level and cross-functional experience, encouraging a

culture of excellence that supports and sustains high performance, and promoting career development and succession management at the FDIC. Twenty-three Special Assistants were placed through the program. Throughout the year, the Special Assistants will participate as cohorts in quarterly training events, and individual and specific courses which will culminate with a capstone activity.

Leadership Excellence Acceleration Program

In 2021, the FDIC established the Leadership Excellence Acceleration Program (LEAP) to develop the next generation of leaders with a corporate-succession management focus to increase DEIA in the FDIC's leadership. LEAP prepares non-supervisors to be "day-one ready" when entering first-line management ranks, through participation in management training courses and developmental assignments. Participants are provided the training in preparation for future promotion opportunities. In 2021, there were 15 LEAP program selectees, with minorities representing 60 percent and women representing 67 percent.

Executive Management Shadowing Rotational Program

The FDIC's Legal Division faces a potential retirement wave. To address this, the Legal Division is implementing a process to transfer knowledge in a sustainable way by offering opportunities for employees to cross-train and increase their visibility in the organization through supporting management on high-profile projects.

In 2021, the Legal Division piloted the Executive Management Shadowing Rotational Program, a 60-day detail assignment.

The program's first pilot cycle ran from April through June 2021, and featured two partnership teams each comprised of a "guest" and a "host." The program gave participants full-scale exposure to and inclusion in the work of executive management through meetings with the General Counsel, Deputy General Counsels, managers and senior staff of the Legal Division, and members of the FDIC management team outside the Legal Division. In addition, the partnership teams were able to work through legal matters together, collaborate to clarify and devise management and personnel strategies, and gain new perspectives from each other's viewpoints. The program participants also took part in training and coaching sessions geared toward leadership and management styles, time management, executive communication, and shadowing best practices. There was a second cycle of participants in the fall of 2021, and the program's third cycle is running from March through June 2022 with an expanded 90-day detail assignment for three participants.

Mentoring Programs

The Corporation-wide Mentoring Programs support the agency's succession-planning efforts by providing networking opportunities, allowing employees to explore and learn of available career paths, and facilitating the transfer of organizational knowledge from one employee to another. The FDIC took a number of steps to promote further diversity and inclusion in the workplace in 2021, by re-evaluating and implementing changes to the eligibility criteria for the FDIC and Leadership Mentoring Programs. Previously, employees had to wait five years before they were eligible to re-apply as a mentee in the FDIC Mentoring Program. We decreased that period to three years, with the additional ability to re-apply earlier than three years if participants had a permanent change to their grade level or job series since the last time they participated. To simplify the

application process and remove a potential barrier, for the first time, supervisor approval is no longer required on the applications of non-supervisory employees. The capacity of the FDIC Mentoring Program has been increased by 50 pairs of participants, now allowing 125 partnerships (or 250 participants) per year. In 2021, the representation of women mentees was 47.1 percent, which is above the representation rate of female FDIC employees. In addition, 23.5 percent of mentees were minorities.

DRR launched an informal mentoring program in 2020. It is open to all DRR employees, with the targeted DEIA goals of open discussion and relationship building between managers and employees, providing access to managers through informal networking, promoting diversity in the DRR culture, furthering DRR strategic efforts to recruit and retain employees from diverse groups, and strengthening succession-planning efforts. Participation grew in 2021 to 48 participants from across the Division of different grade levels, backgrounds, and expertise.

Feedback indicated that 93 percent of participants rated the quality of their experience as good or excellent. Ninety-seven percent of participants rate the usefulness of the program as good or excellent, and 100 percent of participants indicated they had achieved personal gain by participating.

Employee Engagement

The FDIC believes that an inclusive culture and an appreciation of work/life balance leads to a positive work environment that provides an equitable opportunity for all employees to reach their full potential. For these reasons, throughout 2021, the FDIC continued to engage employees through programming and initiatives designed to promote an inclusive culture.

Employee-Led Councils and Groups

The Chairman's Diversity Advisory Councils (CDACs) and ERGs provide employees' perspectives on DEIA issues and help foster a culture of inclusion. They give voice to broad-based employee views on DEIA issues, and provide a supportive environment that allows employees to network and collaborate on career and personal development goals. There are seven CDACs: one in each of the FDIC regions and one at headquarters in Washington, DC.

During 2021, the CDACs partnered with OMWI and several ERGs on monthly observance events for Black History Month; Women's History Month; Lesbian, Gay, Bisexual, Transgender, and Queer+ (LGBTQ+) Pride Month; Native American Heritage Month; and Hispanic Heritage Month.

In addition, organizations partnered with OMWI to address issues affecting employees during mandatory telework, including mental health awareness, social isolation, and stress management. The groups also held events based on such topics as allyship, understanding differences (e.g., gender identities), the importance of pronouns in the workplace, and embracing emotional intelligence.

The OMWI Director communicates to all new employees about the CDACs and ERGs to raise visibility and encourage participation, and the FDIC's Regional Directors also encourage employee participation in these organizations and actively promote group events.



The FDIC Has Nine Employee Resource Groups (ERGs):

- **Association of African American Professionals (A3P)**
- **Corporate Advocacy Network for Disability Opportunities (CAN DO)**
- **Heritage of Asian American Pacific Islanders (HAAPI)**
- **Hispanic Organization for Leadership and Advancement (HOLA)**
- **Innovation Meetup (IM)**
- **Networking Inclusion and Advancement for African American Women: African American Women with a Purpose (NIA Women)**
- **Partnership of Women in the Workplace (POWW)**
- **PRIDE**

OMWI partnered with employee-led groups on diversity events and programs throughout the year. Further, CDACs are invited to participate in annual DEIA discussions with the Diversity Executive Advisory Council, which includes the FDIC Chairman.

FDIC ERGs are an invaluable resource for the workforce. Through their activities, employees benefit by increased cultural competency, enhanced collaboration in the workplace, and heightened awareness of issues affecting employees.

The ERGs also provide opportunities for employees to better understand unique challenges which diverse groups may face.

During 2021, FDIC leadership met with ERG representatives to discuss FDIC activities with regard to DEIA issues. For instance, with the rise in violence against the Asian American and Pacific Islander (AAPI) community, the FDIC has taken significant steps to create a safe place for its AAPI employees through increased engagement with the Heritage for Asian American and Pacific Islander (HAAPI) ERG leadership. Members of the senior executive team hosted a listening session with a group of HAAPI members to share personal stories about workplace issues faced by AAPIs and potential solutions to address these issues.

This session opened up further dialogue opportunities with FDIC senior management about the workplace dynamics and treatment of its AAPI employees. It has also led to the development of several initiatives suggested by HAAPI members and ongoing efforts to address the remaining suggestions.

The ERGs also hosted agency-wide events throughout the year to help promote cultural competency among the larger FDIC community. A3P collaborated with HAAPI, HOLA, NIA Women, and POWW to host two DEIA events on “Challenges Faced by Ethnic Minorities in the Workplace: A Dialogue on Breaking Down Barriers.”

The events aimed to educate and share diverse perspectives about the life experiences of those who are not members of the majority group. Creating a safe environment to share these stories is important to maintaining an environment where everyone can feel welcome and able to contribute to the agency’s success.

FDIC Cookbook

This year for the first time, we celebrated the rich diversity of our workforce and our community spirit through a collaborative cookbook, entitled **FDIC Community Table: United We Cook**—a compilation of our employees’ treasured family recipes. It is the story of the FDIC, of the individuals and their unique backgrounds, experiences, and perspectives that collectively make this organization great. The COVID-19 pandemic has given us all a renewed appreciation for family, friends, and co-workers. At the FDIC, a unique collective diversity makes our workforce strong, effective, and vibrant.

Worklife Program

The Worklife Program offers webinars that aim to help employees achieve a healthy work/life balance. The webinars support employees at different stages of their lives and careers, with topics including mental health, stress, parenting, elder care, retirement planning, financial wellness, estate planning, organization, and time-management skills. In 2021, Worklife delivered 56 webinars with an average attendance of 140 people. Additional webinars provided support for employees and their family members coping with COVID-19.

The FDIC also hosted a Self-Care Conference focused on employee needs and overall wellness. Because of the increased screen time for many employees, the conference featured a session on healthy eye care and setting up your home office to reduce ergonomic-related injuries. More than 500 employees participated in the Self-Care Conference. In addition, clinical counselors are available on a weekly basis for virtual sessions. The sessions are for employees, their loved ones and family members. Employees can also receive a referral to seek external clinical counseling up to six sessions per issue in their local area.



FDIC
COMMUNITY
TABLE

Cookbook

UNITED WE COOK

FDIC FEDERAL DEPOSIT
INSURANCE CORPORATION

COMMUNICATION

As we have worked to implement our DEIA strategies we have identified opportunities to more effectively communicate the intent and rationale for DEIA as a mission enabler. We must be transparent about our efforts, the importance of DEIA, and how employees contribute to achieving DEIA goals. Also, it is important that we create an opportunity for employees to share their stories and experiences as we foster an inclusive work environment.



To accomplish our 2021 Communication Goals, we focused on three areas:

Trust through Transparency

Provide clear, consistent, and regular messaging of the DEIA vision and actions being taken to achieve desired outcomes.

Branding

Use meaningful context to turn DEIA data into compelling narratives that make messaging more impactful and demonstrate the necessity for continued efforts in DEIA.

Reinforcement

Integrate DEIA into communications.

The following details the communication goals achieved during 2021.

National Listening Tour: Celebrating Our Uniqueness

We all have unique experiences, backgrounds, and characteristics—both seen and unseen—that influence how we engage with one another in the workplace. In 2021, OMWI launched a discussion series during which employees shared their life experiences and discussed how these perspectives affect them in the workplace. The sessions covered topics on: Rural Communities, LGBTQ+, Economically Disadvantaged, First Generation Professionals, Persons with Disabilities, Veterans, Generations in the Workforce, Religious Beliefs, and Caregivers. Nearly 1,000 employees participated in nine sessions.

Division and Office Listening Sessions

Throughout the year, Divisions and Offices continued to host their own listening sessions to encourage employees to share their experiences and perspectives. For example, DRR sponsored two new initiatives to increase avenues for employees to connect across differences. First, the “DRR Let’s Connect!” pilot was launched. DRR employees were invited to participate in conversations in an inclusive environment where they were encouraged to talk about themselves, their experiences, careers, or background. The conversations led to discovering commonalities,

which helps promote inclusion in the workplace. DRR employees from across the organization and management were randomly grouped to participate in discussions. A second initiative, Small Diversity Dialogue Groups, promoted engagement and inclusion in DRR through open dialogue around DEIA. Each session consisted of approximately 10 employees, with one designated as facilitator and discussion leader, creating a safe space for employees to share and exchange ideas with the purpose of building greater understanding.

The Legal Division senior leadership instituted “virtual drop-in” hours. These are hours when employees may reach out to management to chat about issues, ask questions, or catch up. Senior leadership encourages managers to set aside designated hours to meet with their direct reports. Particularly when operating in a virtual environment, these sessions can help maintain employee engagement. Division and Office leaders plan to continue these efforts in 2022.

Leveraging Social Media

The FDIC engaged in several efforts to raise awareness of both internal and external audiences about the agency’s commitment to DEIA efforts. For the HBCU Week and the HSI Week Town Hall events, we developed a series of marketing materials featuring important HBCU and HSI statistics and the FDIC’s involvement with DEIA initiatives in both English and Spanish. These materials were shared on social media platforms, including Facebook, Twitter, Instagram, and LinkedIn with the #teamfdic hashtag. We also developed two videos featuring FDIC employees who attended HBCUs and HSIs to increase visibility and awareness of the impact HBCUs and HSIs have had on FDIC employee achievement. The FDIC’s social media posts feature a diverse group of FDIC employees and many posts are also published in Spanish.

Promoting Equal Access for People with Disabilities

The year of 2021 proved to be an exciting year for the FDIC’s Section 508 program. Named for Section 508 of the Rehabilitation Act of 1973, the program works to make electronic and information technology accessible to people with disabilities. As the agency pivoted towards 100 percent telework, the need for accessible technology became more imperative. The Section 508 Compliance team and the Disability Program worked with the Chief Information Officer Organization (CIOO) to prioritize and deliver necessary Microsoft Teams features to employees with disabilities.

Accessibility features made available included: automated captioning, meeting conference bridge phone numbers to allow for contracted American Sign Language interpreters to phone in, the ability to “pin” the video feeds of interpreters, and participant spotlighting. These features were added to the MS Teams meeting platform for all FDIC employees to utilize in their virtual work environments.

In addition, the FDIC Section 508 Compliance team hosted a series of educational events open to all employees, as part of an awareness campaign called “Mission Accessible.” The campaign emphasized the need to provide equal access to information for people with disabilities. These events were conducted between September 28 and October 21 to coincide with observing National Disability Employment Awareness Month in October. The Mission Accessible campaign included sessions on Awareness of Section 508 of the Rehabilitation Act, Document Accessibility, Section 508 Testing Tools, Accessibility for Adobe Experience Manager, and Ask Us Anything.



The FDIC Section 508 Compliance team leveraged third-party technology to create and implement a portal for its customers to submit requests for Section 508-related service, Section 508 training, document remediation assistance, Section 508 testing, and Voluntary Product Accessibility Template reviews.

Throughout 2021, the Section 508 Compliance team continued to compile Section 508 Program Maturity Assessment evaluations submitted to the Office of Management and Budget through the General Services Administration. During the most recent reporting period, the

conformance levels of FDIC intranet pages increased 3 percentage points, from 91 percent to 94 percent, and the conformance level of the FDIC’s external internet pages remained above 90 percent. The Section 508 Compliance team shared instructions on how to further improve the conformance levels.

To continue to increase the maturity of the FDIC’s Section 508 program, the 508 Compliance team is collaborating with the CIOO to improve the inclusion of Section 508 in the areas of acquisition, information, and communications technology life cycle, testing, and training.

CONSISTENCY

We are working to mature our DEIA model to enhance the consistency of our outcomes by strengthening our policies and procedures, utilizing technology, and enhancing our training. In 2021, we focused on two areas.



Inclusive Environment.

Foster a work environment without barriers to opportunity, where all employees feel welcomed, valued, respected, and engaged and can effectively participate and bring their unique talents, skills, and perspectives.



Training Plan

Promote training and workshops designed to increase cultural competencies and skills in promoting equal opportunity.

Provided below are initiatives implemented in 2021 to address these areas.

Telework Flexibilities

Telework flexibilities have been identified as an enabler to achieving DEIA goals. For example, travel was identified as a potential barrier for recruiting women and minorities in the examiner workforce. Our experience in mandatory telework and our effective

incorporation of new technology and processes have provided the FDIC with an opportunity to explore additional operating models. At the same time, we are mindful of the need to maintain our culture and promote continued collaboration so that we effectively fulfill our mission.

Training

The FDIC continued to provide DEIA-related training for FDIC supervisors and the entire workforce, including:

- **Diversity 101:** This course features thought-provoking video vignettes that tackle deep diversity, inclusion, and respect topics. It also addresses how employees can engage and work through differences to support productivity and teamwork.
- **EEO and Diversity Training for Supervisors:** This course provides relevant and practical information that help supervisors, managers, and executives increase their knowledge and skills in the EEO-complaint process and diversity and inclusion.
- **Anti-Harassment Program Briefing:** This briefing, new for 2021, describes the FDIC's Anti-Harassment Program and its policy on harassment and behaviors that constitute harassment. The briefing provides an overview of the procedures for reporting and processing harassment allegations.

COMMUNITY

The work of the FDIC not only impacts the banking system; we have opportunities to positively influence consumers, families, households, small businesses, entrepreneurs, and communities across the country. The FDIC's DEI Strategic Plan community goal encourages DEIA, as well as fostering financial inclusion, in our business activities and at our supervised financial institutions. To accomplish this goal, in 2021 we focused on the following activities.

- **Economic Opportunity.** Identify barriers that underserved communities and individuals may face in taking advantage of FDIC procurement and contracting opportunities and ensure the inclusion, to the maximum extent possible, of minorities and women, and entities owned by minorities and women, including financial institutions, investors, underwriters, accountants, and providers of legal services, in contracts entered into by the FDIC.
- **Technology Solutions.** Implement automated tools to improve the FDIC's ability to assess diversity policies and practices at regulated entities and within the contractor workforce.



Inclusive Prosperity

At the FDIC, we ensure economic opportunity for MWOBs in our contracting by identifying and removing barriers that MWOBs may face in pursuing FDIC contracting opportunities.

Maximizing MWOB Contracting Opportunities

The agency's Acquisition Services Branch (ASB), together with OMWI, continued to maximize procurement strategies that have increased MWOB participation. We continued to monitor our procurements for possible MWOB opportunities. As contracting needs have evolved, ASB continued to encourage soliciting MWOBs in every competitive acquisition. OMWI review is required for all Acquisition Plans valued at more than \$100,000 to ensure OMWI can include MWOB sources in the solicitation.

We also used multiple award vehicles in information technology services and bank resolution work, allowing pre-qualification of multiple firms under a single award. Since adopting this strategy, we have had increased participation by small businesses, many of whom are minority- and women-owned. This multiple-award strategy paid big dividends as \$358 million in new task orders were awarded to MWOBs. In addition, new Basic Ordering Agreement contracts were awarded for:

- Information Security Support Services: \$9.4 million, all three awardees are MWOBs.
- Infrastructure Support Services: \$488 million, one of three firms is an MWOB.
- Strategic Business Support Services: \$386 million, nine of 13 firms are MWOBs.
- Information Technology Application Services—Next Generation: \$425 million, nine of 17 firms are MWOBs.

In our second area of success, we continued to use the Section 8(a) program, which resulted in \$6.1 million in contracts to MWOBs for critical interior construction projects of FDIC facilities, assessment of human resources systems, and outreach and economic inclusion services. Eighty-eight such contracts with a combined value of \$29.6 million were awarded in 2021.

OMWI continued to serve as a voting member on Technical Evaluation Panels (TEPs) that ensure all contract proposals receive fair consideration. During the year, OMWI staff participated in 27 TEPs and responded to 62 requests from ASB and program offices for MWOB referrals in 2021.

In addition, ASB continued to host virtual Industry Days for solicitations. ASB conducts Industry Days to ensure businesses understand the FDIC's requirements before a solicitation is issued and to give smaller businesses opportunities to find partners and develop teams before submitting bids. Subsequently, a participating MWOB firm met applicable requirements, competed, and received an award to provide critical on-site Physical Security Services at bank closings.

Enhancing Outreach to MWOBs

During the year, OMWI applied a more holistic approach toward our Minority and Women Outreach Program and the procurement process and actively promoted contracting with MWOBs. We proactively conducted market research and collaborated with program offices to host Pitch Days. This level of engagement supports the Minority and Women Outreach Program to meet the evolving contracting environment and ensure equitable economic opportunity for MWOBs.

OMWI also continued to focus on identifying procurement needs earlier in the procurement process. Throughout the year, OMWI met

regularly with program personnel to discuss the status of contract awards, requirements, and contracting strategies. During the sessions, OMWI shared information on the benefits of contracting with MWOBs.

As a result, OMWI personnel gained a deeper understanding of contracting needs from the customer viewpoint. This exposure has enhanced OMWI staff's capacity to have deeper, more meaningful conversations with MWOB contractors at matchmaking procurement events and during one-on-one technical assistance meetings.

“

The FDIC relies on contractors to assist in the resolution of failed financial institutions across the country. Since no two banks are alike, we often require the support of contractors with different specialties and an understanding of the communities affected. Developing and maintaining a diverse pool of contractors helps us ensure that we are prepared to pay insured depositors quickly, and to effectively manage the resolution of failed financial institutions and disposition of their assets.

Andrew Stirling
Assistant Director
Division of Resolutions
and Receiverships

”

Technical Assistance events provide resources and educate contractors for opportunities with the FDIC and provide knowledge that may help them succeed with other agencies as well. In 2021, OMWI completed a three-part technical assistance series that focused on “Getting to Success: Marketing Your Business,” “Collaborating with a Mission,” and “Proposal Writing: Things Unsaid.” Two hundred and fifty attendees participated in the three events.

In 2021, OMWI conducted three Pitch Day sessions. At each session, MWOBs “pitch” their business capabilities to the FDIC for potential contracting opportunities of their goods and services. The program offices viewed the events as enriching opportunities to learn and interact with the contractors. After attending one Pitch Day session, an MWOB firm competed and won a \$14.3 million nationwide Administrative Support Services contract. At the request of program offices, OMWI will continue Pitch Day sessions in 2022. The FDIC also hosted two other events that positioned companies for potential opportunities, the virtual Technical Assistance Events. These events highlighted resources to enhance networking connections.

OMWI also conducted extensive outreach to MWOBs about agency procurements. Subsequently, four MWOBs met applicable requirements, competed and won contracts for new procurements in the Division of Administration and DRR. OMWI added 100 new MWOB firms to the resource list from one-on-one meetings, exhibits, matchmaking procurement events, and inquiries to the MWOB Mailbox after vetting for possible opportunities.

A key objective under the DEI Strategic Plan community goal is implementing the use of automated tools to improve the efficiency and effectiveness of programs.

In 2020, OMWI identified the need for automation to support our outreach program. The existing tools consisted of a combination of disconnected automated and manual processes. In 2021, OMWI developed and deployed the Minority- and Women-Owned Business Relationship Management (MRM) tool. The MRM tool provides technology support for customer relationship management, internal workload management, program measurement activities, and reporting for accountability. The significant value of the MRM tool is improved technical assistance to MWOBs and improved quality of contract referrals to procurement.

Also, OMWI deployed the Contractors’ Workforces Dashboard in 2021. This electronic application supports review of our contractors’ good faith efforts. Under Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act, OMWI must assess our contractors’ good faith efforts to ensure the fair inclusion of minorities and women in their workforces. Before implementing the Contractors’ Workforces Dashboard, the reviews were very labor-intensive. We have streamlined the reviews with the introduction of a questionnaire and application of technology.

Measures of MWOB Success

Our contracting awards in 2021 demonstrate the strong participation of MWOBs in contracting opportunities with the FDIC. For the year, \$416.4 million in new awards (representing 49.2 percent of all new awards) went to MWOBs, marking the FDIC’s most successful year ever. This is an increase of \$326.4 million and 28.1 percent, over 2020. And, over the last five years, on average, 29.6 percent of new contracts were awarded to MWOBs.

Despite an overall downward trend in contract awards between 2015 and 2020, the FDIC has worked hard to maximize opportunities for MWOBs through innovative contracting strategies and outreach.

The FDIC strives to increase participation by MWOBs in all of its program areas. As demonstrated in the table below, the agency awarded contracts to MWOBs for a wide variety of goods and services in 2021.

2021 MWOB Awards by Category

Type of Goods and/or Service	Combined Award Value
IT Services	\$288,694,555
Strategy and Business Support Services	\$70,591,698
Hardware/Software & Maintenance	\$29,641,153
Facilities Management Services and Renovations	\$19,887,362
Bank Resolution Services	\$1,833,106
Risk Modeling Services	\$1,350,000
Furniture	\$999,202
Document Prep/Transcription/Scanning Services	\$835,153
Digital Marketing	\$605,500
Moving Services	\$478,787
OMWI Support Services	\$412,450
Financial Research Services	\$491,400
HR Services	\$290,615
Corporate University Services	\$203,143
Tax Compliance Services	\$34,475
Facilitator Services	\$25,000
Total of 2021 Awards	\$416,373,599

In 2022, the FDIC will continue to monitor contracting policies and practices to promote economic opportunity for MWOBs. OMWI will continue to build upon partnerships with program offices and contracting on procurement strategies for solicitations. OMWI will continue to educate MWOBs about doing business with the FDIC through procurement events, partnerships with professional trade associations, technical assistance, and Pitch Day sessions.

Strengthening Outreach to MWOLFs and Diverse Attorneys

Similar to the Minority and Women Outreach Program, our Legal Division promotes DEIA in legal referrals for outside counsel services to MWOLFs and Diverse Attorneys at majority firms. Despite a decline in overall legal referral work, the Legal Division continues to expand the pool of MWOLFs and Diverse Attorneys around the country.

The Legal Division provides ongoing technical assistance that prepares Diverse Legal Service Providers (DLSPs) to participate in any outside counsel services work to offset the declining resolution activity. In 2021, the FDIC's in-house counsel met regularly with DLSPs and strengthened relationships with firms working with the agency.

The FDIC's engagement with Diverse Attorneys resulted in several majority firms naming four diverse relationship partners. Relationship partners serve as the primary liaisons between the client (i.e., the FDIC as receiver) and the law firm. Diverse relationship partners receive credit for developing the FDIC as a client.

The Legal Division also engaged in a major advertising campaign and participated in seven minority bar association virtual conferences and

three stakeholder events in 2021. At a National Association of Minority and Women-Owned Law Firms (NAMWOLF) webinar, the FDIC and the U.S. Securities and Exchange Commission presented jointly about opportunities for receivership work. The Legal Division collaborated with NAMWOLF to recruit nine new MWOLFs in various geographic areas out of a total of 20 firms added to the List of Counsel Available.

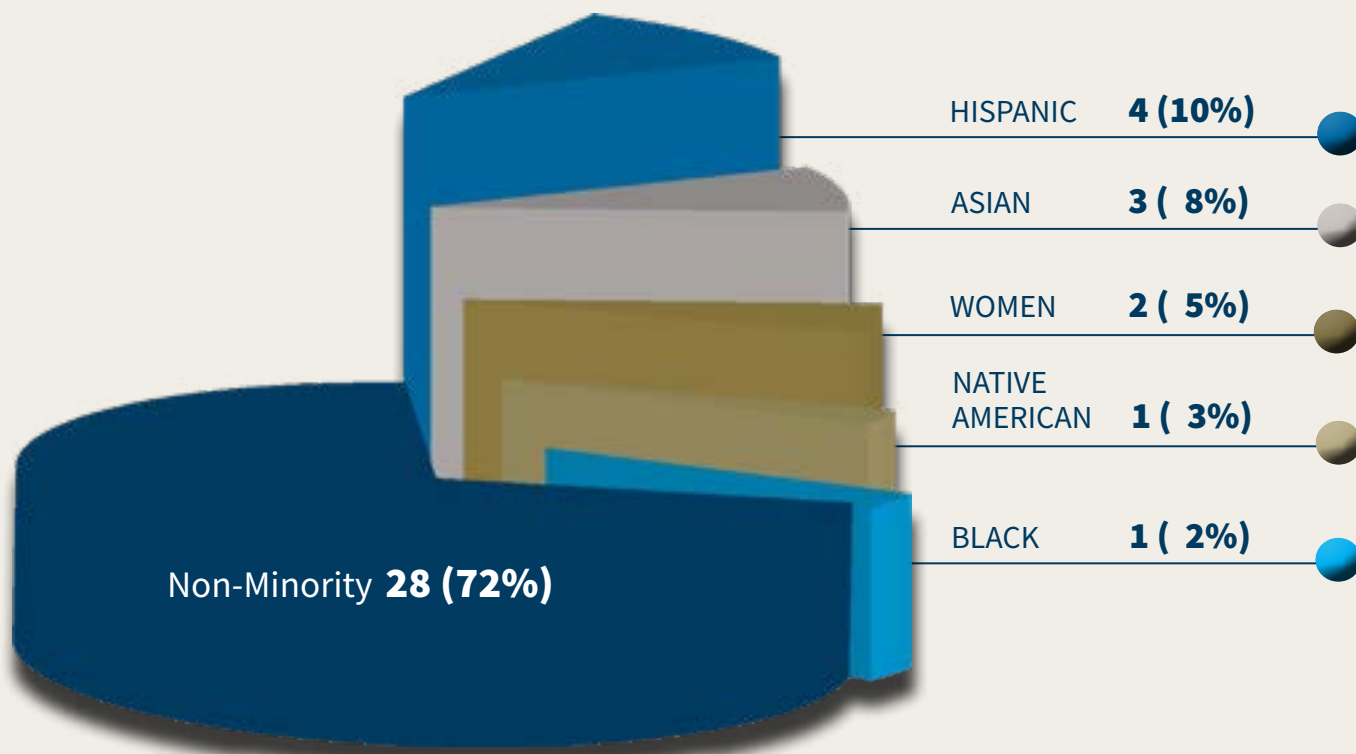
The Legal Division also collaborated with the National Bar Association Commercial Law Section to recruit several Diverse Attorneys. For the year, the Legal Division increased the percentage of MWOLFs on the List of Counsel Available from 30 percent to 41 percent.

This year, the Legal Division collaborated with OMWI on a Pitch Day event that provided a dozen MWOLFs and Diverse Attorneys a platform to present their firm's legal expertise to in-house FDIC attorneys. The event resulted in robust discussions between the firms and FDIC in-house counsel that are primarily responsible for assigning legal work.

Measures of MWOLF and Diverse Attorneys Success

Notwithstanding the decline in bank resolution activity, the FDIC paid \$385,000 in legal fees to MWOLFs and \$3.2 million to Diverse Attorneys in 2021. Taken together, the FDIC paid \$3.5 million to MWOLFs and Diverse Attorneys out of a total of \$19.5 million spent on outside counsel services, for an aggregate 18.3 percent diversity and inclusion participation rate in outside legal contracting in 2021. The FDIC made 11 referrals to MWOLFs, which accounted for 29.0 percent of all legal referrals.

2021 Referrals to MWOLFs and Diverse Attorneys



In 2022, the Legal Division will complete a review of the referral process to determine if there are opportunities to enhance the MWOLF selection process, within existing guidelines for legal referral services, according to the DEI Strategic Plan.

The review results will be used to draft an action plan to strengthen outreach and technical assistance to MWOLFs and Diverse Attorneys. Meanwhile, the Legal Division will continue to provide technical assistance to current law firm partners and professional associations.

“ FDIC legal matters provide minority- and women-owned law firms and Diverse Attorneys at majority firms with opportunities for learning and client development that is vital to professional success. Several diverse lawyers have ascended to partnership within their respective firms as a result of working on our legal issues. We realized long ago that when diverse legal services providers succeed, they become more valuable partners to the FDIC.

Mona Diaz
Counsel, Legal Division ”



Financial Institution Diversity

Our DEI Strategic Plan community goal incorporates the important roles the FDIC and supervised financial institutions have in maintaining a banking system that works for all members of the community. In many communities, supervised financial institutions are the bedrock of the local economy.

These institutions provide jobs, deposit account services, access to credit, and capital for small businesses. The workforce at these institutions should reflect the unique diversity in those communities to foster trusting relationships with all customers.

Fostering a More Inclusive Banking System

Throughout 2021, the FDIC engaged in discussions with other federal agencies, DEIA practitioners, state and banker trade associations, and community-based organizations. We were transparent about our desire to make meaningful changes. By being open and honest about our DEIA journey, we model the behaviors we want our financial institutions to adopt. With greater visibility on DEIA issues, the FDIC seeks to promote greater diversity in the financial services industry.

The FDIC's goal is to be a resource partner with our supervised financial institutions in their diversity journey. In 2021, financial institutions reached out to OMWI to discuss their diversity programs and learn more about what FDIC is doing on DEIA. This is the first step in our long term plan to provide DEIA technical assistance to our regulated entities.

Expanding Outreach with DEIA Community

OMWI continued to expand our outreach with banker trade associations and professional organizations to educate and increase awareness about the FDIC's Financial Institution Diversity Self-Assessment (DSA). We increased the visibility of the Financial Institution Diversity program by providing technical assistance and supporting industry events. In 2021, we participated in:

- American Banker Association Forum on Diversity, Equity, and Inclusion
- American Banker Association "Diversity Data and Self-Reporting" webinar
- OMWI Forum Webinar "Financial Institution Diversity Self-Assessment"
- Conference of State Bank Supervisors State Federal Supervisory Forum
- Virginia Bankers Association Diversity, Equity, and Inclusion Summit
- Alliance of Black Businesswomen and Entrepreneurs: 2021 Rise to Wealth Conference
- 2021 Operation Hope Forum "Meeting the Moment"
- Ohio Bankers League Prospective Diversity Director's Symposium

During summer 2020, the lack of diversity on bank boards became a focus in the financial services industry. Bank board diversity is important because the board influences the organization's culture, and can impact economic inclusion more broadly. Having a diverse board brings a valuable range of perspectives that positively impact decision making by

considering the interests of all community members. Despite efforts to increase the representation of women and minorities on boards, data indicates low levels of diversity at the management and board level.

In June 2021, the FDIC cohosted an informational session with the Ohio Bankers League. The event focused on educating diverse, prospective candidates interested in becoming bank directors about the roles and responsibilities of serving on a bank board. More than 80 participants attended, including prospective and current bank board members, proposed board members from a Chicago de novo minority depository institution, and other regulatory agencies. The hope is to continue to host this type of event and include a panel of minority individuals who became board members as a result of knowledge obtained through this symposium. As of November 30, 2021, three individuals who attended the session have joined bank boards, and an additional eight attendees were in the process of joining boards.

In November, OMWI Director Nikita Pearson participated in a discussion on “Increasing Diversity in Banking” with the President and CEO of the National Bankers Association at the 2021 Rise to Wealth Conference. The purpose of the event was to support expanding the talent pool for bank boards by sharing information with women of color who are seeking these opportunities.

Promoting Increased DEIA Transparency

Throughout 2021, we continued to encourage our supervised financial institutions to incorporate the principles of DEIA in their workplace by participating in the FDIC’s voluntary DSA. The DSA instrument helps financial institutions collect data on their diversity profile and programs; identify opportunities, strengths, and gaps in their programs; and learn about leading diversity practices.



“Women, minorities, and other marginalized communities can face barriers in accessing credit and other financial services they need to fully participate in the economy and prosper. Improving diversity in the banking industry can bring unique perspectives that foster financial inclusion for those on the outskirts of the financial mainstream.”

Nikita Pearson
Deputy to the Chairman
for External Affairs and
Director of the Office of
Minority and Women Inclusion

We have gained a number of insights through the DSA program, including:

- Financial institution responses indicate strong support for organizational commitment to diversity and inclusion and workforce diversity leading practices.
- Financial institutions are reluctant to publish information about the organization’s diversity practices and performance.
- Most financial institutions have not adopted supplier diversity leading practices.
- Financial institutions are still wary of sharing diversity and inclusion information with their federal regulators.
- The location and size of FDIC-regulated financial institutions may limit their resources to grow a diversity program.
- Financial institutions are at different stages in their diversity and inclusion maturity journey.
- Financial institutions may not be aware of the benefits of completing a diversity self-assessment.

Going forward, we seek to increase financial institution participation in the DSA. For the 2020 reporting period, 148 out of 773 financial institutions, with 100 or more employees, shared their DSA with the FDIC.

OMWI provides technical assistance to help financial institutions build and grow their DEIA programs. Similar to our existing FDIC technical assistance initiatives in other programs, we will look to build partnerships with banks and state bank trade associations to cohost events that spotlight DEIA topics, and raise the program visibility through articles and ads in publications. In addition, we will continue to respond to questions from supervised institutions about their diversity programs.



Financial Inclusion

In our DEI Strategic Plan, the FDIC reaffirmed our commitment to foster greater financial inclusion in the development and implementation of FDIC policies, including those that promote diversity and inclusion of historically underserved and marginalized populations.

While we have made progress, minority and low- and moderate-income (LMI) communities continue to face barriers in accessing banking and financial services. Lack of access to these resources reduces the ability of community members to obtain affordable credit, mortgages, and much-needed capital to start and grow small businesses.

This lack of access to credit and capital has contributed to the wealth gap in America, which has grown steadily over the last 30 years. It is estimated that the top 10 percent of the population has 79 percent of the wealth in America. Exacerbated by a disproportionate distribution of economic disparities created by the COVID-19 pandemic, these communities continue to struggle to participate in the mainstream economy.

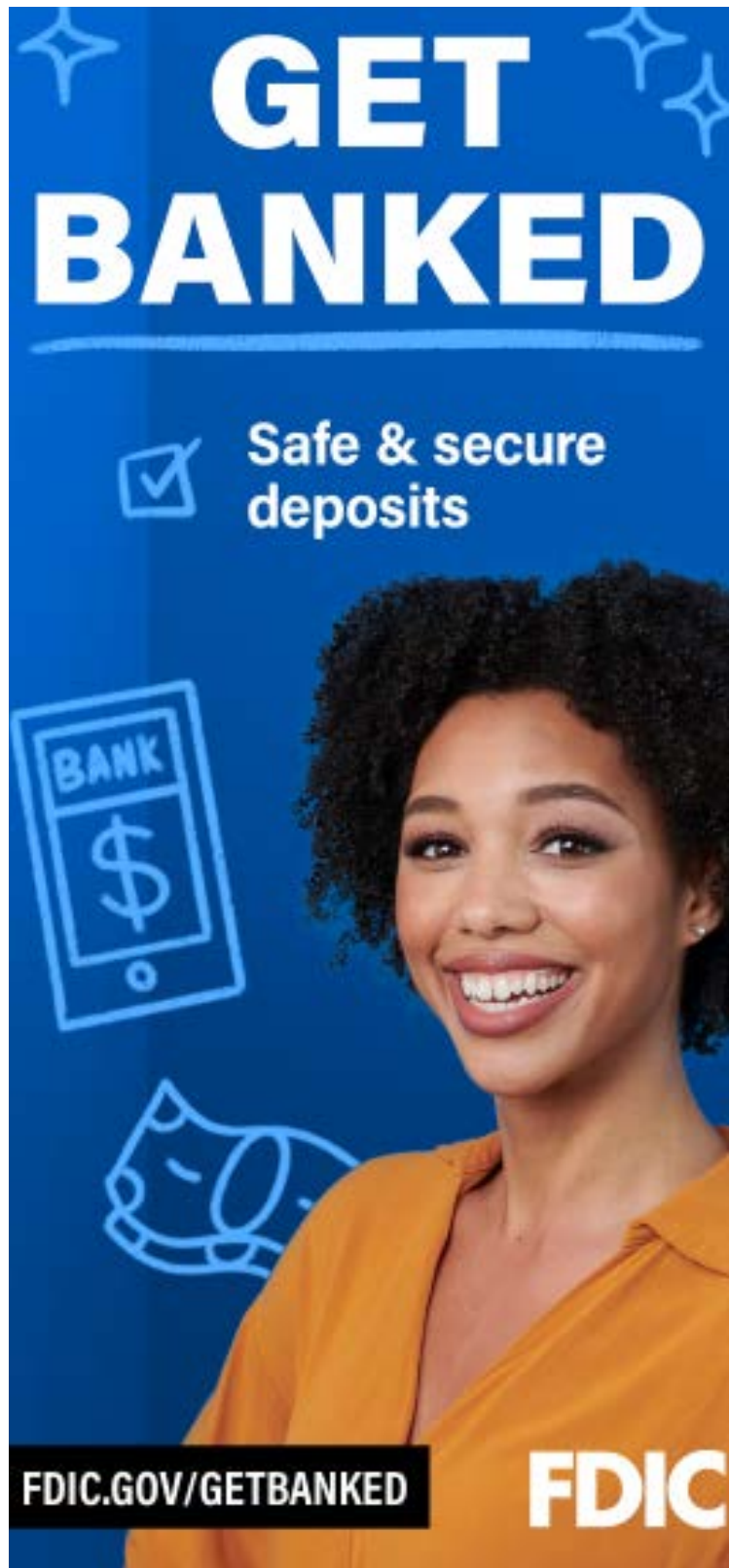
Our efforts in 2021 included an increase in partnerships, initiatives, and outreach promoting economic inclusion for historically underserved minority and LMI communities. These efforts focused on increasing economic inclusion in the areas of account access, sustainable credit, affordable housing, resources for small businesses, and financial education. The following section highlights our successes in promoting these areas of economic inclusion in LMI communities across the country.

Bringing Unbanked Consumers Into the Financial Mainstream

Seven million Americans remain unbanked and lack affordable access to deposit and saving accounts. We saw during the COVID-19 pandemic the real-world impact on the well-being of individuals and families who do not have bank accounts. These consumers experienced delays and incurred higher costs accessing their stimulus payments, for example. The most recent study found that 13.8 percent of Black and 12.2 percent of Hispanic households are unbanked.¹ Most unbanked rely on check-cashing and payday lending businesses, often at a much higher cost. To reduce the number of unbanked Americans, the FDIC launched the #GetBanked initiative to promote access to secure, affordable, insured bank accounts for all Americans.

Through its #GetBanked webpage, the FDIC provides consumers with information on finding a bank, opening an account online, and accessing other resources regarding the importance of establishing a banking relationship. The webpage is available in English and Spanish. We also encourage more banks to offer low-cost sustainable accounts to consumers. By year-end, the FDIC's resource pages on bank account access had received more than 599,000 page views.

In Spring 2021, in the Atlanta and Houston metropolitan areas, the FDIC launched a three-month #GetBanked public awareness campaign.



² Federal Deposit Insurance Corporation (FDIC), “How America Banks: Household Use of Banking and Financial Services,” 2019 FDIC Survey (October 2020), available at <http://www.fdic.gov/analysis/household-survey/2019technotes.pdf>.

The campaign, which included radio and television advertisements, featured the theme “There’s a Better Way,” and focused on breaking down consumers’ misconceptions about banks and highlighting how banks can help them meet financial needs. During the campaign, the #GetBanked webpage received more than 163,000 visits.

We also conducted virtual outreach events around the country, fostering community partnerships that support the financial well-being of the unbanked, including a webinar co-sponsored with the Internal Revenue Service to increase the number of Volunteer Income Tax Assistance (VITA) sites, account access, and economic inclusion in South Dakota. Six new VITA sites were created in South Dakota to prepare for the 2022 tax season in counties with no VITA presence. In addition, Four Bands Community Fund Inc., a Native American Community Development Financial Institution, educated about 200 unbanked tax filers on the benefits of having a bank account, and at least 25 percent of those established a bank account with direct deposit.

While much effort has been made to target adult consumers, the FDIC also recognizes the importance of teaching young people about safe and affordable banking services. In particular, youth employment programs have a unique opportunity to help young people build financial capacity and develop banking relationships. In 2021, the FDIC continued its efforts with federal partners and other organizations to foster collaborations between banks and youth workforce providers, resulting in young people receiving financial education and an opportunity to easily open a bank account. We collaborated with banks and the City of Philadelphia to deliver six financial empowerment sessions to more than 2,000 young people. The banks also offered accounts to the participants.

In California, the FDIC also worked with a bank in an Orange County workforce program to conduct a financial education series in which bankers discussed the importance of opening bank accounts and demonstrated how to do so.

Besides efforts to bring unbanked consumers into the financial mainstream, the FDIC continued supporting savings initiatives, including the America Saves program. This year we participated by leading the Los Angeles Saves initiative and serving on the America Saves Week advisory group. As a result, more than 285,000 consumers set up or increased automated savings plans (based on responses from six percent of the participating organizations). From their survey of participating financial institutions, America Saves estimated that \$158,592,265 was deposited into new or existing savings accounts during the week.

“ Economic inclusion is important to me because it presents a significant opportunity for all people to achieve financial growth. I am passionate about reducing barriers to the financial system, which many underserved and minority communities face. The #GetBanked initiative provides resources for consumers to learn about the benefits of having an affordable bank account and how to open one. I enjoy promoting resources which can lead individuals and families to the path of financial well-being or wealth.

Mia Sowell, Sr. Community Affairs Specialist, Division of Depositor and Consumer Protection

Promoting Access to Sustainable Credit

The FDIC promotes access to sustainable credit by establishing partnerships among banks and community stakeholders who provide resources to help LMI consumers build and sustain a strong credit history. Our vision is to give every bank the tools and strategies to make an informed decision about responsible lending to LMI communities and consumers. In 2021, we hosted outreach events targeting consumer credit challenges around the availability of affordable small dollar loans, targeting specific population segments.

Our vision is to give every bank the tools and strategies to make an informed decision about responsible lending to LMI communities and consumers.

One such event targeted the Spanish-speaking populations of Oregon that experienced financial hardship stemming from the pandemic, highlighting trends leading to debt collection and negative implications on credit reporting. Many households impacted by the long-term consequences of heavy debt levels turn to non-bank credit providers to relieve financial burdens. Events such as this provided promising

strategies to develop bank partnerships with organizations who have adopted a community-first framework offering affordable credit options and credit rehabilitation programs, which can help alleviate the financial burdens of these households. The events also helped educate consumers about affordable and safe small dollar lending programs.

We also hosted a discussion series on establishing and maintaining strong credit histories at various HBCUs across Mississippi. For the first time, the FDIC partnered with BIPOC-serving financial institutions (i.e., BankPlus, Hope Credit Union, and Bank of Commerce) to present the importance of understanding the criteria involved in developing and maintaining credit stability.

The event directed many to establish credit and encouraged others to adopt more robust credit rehabilitation strategies.

Affordable Housing Assistance

We recognize that, for many families, securing affordable housing has a significant impact on their ability to build wealth. Housing is generally the largest single expense for most families. As moratoriums and forbearances expired during the year, more homeowners needed support to help mitigate eviction and foreclosure. For the first time, the FDIC provided information on resources available to assist struggling homeowners in learning about options and assistance.

In July, the Homeownership and Foreclosure Prevention Committee of the Financial Empowerment Network created an outreach video to encourage homeowners and community-based organizations assisting homeowners with forbearance agreements

to call the Washington State Homeownership Hotline and connect with housing counselors to obtain assistance and learn about options. The video was a direct outcome of a San Francisco Region-hosted webinar in February 2021, which encouraged mortgage holders, mortgage servicers, and lenders to minimize foreclosure actions in the state of Washington.

During National Homeownership month, we hosted a national event to discuss strategies on closing the homeownership gap in LMI and minority communities. In partnership with the Department of Housing and Urban Development, the webinar presented a market overview and analysis of the national housing market, followed by a panel of experts within the mortgage industry that discussed research and programs to improve housing equality. As a result, housing counseling agencies and banks obtained strategies to lower barriers and increase homeownership opportunities in LMI and minority communities.

Supporting Small Business Lending

The ability of a small business to grow is often a byproduct of its ability to secure capital. Many minority- and women-owned firms entered the COVID-19 pandemic facing a unique set of obstacles, such as challenged credit histories, low cash liquidity, and limited access to credit opportunities. In addition, many of these businesses lack a formal banking relationship with a financial institution, which keeps them out of the financial mainstream system.

The FDIC encourages financial institutions and their partners to prudently serve the financial needs of emerging entrepreneurs and small businesses. We want to equip every bank with tools and resources that support small business lending, including technical

assistance, education, and access to Community Development Financial Institutions (CDFIs). As part of our 2021 outreach efforts, the FDIC worked with community stakeholders to extend lending and educational resources to minority-owned small businesses.

The FDIC cohosted, along with the U.S. Small Business Administration, Valley Community Small Business Development Center, and San Joaquin Delta College, a webinar to connect technical assistance providers, affordable lenders, and small business development organizations to Spanish-speaking entrepreneurs of the Central Valley and equip them with resources and opportunities.

As a result, Kiva (an affordable micro-lender) collaborated with the Kern County (California) Women's Business Center to provide a credit training for Spanish-speaking female entrepreneurs. Kiva also developed a bilateral referral partnership with Chase Bank throughout California, Georgia, Illinois, Texas, and Michigan, resulting in affordable loans to hundreds of Latino-owned startup businesses previously subject to predatory lending.

The Urban League of Metropolitan St. Louis Women's Business Center adopted the FDIC curriculum for future strategic programming for its "Ready, Set, Launch" Program, a 12-week training and development program to strengthen the financial literacy of minority women entrepreneurs. As of May 2021, 31 aspiring and existing business owners had graduated from the program. Several of those graduates are applying for or have received small business loans as startup capital, and the Women's Business Center launched a second cohort in August 2021.

Alliances for Economic Inclusion

As part of our community outreach efforts, the FDIC sponsors Alliances for Economic Inclusion (AEIs) in 12 designated metropolitan statistical areas. AEIs are coalitions of local financial institutions, consumers, community, and local government organization leaders. AEI members support the goal of promoting the widespread availability and use of safe, affordable, and sustainable financial products from insured depository institutions that help people achieve financial stability and build wealth. AEIs seek to promote economic inclusion by connecting LMI individuals and emerging small businesses to the mainstream financial system.

For example, the Austin AEI hosted “Empowering Women and Families Through Innovative Financial Solutions,” a discussion of the key issues and building blocks for establishing economic security for women and their families. The event was cosponsored by the Office of the Comptroller of the Currency, which presented information on its Project Roundtable for Economic Access and Change (Project REACH). Because of this effort, two banks have committed to hold discussions with the Texas Women’s Foundation regarding opportunities to advance economic and leadership opportunities for women.

Advancing Financial Education and Well-Being

Financial education is central to the FDIC’s efforts to expand economic inclusion and promote confidence in the banking system. Through its award-winning Money Smart financial education curriculum, the FDIC offers non-copyrighted, high-quality, free financial education training resources to meet the financial education needs of consumers of all ages and small business owners.

In 2021, Money Smart commemorated its 20th anniversary with the release of “How Money Smart Are You?”—a next generation self-paced, interactive suite of 14 virtual games and related resources about everyday financial topics. We also released an updated version of Money Smart for Older Adults.

The enhanced version includes an updated resource guide and a new section to help people avoid romance scams. We continued to partner with community stakeholders who share our commitment for advancing financial education.

“

Economic Inclusion is important to me because I have seen first-hand the affects that a lack of financial education, access and inclusion has had in my community. This is why I am passionate about our Money Smart products. Money Smart provides relevant, unbiased financial education in language that everyday people can understand. The curriculum has something for all ages and helps people obtain not only the education they need but also the confidence to make sound financial decisions.

Brittany Burroughs
Community Affairs Specialist
Division of Depositor and
Consumer Protection

”

For example, we continued to collaborate with Operation HOPE, a non-profit for-purpose organization that equips individuals from LMI communities with the financial tools and education to fully participate in the financial system. Our collaboration allows Operation HOPE and the FDIC to leverage each other's resources related to financial education, consumer and small business access to credit, and disaster preparedness and recovery for members of the BIPOC community.

In honor of National Veterans and Military Families Month, we provided banking resources and training on the FDIC's Money Smart for Adults curriculum to Veterans Service Organizations and Department of Veterans Affairs' special Outreach Program Coordinators. The training will enable these organizations to provide financial education to more than 158,000 unbanked U.S. veterans.

Expanding Financial Inclusion for Black, Indigenous, and People of Color

The FDIC continues to improve and strengthen our commitment to the communities we serve by integrating DEIA initiatives for BIPOC communities. Motivated by the importance of increasing financial capability and access to financial services for the U.S. Hispanic population, the FDIC developed a new BIPOC Pilot. The pilot's focus is to increase representation by Hispanic-serving institutions and organizations in FDIC community coalitions and increase utilization of FDIC economic inclusion resources available in Spanish. To support the pilot project, we have engaged key strategic partners such as UnidosUS; the White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity for Hispanics; and the Hispanic Association of Colleges & Universities (HACU).

We continue to amplify our commitment to DEIA and advance our vision. Our work this year included 59 events devoted to positively affecting BIPOC communities:

- Increased partnerships with BIPOC serving organizations,
- Convened stakeholders to highlight best practices for reaching BIPOC,
- Engaged with BIPOC subject matter experts,
- Enhanced collaborations with CDFIs, and
- Developed key performance indicators that measured the success of BIPOC initiatives.

As part of our HBCU engagement, we also participated in the 2021 Thurgood Marshall Leadership Institute student webinar, engaging in a panel discussion on "The Relationship Between Your Money, Your Decisions and Your Financial Health." Approximately 40 African American undergraduate and graduate students attended to learn how to build financial health strategies and maintain a healthy relationship with money.

Promoting Inclusion through Technology Innovation

Our Office of Innovation, also known as FDITECH, leads the FDIC's efforts to support the adoption of innovative technologies at the FDIC. FDITECH convenes subject matter experts from the banking industry, community organizations, and the technology sector to develop solutions to address financial industry challenges.

In 2021, FDITECH launched its first tech sprint, "Breaking Down Barriers: Reaching the Last Mile of the Unbanked."

The tech sprint brought together a diverse group focused on the significant challenges of financial inclusion for the seven million unbanked households in America. The ideas emerging from the tech sprint ranged from technology applications that can streamline the customer onboarding experience for financial institutions that lack a digital presence, incorporating culturally relevant resources into the design of financial solutions, and different delivery methods for financial education.



Supporting Minority Depository Institutions

The preservation and promotion of MDIs remains a long-standing, top priority for the FDIC. The FDIC's research study, *Minority Depository Institutions: Structure, Performance, and Social Impact*, published in 2019, found that MDIs play a vital role in providing

mortgage credit, small business lending, and other banking services to minority and LMI communities. MDIs are anchor institutions in their communities and can play a key role in building a more inclusive financial system.

In 2021, significant new sources of private and public funding became available to support FDIC-insured MDIs and CDFIs, collectively known as “mission-driven banks.” This includes up to \$9 billion in funding through the U.S. Department of the Treasury (Treasury) through the Emergency Capital Investment Program (ECIP), as well as \$3 billion in new grant funding for CDFIs, including \$1.2 billion set aside for minority lending institutions.

During 2021, the FDIC pursued several strategies to support MDIs, including increasing engagement and representation, facilitating partnerships to provide new capital and other tools and resources, updating policies, and promoting the MDI sector through advocacy, as well as by providing outreach, technical assistance, and education and training for MDIs.

Engagement and Representation

The FDIC's MDI Subcommittee of the Advisory Committee on Community Banking (CBAC) held three virtual meetings in 2021. The subcommittee is comprised of nine MDI executives representing all types of MDIs and provides a venue for minority bankers to discuss key issues, share feedback on program initiatives, and showcase MDI best practices.

In addition, representatives from three MDIs serve on the 18-member CBAC to further bring MDI perspectives and issues to the table. During 2021, the FDIC also engaged in deeper relationships with mission-driven bank trade groups to facilitate effective implementation of some of the new resources becoming available to mission-driven banks.



Partnerships

In 2021, the FDIC partnered with the Treasury and the Community Development Financial Institutions Fund (CDFI Fund) to support new sources of funding made available to MDIs and CDFIs. For example, the FDIC developed a Capital Estimator Tool for mission-driven banks and a Regulatory Capital Guide.

These offerings enabled mission-driven banks to approximate the impact of additional capital on regulatory capital ratios through various “what-if” scenarios and inform decisions on the types of capital they sought. The FDIC also co-sponsored an interagency webinar to demonstrate use of the tool and guide.

In addition, the FDIC cosponsored a webinar with the CDFI Fund and MDI and CDFI trade groups to enable institutions to learn about the benefits of CDFI designation, especially given new grant funding for minority lending institutions.

Policies

In June 2021, the FDIC’s Board of Directors updated and strengthened its Statement of Policy Regarding Minority Depository Institutions. The revised policy includes updates responsive to the public notice-and-comment process conducted in the fourth quarter of 2020. The policy statement reflects the agency’s enduring commitment to fulfilling the five statutory goals to preserve and promote MDIs and outlines the framework for the MDI program across the FDIC. Key changes include emphasis on engagement with MDIs, enhanced technical assistance, and a description of how examiners apply examination standards to the unique business models of MDIs.

The FDIC also developed MDI designation procedures, outlining factors it considers in determining whether an institution meets one of two definitions to qualify as an MDI. Given the substantial increased interest in becoming an MDI, the agency desired to provide greater transparency and clarity for institutions considering the MDI designation.

In 2021, agency staff also developed training modules that will be launched in 2022 to train examiners and other staff supporting the MDI program.

Outreach, Technical Assistance, Education
It is important to promote the visibility of MDIs, to tell their stories, and showcase the important role they play in their communities. In 2021, the FDIC began planning a 2022 relaunch of its initiative to record and publish videos

of MDI executives sharing their institutions' "origin stories," highlighting the reasons their institutions were formed, and describing how they have served their communities over time. In addition, senior agency leaders emphasized the significance of mission-driven banks in numerous external speaking engagements and through posts on a number of FDIC social media channels and websites.

The FDIC cosponsored the biennial interagency Minority Depository Institution and CDFI Bank Conference in September 2021, along with the Office of the Comptroller of the Currency (OCC) and the Federal Reserve Board of Governors (FRB). The conference, "Navigating the Economy with Resilience and Reinvention," featured agency principals discussing their initiatives to support mission-driven banks, panels led by MDI and CDFI CEOs sharing their perspectives, and senior agency leaders discussing current supervisory and policy issues. The conference also highlighted key points for building business relationships with corporate America, MDIs, and CDFIs; a session on economic inclusion, innovation, and fintech; and breakout sessions during which bankers could speak with their primary federal supervisor.

During the year, the FDIC continuously pursued efforts to improve communication and interaction with MDIs and to respond to the concerns of minority bankers. The agency maintains active outreach with MDI trade groups and offers to arrange annual meetings between FDIC regional management and each MDI's Board of Directors to discuss issues of interest. The FDIC also conducts an annual survey to obtain feedback from MDIs and to help assess the effectiveness of the MDI program.

At the conclusion of each examination of an MDI supervised by the FDIC, staff is available to return to the institution to provide technical assistance by reviewing areas of concern or

topics of interest to the institution. The purpose of return visits is to assist management in understanding and implementing examination recommendations, not to identify new problems.

Through its public website (www.fdic.gov), the FDIC invites inquiries and provides contact information for any MDI to request technical assistance.

In 2021, the FDIC provided 137 individual technical assistance sessions on approximately 29 topics related to risk management, consumer compliance, and resolutions, including:

- Accounting,
- Applications for branch openings and closures,
- Bank Secrecy Act (BSA) and Anti-Money Laundering (AML),
- Community Reinvestment Act,
- Compliance management,
- Corporate Planning,
- Current Expected Credit Losses (CECL) accounting methodology,
- Funding and liquidity,
- Information technology risk management and cybersecurity,
- Internal audits, and
- Loan modifications and Troubled Debt Restructuring.

The FDIC also held outreach, training, and educational programs for MDIs through conference calls and regional banker roundtables. In 2021, topics of discussion for these sessions included many of those listed

above, as well as strategic and management succession planning, FDIC economic inclusion initiatives, emerging risks and areas of concern, IT vendor management, and innovation and emerging technology.

Emergency Capital Investment Program (ECIP)

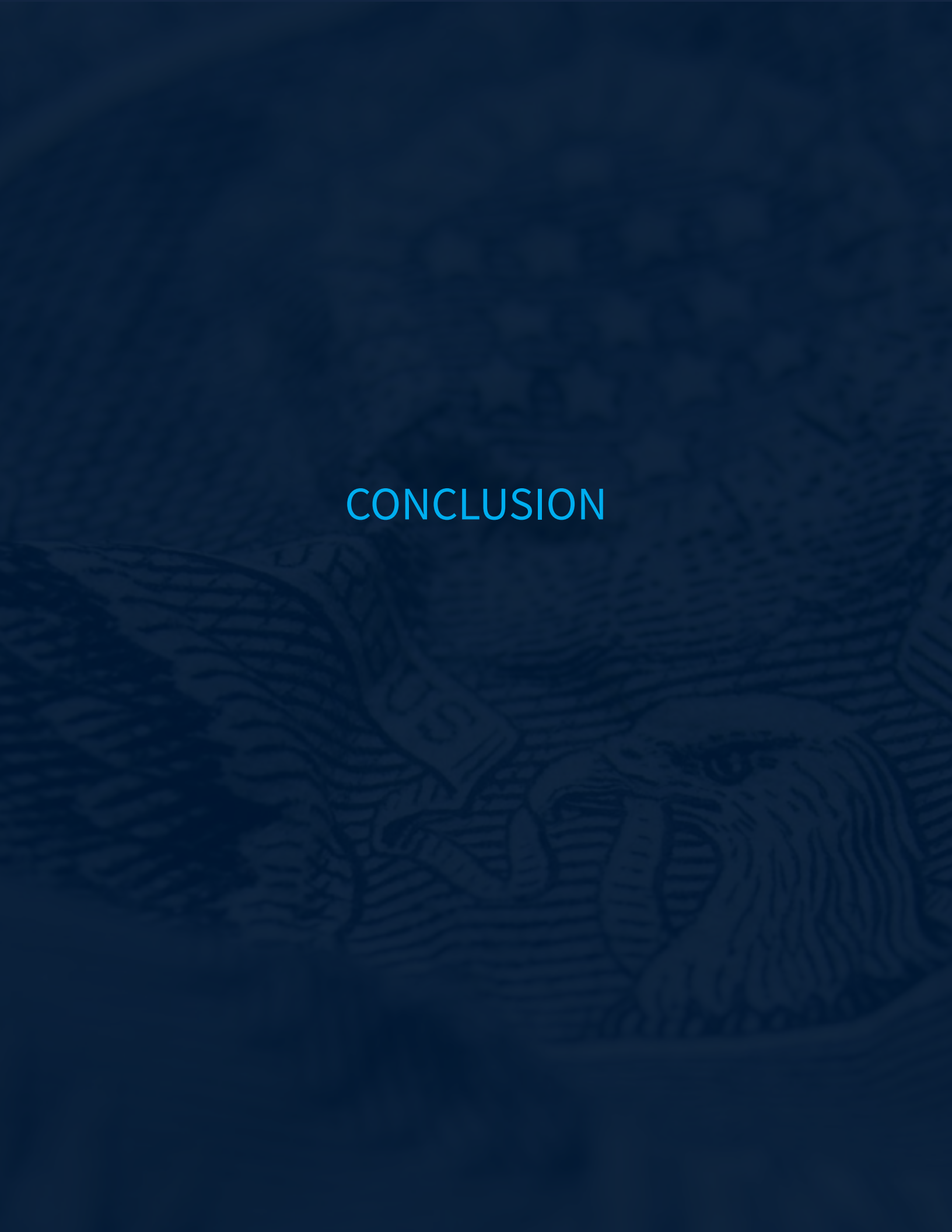
The ECIP was established by the U.S. Department of the Treasury pursuant to the Consolidated Appropriations Act, 2021, which authorizes Treasury to purchase up to \$9 billion of preferred stock and other financial instruments from LMI community financial institutions determined by Treasury to be eligible for the investment. The ECIP is designed to promote lending, grants, and forbearance for small businesses, minority-owned businesses, and consumers, especially in low-income and underserved communities that may be disproportionately impacted by the economic effects of COVID-19, by making capital investments in operating MDIs and CDFIs.

The Act requires Treasury to consult with the appropriate federal banking agency before making a capital investment pursuant to the ECIP. Accordingly, Treasury requested that the FDIC provide specific information for each FDIC-supervised institution that applied to Treasury for an ECIP investment or is a subsidiary of a bank holding company that applied for an ECIP investment. The FDIC provided information to Treasury for 77 institutions for which Treasury requested information. In December 2021, Treasury announced the deployment of more than \$8.7 billion in ECIP investments in 186 MDIs and CDFIs.

In 2021, the FDIC issued a Financial Institution Letter to alert institutions to the availability of the ECIP and to provide sources of information to potential applicants. In addition, to facilitate the implementation of ECIP, the FDIC, along with OCC and FRB, issued an interim final rule to revise applicable capital rules to provide that Treasury's investments under the ECIP would qualify as regulatory capital for insured depository institutions and holding companies.



CONCLUSION



CONCLUSION

The FDIC made progress toward the accomplishment of our strategic vision through creating a workplace **culture** of excellence and belonging; ensuring equitable **career** opportunities for candidates and employees; improving **communications** on DEIA both internally and externally; implementing policies and practices that support **consistent**

DEIA outcomes; and fostering financial inclusion in underserved **communities**. In 2022, we look forward to continuing these efforts, embarking on new programs and initiatives, and achieving even greater success in embedding DEIA in FDIC operations, throughout our workforce, and with the institutions we supervise.





APPENDICES

APPENDIX A: CONTRACTING AND TREND DATA

FDIC Contract Awards to MWOBs by Year (in Millions)

		2017	2018	2019	2020	2021
TOTAL AWARDS		\$523.7	\$499.5	\$554.0	\$426.7	\$845.5
MINORITY-OWNED OR WOMEN OWNED BUSINESSES TOTALS	\$	\$96.7	\$122.5	\$173.5	\$90.0	\$416.4
	%	18.5%	24.5%	31.3%	21.1%	49.2%
MINORITY-OWNED	\$	\$66.7	\$45.8	\$106.0	\$58.9	\$342.8
	%	12.7%	9.2%	19.1%	13.8%	40.5%
WOMEN-OWNED	\$	\$46.2	\$83.0	\$75.8	\$50.1	\$105.7
	%	8.8%	16.6%	13.7%	11.7%	12.5%
BOTH MINORITY-OWNED AND WOMEN-OWNED	\$	\$16.2	\$6.3	\$8.3	\$19.0	\$32.1
	%	3.0%	1.3%	1.5%	4.4%	3.8%
ASIAN AMERICAN	\$	\$31.2	\$33.9	\$83.1	\$25.6	\$288.5
	%	6.0%	6.8%	15.0%	6.0%	34.1%
BLACK AMERICAN	\$	\$32.7	\$1.9	\$5.8	\$3.3	\$43.8
	%	6.2%	0.4%	1.0%	0.8%	5.2%
HISPANIC AMERICAN	\$	\$1.6	\$7.0	\$13.3	\$28.8	\$7.0
	%	0.3%	1.4%	2.4%	6.8%	0.8%
NATIVE AMERICAN	\$	\$0.9	\$2.9	\$3.5	\$0.6	\$2.4
	%	0.2%	0.6%	0.6%	0.1%	0.3%
OTHER MINORITY	\$	\$0.3	\$0.1	\$0.3	\$0.5	\$1.1
	%	0.0%	0.0%	0.1%	0.1%	0.1%

Note: Percentages do not total to 100 due to overlap between minority-owned and women-owned businesses.

APPENDIX A: CONTRACTING AND TREND DATA

FDIC Contract Payments to MWOBs by Year (in Millions)

		2017	2018	2019	2020	2021
TOTAL PAYMENTS		\$414.0	\$429.6	\$466.6	\$479.7	\$479.9
MINORITY-OWNED OR WOMEN OWNED BUSINESSES TOTALS	\$	\$109.61	\$98.0	\$98.3	\$106.5	\$130.0
	%	26.5%	22.8%	21.1%	22.2%	27.1%
MINORITY-OWNED	\$	\$54.6	\$49.5	\$54.0	\$62.1	\$87.4
	%	13.2%	11.5%	11.6%	12.9%	18.2%
WOMEN-OWNED	\$	\$66.9	\$59.5	\$52.0	\$53.9	\$54.2
	%	16.2%	13.9%	11.2%	11.2%	11.3%
BOTH MINORITY-OWNED AND WOMEN-OWNED	\$	\$11.9	\$11.1	\$7.7	\$9.5	\$11.6
	%	2.9%	2.6%	1.7%	1.9%	2.4%
ASIAN AMERICAN	\$	\$30.1	\$28.8	\$31.5	\$37.7	\$59.2
	%	7.2%	6.7%	6.8%	7.9%	12.3%
BLACK AMERICAN	\$	\$14.2	\$9.5	\$6.2	\$6.9	\$9.5
	%	3.4%	2.2%	1.3%	1.4%	2.0%
HISPANIC AMERICAN	\$	\$9.5	\$8.4	\$12.0	\$15.0	\$16.7
	%	2.3%	2.0%	2.6%	3.1%	3.5%
NATIVE AMERICAN	\$	\$0.2	\$2.2	\$3.9	\$1.8	\$1.9
	%	0.1%	.05%	0.8%	0.4%	0.4%
OTHER MINORITY	\$			\$0.4	\$0.7	\$0.1
	%			0.1%	0.1%	0.0%

Note: Percentages do not total to 100 due to overlap between minority-owned and women-owned businesses.

APPENDIX A: CONTRACTING AND TREND DATA

FDIC Contract Actions to MWOBs by Year (in Millions)

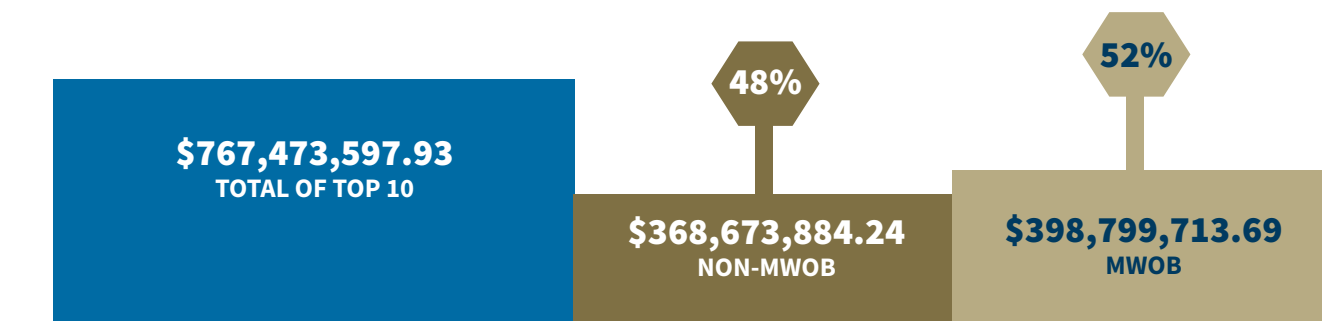
		2017	2018	2019	2020	2021
TOTAL ACTIONS		737	565	518	409	404
MINORITY-OWNED OR WOMEN OWNED BUSINESSES TOTALS	#	210	166	152	117	135
	%	28.5%	29.4%	29.3%	28.6%	33.4%
MINORITY-OWNED	#	100	87	68	53	55
	%	13.6%	15.4%	13.1%	13.0%	13.6%
WOMEN-OWNED	#	151	119	112	89	95
	%	20.5%	21.1%	21.6%	21.8%	23.5%
BOTH MINORITY-OWNED AND WOMEN-OWNED	#	41	40	28	25	15
	%	5.6%	7.1%	5.4%	6.2%	3.7%
ASIAN AMERICAN	#	63	54	33	26	27
	%	8.6%	9.6%	6.4%	6.4%	6.7%
BLACK AMERICAN	#	22	11	15	14	11
	%	3.0%	1.9%	2.9%	3.5%	2.7%
HISPANIC AMERICAN	#	4	11	9	7	10
	%	0.5%	1.9%	1.7%	1.7%	2.5%
NATIVE AMERICAN	#	7	6	5	3	4
	%	1.0%	1.1%	1.0%	0.7%	1.0%
OTHER MINORITY	#	4	5	6	3	3
	%	0.5%	0.9%	1.1%	0.7%	0.7%

Note: Percentages do not total to 100 due to overlap between minority-owned and women-owned businesses.

APPENDIX A: CONTRACTING AND TREND DATA

FDIC 2021 Contract Awards by Top 10 NAICS Codes

NAICS	NAICS DESCRIPTION	DOLLAR AMOUNT OF AWARDS	DOLLAR AMOUNT OF MWOB AWARDS
541511	Custom Computer Programming Services	\$266,692,710.22	\$256,842,269.00
541519	Other Computer-Related Services	\$227,130,905.15	\$114,357,213.14
524128	Other Direct Insurance Carriers (except Life, Health, and Medical)	\$98,585,385.00	\$0
541611	Administrative Management and General Management Consulting Services	\$42,688,361.50	\$598,914.50
524113	Direct Life Insurance Carriers	\$32,000,000.00	\$0
511210	Software Publishers	\$23,327,596.71	\$10,910,866.31
518210	Data Processing, Hosting, and Related Services	\$22,756,282.74	\$1,015,282.74
541512	Computer Systems Design Services	\$22,509,507.76	\$662,805.80
561110	Office Administrative Services	\$15,962,447.00	\$14,387,362.20
519130	Internet Publishing and Broadcasting and Web Search Portals	\$15,820,401.85	\$25,000.00



















APPENDIX B: WORKFORCE DEMOGRAPHIC AND TREND DATA



FDIC Total, Permanent, and Executive Management Workforce

FDIC TOTAL, PERMANENT AND EXECUTIVE MANAGER WORKFORCE		2017	2018	2019	2020	2021	+/- CHANGE
TOTAL WORKFORCE (PERMANENT AND NON-PERMANENT)							
MINORITY	%	28.7%	29.8%	30.4%	31.3%	32.2%	+0.9%
NON-MINORITY	%	71.3%	70.2%	69.6%	68.7%	67.8%	-0.9%
MEN	%	55.2%	55.2%	55.1%	55.5%	56.0%	+0.5%
WOMEN	%	44.8%	44.8%	44.9%	44.5%	44.0%	-0.5%
PERMANENT WORKFORCE							
MINORITY	%	29.0%	29.9%	30.4%	31.6%	32.6%	+1.0%
NON-MINORITY	%	71.0%	70.1%	69.6%	68.4%	67.4%	-1.0%
MEN	%	55.1%	55.3%	55.2%	55.6%	56.1%	+0.5%
WOMEN	%	44.9%	44.7%	44.8%	44.4%	43.9%	-0.5%
TOTAL WORKFORCE - EXECUTIVE MANAGER (PERMANENT AND NON-PERMANENT)							
MINORITY	%	18.3%	17.6%	16.7%	19.7%	22.6%	+2.9%
NON-MINORITY	%	81.7%	82.4%	83.3%	80.3%	77.4%	-2.9%
MEN	%	61.1%	64.0%	62.3%	63.0%	62.9%	-0.1%
WOMEN	%	38.9%	36.0%	37.7%	37.0%	37.1%	+0.1%

APPENDIX B: WORKFORCE DEMOGRAPHIC AND TREND DATA















FDIC Total, Permanent, and Executive Management Workforce



PART I MAJOR OCCUPATIONS FDIC TOTAL WORKFORCE		TOTAL GENDER		RACE/ETHNICITY												
				HISPANIC		NON-HISPANIC OR LATINO										
						WHITE		BLACK		ASIAN		AIAN		TWO+ RACES		
																
ECONOMIST (0110)																
TOTAL	83	27	56	1	2	11	45	4	3	9	4	0	0	2	2	
%	32.5%	67.5%	1.2%	2.4%	13.3%	54.2%	4.8%	3.6%	10.8%	4.8%	0.0%	0.0%	2.4%	2.4%		
CLF	32.9%	67.1%	1.95	3.3%	25.2%	55.8%	2.7%	2.8%	2.7%	4.4%	0.1%	0.2%	0.4%	0.6%		
FINANCIAL ADMINISTRATION AND PROGRAM (0501)																
TOTAL	130	62	68	1	3	26	47	30	11	4	6	1	0	0	1	
%	47.7%	52.3%	0.8%	2.3%	20.0%	36.2%	23.15	8.55	3.1%	4.6%	0.8%	0.0%	0.0%	0.8%		
CLF	56.3%	43.8%	5.8%	4.0%	38.6%	32.5%	23.1%	8.5%	3.1%	4.6%	0.8%	0.0%	0.0%	0.8%		
ACCOUNTANTS AND AUDITORS (0510/0511)																
TOTAL	84	50	34	2	0	24	23	12	4	11	5	0	0	1	2	
%	59.5%	40.5%	2.4%	0.0%	28.6%	27.4%	14.3%	4.8%	13.1%	6.0%	0.0%	0.0%	1.2%	2.4%		
CLF	60.1%	39.9%	3.9%	2.2%	44.2%	31.8%	5.6%	2.4%	5.4%	3.0%	0.3%	0.1%	0.7%	0.4%		

KEY			
CLF	Percentage of Civilian Labor Force		Symbol denotes women
AIAN	American Indian/Alaska Native		Symbol denotes men

APPENDIX B: WORKFORCE DEMOGRAPHIC AND TREND DATA













FDIC Total, Permanent, and Executive Management Workforce



PART II MAJOR OCCUPATIONS FDIC TOTAL WORKFORCE		TOTAL GENDER		RACE/ETHNICITY												
				HISPANIC		NON-HISPANIC OR LATINO										
						WHITE		BLACK		ASIAN		AIAN		TWO+ RACES		
																
FINANCIAL INSTITUTION EXAMINING (0570)																
TOTAL	2,690	1,075	1,615	45	73	779	1,328	169	107	60	70	4	13	18	24	
%	40.0%	60.0%	1.7%	2.7%	29.0%	49.4%	6.3%	4.0%	2.2%	2.6%	0.2%	0.5%	0.7%	0.9%		
CLF	45.2%	54.8%	3.7%	3.1%	28.3%	44.1%	8.4%	3.4%	3.7%	3.5%	0.2%	0.1%	1.0%	0.6%		
ATTORNEY (0905)																
TOTAL	319	135	184	2	7	102	154	16	14	12	5	1	1	2	3	
%	42.3%	57.7%	0.6%	2.2%	32.0%	48.3%	5.0%	4.4%	3.85	1.6%	0.3%	0.3%	0.6%	0.9%		
CLF	33.3%	66.7%	1.9%	2.5%	26.7%	59.7%	2.5%	2.1%	1.6%	1.7%	0.1%	0.1%	0.6%	0.6%		
GENERAL BUSINESS AND INDUSTRY (1101)																
TOTAL	286	99	187	2	10	64	134	24	22	7	16	0	0	2	5	
%	34.6%	65.4%	0.7%	3.5%	22.4%	46.9%	8.4%	7.7%	2.4%	5.6%	0.0%	0.0%	0.7%	1.7%		
CLF	63.3%	36.7%	5.9%	2.9%	43.8%	27.1%	8.8%	3.6%	3.3%	2.4%	0.4%	0.2%	1.1%	0.6%		

KEY			
CLF	Percentage of Civilian Labor Force		Symbol denotes women
AIAN	American Indian/Alaska Native		Symbol denotes men

APPENDIX B: WORKFORCE DEMOGRAPHIC AND TREND DATA

Entry-Level Examiner Program Hire Trends

ENTRY-LEVEL EXAMINER TREND DATA BY YEAR	TOTAL	TWO OR MORE		AIAN		ASIAN		BLACK		HISPANIC		WHITE	
													
2005													
ENTRY-LEVEL EXAMINER HIRES SINCE 2005	2,451	23	29	5	16	56	83	212	143	48	66	624	1,146
%	100%	0.9%	1.2%	0.2%	0.7%	2.3%	3.4%	8.6%	5.8%	2.0%	2.7%	25.5%	46.8%
CLF	100%	1.0%	0.6%	0.2%	0.1%	3.7%	3.5%	8.4%	3.4%	3.7%	3.1%	28.3%	44.1%
2021													
ENTRY-LEVEL EXAMINER HIRES IN 2021	147	0	2	1	0	4	6	7	6	3	5	47	66
%	100%	0.0%	1.4%	0.7%	0.0%	2.7%	4.1%	4.8%	4.1%	2.0%	3.4%	32.0%	44.9%
CLF	100%	1.0%	0.6%	0.2%	0.1%	3.7%	3.5%	8.4%	3.4%	3.7%	3.1%	28.3%	44.1%

KEY			
CLF	Percentage of Civilian Labor Force		Symbol denotes women
AIAN	American Indian/Alaska Native		Symbol denotes men

APPENDIX C: ACRONYMS AND TERMS

- Asian American and Pacific Islander (AAPI)
- American Economic Association (AEA)
- AEA Summer Training Program (AEASP)
- Affordable Housing Program (AHP)
- Alliances for Economic Inclusion (AEIs)
- Acquisition Service Branch (ASB)
- Black, Indigenous, and People of Color (BIPOC)
- Center for Financial Research (CFR)
- Chief Information Officer Office (CIOO)
- Chairman’s Diversity Advisory Councils (CDACs)
- Community Development Financial Institutions (CDFIs)
- Civilian Labor Force (CLF)
- Diversity, Equity, and Inclusion (DEI)
- Diversity, Equity, Inclusion, and Accessibility (DEIA)
- Division of Insurance and Research (DIR)
- Diverse Legal Service Providers (DLSPs)
- Division of Resolution and Receiverships (DRR)
- Diversity Self-Assessment (DSA)
- Equal Employment Opportunity (EEO)
- Employee Resource Groups (ERGs)
- Expression of Interest (EOI)
- First Generation Professionals (FirstGen)
- Heritage for Asian American and Pacific Islander (HAAPI)
- Hispanic Association of Colleges & Universities (HACU)
- Historically Black Colleges and Universities (HBCUs)
- Hispanic Organization for Leadership and Advancement (HOLA)
- Hispanic-Serving Institutions (HSI)
- Low- and moderate-income (LMI)
- Minority Depository Institutions (MDIs)
- Minority Recruitment Task Force (MRTF)
- Minority and Women-Owned Businesses (MWOBs)
- Minority and Women-Owned Law Firms (MWOLFs)
- National Association of Minority and Women-Owned Law Firms (NAMWOLF)
- Ohio Bankers League (OBL)
- Roundtable for Economic Access and Change (REACH)
- Technical Evaluation Panels (TEPs)
- Volunteer Income Tax Assistance (VITA)



FEDERAL DEPOSIT INSURANCE CORPORATION
Office of Minority and Women Inclusion

**Section 342 Dodd-Frank Wall Street
Reform and Consumer Protection Act
Report to Congress 2021**