

Working Together to be the Best!



DIVERSITY STRATEGIC PLAN



Federal Deposit Insurance Corporation
Washington, DC 20428

Office of the Chairman

July 16, 1999

FDIC Diversity Strategic Plan

To All FDIC Employees:

On May 25, 1999, the Board of Directors approved our first corporate Strategic Plan on Diversity.

For two reasons, diversity is a business imperative for the Corporation. The first is that trends and events in the financial services industry and in society at large affect the FDIC - we do not operate in a vacuum. In that regard, the composition of the employee pool is dramatically changing as a result of the increasing diversity of our society.

The second is that one out of every six employees in the FDIC is eligible to retire in the next five years. As a result, we will need to conserve and replenish our institutional knowledge and expertise.

For the Corporation to continue to be successful, we must retain and recruit the most qualified and most motivated employees that we can. We must develop a reputation as a place where people want to work. We must become an employer of choice.

Our new Strategic Plan on Diversity will allow the FDIC to benefit from the changes in the workforce by providing both the additional means we must have to retain our current highly-trained employees and the additional incentives we must offer to recruit the best candidates in the marketplace.

The plan is comprehensive, fair, and inclusive. It is not limited to any one group, nor will it work at the expense of any person or group. The plan will create an organizational culture that would enable everyone in the Corporation to contribute all their talent, expertise, and skill to our mission.

The cultural change the plan envisions will benefit the Corporation, the banking industry we insure, and the public we serve. I encourage all of you to take an active role in implementing it.

Sincerely,

Chairman Donna Tanoue

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The FDIC Diversity Steering Committee established four working groups to research and develop the FDIC Diversity Strategic Plan (the "Plan"). Each group had a single strategic area on which to focus: Leadership Behaviors, Recruitment and Selection, Education and Communication, and Career Development.

The Leadership Behaviors Working Group's mission was to identify leadership behaviors that support a corporate culture that encourages and values diversity. Six of the twelve FDIC Success Factors were identified as key to the corporation's diversity efforts. These factors are:

1. **communicate effectively**
2. **provide vision and direction**
3. **show respect and concern for others**
4. **demonstrate and promote teamwork**
5. **develop others, and**
6. **demonstrate initiative, responsibility and accountability.**

The Recruitment and Selection Working Group's mission was to establish a strategy for the FDIC to consistently recruit and select, both internally and externally, from diverse pools, the best-qualified candidates for all positions.

The Education and Communication Working Group's mission was to establish an education and communication strategy and mechanism to promote the FDIC's diversity goals. This working group understood that providing a consistent message to all employees and reinforcing that message is necessary to facilitate a cultural change.

The Career Development Group's mission was to develop a strategy to retain, develop, and motivate a diverse workforce. This working group addressed developmental opportunities and retention issues that included work life and benefits issues. The working group understood that individualized developmental practices, flexible workplace policies, and comprehensive benefits packages are important in developing, motivating, and retaining a diverse workforce.

A fifth working group, the Affirmative Action Working Group, was established to develop affirmative action policies for

employment and procurement that are consistent with Federal, legal, and statutory guidelines and corporate diversity objectives. The Affirmative Employment and Procurement Policies are separate documents from the FDIC Diversity Strategic Plan. Affirmative action plans are mechanisms designed to identify and analyze, on a regular basis, areas of imbalance in workforces or contracting services. They are tools for ensuring that all qualified individuals and entities have equal opportunity to compete based on ability and merit.

The Vision Statement, Mission, and Goals included in the FDIC Diversity Strategic Plan are results oriented and reflect the FDIC that we expect to result from the adoption and implementation of the strategies and initiatives included in the Plan. The FDIC will develop performance measures to monitor its success in achieving the diversity mission and goals. This Plan is the first step toward achieving our vision. The Corporation is committed to accomplishing the goals and strategies included in the Plan. The actions detailed in the Plan are based on our assessment of the current corporate culture and the research conducted by our working groups. As we gather more data and evaluate our performance toward achieving our diversity goals, we may add to and change

the action steps. Our commitment to achieving the goals and strategies will not change.

Every FDIC employee is ultimately responsible for the success of the diversity plan. Respect and cooperation are FDIC corporate values. Every employee's contribution is necessary to achieve an atmosphere of respect and cooperation. The FDIC Diversity Strategic Plan reinforces our corporate values and supports employees in achieving this goal.

The working groups identified the corporate divisions and offices and, in some cases, positions responsible for implementing specific strategies included in the Plan. This information, while not included in the Plan, will be used by the FDIC Diversity Steering Committee as it moves toward implementation.

FDIC management is responsible for negotiating workplace conditions and benefits with the National Treasury Employees Union (NTEU). Each working group included a NTEU representative who participated equally in researching and developing the strategies. Implementation of many of the strategies, however, remains subject to negotiation with the NTEU.

The FDIC Diversity Steering Committee and all working groups acknowledge that without the cooperation and commitment of every Corporation employee this plan will not be successful. We solicited comments and concerns of the FDIC workforce through the Diversity Web Page on diversity issues and, specifically, on the Draft FDIC Diversity Strategic Plan. The working groups and the FDIC Diversity Steering Committee considered all of the comments and suggestions received. Employee contributions were invaluable to the completion of the final product. Based on these comments, the working groups' strategies and goals were combined as appropriate and categorized in the final plan under the following six areas:

- **Building Commitment and Developing Awareness,**
- **Enhancing the Corporate Recruiting Program,**
- **Creating Developmental Opportunities,**
- **Enhancing the Internal and External Selection Process,**
- **Addressing Benefits and Workplace Issues, and**
- **Monitoring Progress and Establishing Accountability.**



Corporate Definition of Diversity

"Diversity is about who we are as individuals, both differences and similarities. The Corporation recognizes that its strength comes from the dedication, experience, and diversity of its employees and believes that, given the opportunity, each employee can make a difference. The FDIC is committed to promoting and supporting an inclusive environment that provides to all employees, individually and collectively, the chance to work to their full potential in the pursuit of the Corporation's mission."

DIVERSITY DEFINITION AND STATEMENTS



Diversity Vision Statement

The FDIC is recognized as a preferred employer by the public. Its employees respect each other and work cooperatively and effectively with one another in achieving the Corporation's mission.



Diversity Mission Statement

The FDIC achieves its mission by creating an inclusive work environment that recognizes and appreciates all employees' perspectives and talents, allows employees opportunities to reach their highest potential, and attracts and retains the most talented employees.





Goal 1:
**Employees are aware of FDIC's
commitment to diversity**

STRATEGY 1

**Communicate the Corporation's
diversity plans and events to all
employees.**

- Include articles in the FDIC News to share and support the corporate diversity initiatives
- Maintain the interactive diversity Web site.
- Include presentations on diversity, as appropriate, at major conferences and other events.
- Explore developing video taped messages and other communication tools to assist with the delivery of information about diversity.



**BUILDING COMMITMENT
AND DEVELOPING AWARENESS**

➤ **TIMEFRAME**

Initiative beginning calendar years
1999 and 2000.



**Goal 2:
Employees have the necessary
knowledge and skill for FDIC to
achieve its diversity goals.**

STRATEGY 1

Conduct awareness training for all employees.

- Provide employees the opportunity to develop skills that allow them to appreciate others' differences and communicate effectively.
- Explain the differences between diversity and affirmative action
- Provide diversity awareness training to new employees at orientation sessions.

STRATEGY 2

Provide learning opportunities for all employees, beyond the initial awareness training.

- Complete the Management Excellence Program (MEP) by adding a new phase addressing individual development needs. Supervisors will have the opportunity to individually assess and develop their own leadership skills, including skills necessary to effectively manage diversity in the workforce.
- Sponsor diversity educational events and celebrations. Broaden the scope of events to be more inclusive of all employees. Make every effort to include field office locations in event planning.
- Sponsor diversity learning opportunities for employees and managers such as book clubs, brown bag lunches, outside speakers, and educational videos.
- Incorporate diversity issues into all appropriate training programs.
- Consider conducting educational diversity forums internally for FDIC managers and employees. These forums would include outside speakers and FDIC experts. They would provide opportunities for participants to discuss diversity issues.
- Explore establishing membership(s) in outside diversity organizations to allow FDIC the opportunity to learn from other diversity practitioners and share diversity implementation and diversity management best practices.

➤ **TIMEFRAME**

Initiative beginning calendar year 2000

➤ **TIMEFRAME**

Initiative beginning calendar years 1999, 2000, and 2001.

Goal 1:
The FDIC's recruitment process reaches and attracts a diverse and highly qualified pool of candidates.

STRATEGY 1

Develop a Corporate Recruitment Program.

- Establish a centralized corporate recruitment function. Recruiting efforts will emphasize the broad range of career opportunities available in the FDIC and be coordinated across divisional lines.
- Expand the recruiting sources and recruiting approaches used. Consider Internet marketing and other means to publicize FDIC job opportunities.
- Expand the Student Career Experience Program (SCEP) and student intern program.
- Communicate to current and potential FDIC employees our commitment to afford individuals with disabilities access to corporate facilities, reasonable accommodation, and the opportunity to participate in FDIC programs and outreach activities.

STRATEGY 2

Develop a corporate community outreach program to market the FDIC as an employer of choice to future generations.

- Establish an FDIC policy to encourage and support employees' involvement in serving their local communities.
- Visit grade schools, middle schools, and high schools to explain FDIC's operations.
- Participate in college and technical institutions' recruitment and community career initiatives.
- Explore expanding corporate policies on professional organization memberships and payment of dues. The resulting relationships could improve recruiting opportunities.

ENHANCING THE CORPORATE RECRUITING PROGRAM

➤ **TIMEFRAME**

Initiatives beginning calendar year 1999.

➤ **TIMEFRAME**

Initiatives beginning calendar year 2000.

STRATEGY 3

Develop procedures to ensure that the knowledge, skills, and abilities listed in job postings are not overly restrictive and match the actual job requirements to allow for the largest possible pool of qualified candidates.

- Establish more standardized vacancy announcements, position descriptions, and crediting plans.
- Consider the use of non-status job postings to expand applicant pools to include FDIC term and temporary employees, excepted service employees, and external candidates.

➤ TIMEFRAME

Initiatives beginning calendar year 1999.

Goal 1:
A partnership exists between FDIC employees and their supervisors to seek and provide career development opportunities.

STRATEGY 1

Promote and support a working environment that fosters developmental opportunities for employees.

- Evaluate the results of the pilot FDIC Mentoring Program and, if successful, consider making it permanent.
- Evaluate the results of the pilot Career Management Program and, if successful, consider making it permanent.
- Evaluate current travel reimbursement policies for long-term developmental assignments.

STRATEGY 2

Develop and expand career development through cross-divisional opportunities.

- Establish cross-divisional (60 to 90 day) developmental details to be filled by employees with no previous experience in the division or office.
- Advertise detail opportunities to as wide an audience as possible.
- Create and implement a training program that focuses on developing broad-based and general skills used throughout the Corporation. Employees in this program will be taught the fundamentals of skills such as receivership management, bank closings, and bank examination that are transferable from position to position among divisions. This program will foster more inter- and intra-divisional mobility in the Corporation as workloads shift. In support of such a program, employees will be introduced to the various business functions of the Corporation.

CREATING DEVELOPMENTAL OPPORTUNITIES

➤ **TIMEFRAME**

Initiatives beginning calendar years 1999 and 2000.

➤ **TIMEFRAME**

Initiatives beginning calendar years 1999 and 2000.

STRATEGY 3

Expand formalized career development training opportunities.

- Expand the "bridge position" programs established for employees in technician positions.
- Develop and implement an Administrative Professional Advancement Program.
- Provide formalized leadership training. This includes participation in career development programs such as the USDA Graduate School's Aspiring Leader Program, New Leader Program, Women's Executive Leadership Program, and Executive Potential Program.
- Implement recommendations approved by the Operating Committee and Senior Executive Council to strengthen the nomination and selection process for external development programs.
- Explore expanding the corporate tuition reimbursement guidelines to allow for more developmental opportunities.
- Explore options available for other types of compensation in lieu of tuition reimbursement, such as time off from work to allow for completion of courses and other activities.

➤ **TIMEFRAME**

Initiatives beginning calendar years 1999, 2000, 2001, and 2002.

Goal 1:

The FDIC's selection process is fair, equitable, and ensures selection of the best-qualified candidates.

STRATEGY 1

Ensure that the ranking and paneling process is fair, equitable, and efficient.

- Propose increasing the number of applicants that can be referred to the selecting official without establishing a panel of subject matter experts to evaluate applications.
- Recommend ways to eliminate non-job related data from consideration by the ranking panel.
- Expedite the timeline for processing applications.
- Provide training for panel members, selection officials, interviewers, and recruiters.
- Inform all employees about the procedures for ranking and paneling.
- Establish panel membership guidelines to ensure a reasonable representation of the Corporation's diverse workforce.

ENHANCING THE INTERNAL AND EXTERNAL SELECTION PROCESS

➤ TIMEFRAME

Initiatives beginning calendar years 1999 and 2000.

STRATEGY 2

Ensure that the interview process is fair and equitable.

- Enhance current guidelines on interviewing techniques and practices to include the use of structured interview questions..
- Train all selecting officials, interviewers, and recruiters in interviewing skills and techniques.

➤ **TIMEFRAME**

Initiatives beginning calendar years 1999 and 2000.

Goal 1:
Barriers to employee career development and employee retention are identified and addressed.

STRATEGY 1

Recognize the differing priorities and needs of FDIC employees relating to their benefits mix.

- Explore the possibility of offering an array of benefits that would give employees more control by allowing them to choose the benefits that best fit their particular circumstances.
- Analyze and review options for expanding dental, life, and vision insurance and relocation benefits to a broader range of dependents such as parents, extended family members, and domestic partners. The review will include an overall comparison of benefits to other FIRREA agencies.
- Consider expanding the current leave policy to allow for up to six months of unpaid leave under special circumstances.

STRATEGY 2

Continue the Employee Advisory Resources Program (EAR) available to all employees. This program has been successful in addressing various work life issues.

ADDRESSING BENEFITS AND WORKPLACE ISSUES

➤ **TIMEFRAME**

Initiatives beginning calendar years 1999, 2000, AND 2001.

➤ **TIMEFRAME**

Initiative is ongoing.

STRATEGY 3

Recognize the differing priorities and needs of FDIC employees relating to their working hours.

- Explore the feasibility of offering FDIC employees additional workplace flexibility options (i.e., staggered work hours, compressed workweek, variable work schedules, voluntary reduced hours, and flexible hours).

STRATEGY 4

Explore options for providing employees more control over their working environment.

- Review results of the flexiplace pilot and, if successful, consider options for expanding the program.
- Ensure that existing FDIC programs, policies, and facilities are free of barriers faced by individuals with disabilities, and that they include changes, modifications, and innovations that may be necessary to remove any barriers.

➤ TIMEFRAME

Initiatives beginning calendar year 2000.

➤ TIMEFRAME

Initiatives beginning calendar year 2000.



Goal 2:
The FDIC has an established framework for ongoing dialogue to support its diversity goals.

STRATEGY 1

The Chairman's Diversity Advisory Council, formerly the Chairman's Equal Employment Opportunity Advisory Council, will continue to meet and discuss diversity issues, promote and support an inclusive, diverse environment, and recommend changes to policies and procedures that foster the Corporation's diversity objectives.

STRATEGY 2

Support the diversity Web site to provide employees diversity information, and an opportunity to ask questions and express their opinions.



ADDRESSING BENEFITS AND WORKPLACE ISSUES (continued)

➤ TIMEFRAME

Initiative is ongoing.

➤ TIMEFRAME

Initiative is ongoing.

STRATEGY 3

Establish a pilot "Diversity Dialogue Group" program.

A Diversity Dialogue Group is a "hands-on" approach to recognizing, understanding and valuing the uniqueness and contributions of all individuals in the workplace. This voluntary program will allow diverse groups of employees (8-10 per group) to choose topics and meet periodically to discuss them in a facilitated forum.

➤ TIMEFRAME

Initiatives beginning calendar year 2000.



Goal 1:
 FDIC develops relevant performance tools for measuring diversity progress over time.

STRATEGY 1

Conduct an Upward Feedback Assessment. This assessment will be a corporate-wide analysis of many issues, including diversity-related concerns. The assessment results will help establish certain baselines to measure the Corporation's diversity implementation progress over time.

STRATEGY 2

Hire an outside contractor to conduct independent exit interviews to identify diversity issues and concerns contributing to attrition.

MONITORING PROGRESS AND ESTABLISHING ACCOUNTABILITY

➤ TIMEFRAME

Initiatives beginning calendar year 2000.

➤ TIMEFRAME

Initiatives beginning calendar year 1999.

Goal 2:
FDIC has an established infrastructure to support the Corporation's diversity efforts over time.

STRATEGY 1

The Director of the Office of Diversity and Economic Opportunity (ODEO) will provide significant leadership throughout implementation of the Corporation's diversity strategic plan. The ODEO Director will chair and be supported by the Diversity Steering Committee (DSC). The DSC will continue to report to the Chairman regarding diversity issues. The ODEO Director will also be supported by the Chairman's Diversity Advisory Councils (CDACs). The CDACs will serve as the vehicle for employees to provide advice on diversity issues and assist in designing programs to promote corporate-wide diversity.

- Dedicate adequate resources to implement and monitor the diversity initiatives' progress over time. Consider establishing diversity coordinator positions in major divisions and consider establishing FDIC Diversity Steering Committee project manager positions as a rotating detail assignment.

STRATEGY 3

Establish other means to collect relevant data that can be used to measure the Corporation's diversity implementation progress over time.

STRATEGY 2

Incorporate diversity initiatives into corporate strategic and annual planning efforts. Prepare periodic diversity progress reports that will be shared with all employees.

► TIMEFRAME

Initiatives beginning calendar year 1999.

► TIMEFRAME

Initiatives beginning calendar years 1999 and 2000.

► TIMEFRAME

Initiatives beginning calendar year 1999.

Goal 3:
Management at all levels promotes and supports an environment in which all employees feel valued, respected, and included.

STRATEGY 1

Hold executives, managers, and supervisors responsible and accountable for promoting and supporting a work environment in which all employees feel valued, respected, and included. The Performance Management Plans for all supervisors will be expanded to include more specific criteria relating to diversity. Although all employees of the Corporation are ultimately responsible for the success of our diversity initiatives, the Corporation recognizes that its leaders are primarily responsible for promoting and supporting an inclusive environment. The modification to the PMP criteria for all executives, managers, and supervisors will help clarify the specific types of behaviors that FDIC expects of its leaders.

STRATEGY 2

Develop procedures to ensure timely and appropriate actions are taken to address noncompliance with personnel policies relating to employee treatment.

MONITORING PROGRESS AND ESTABLISHING ACCOUNTABILITY (continued)

➤ TIMEFRAME

Initiatives beginning calendar year 1999.

➤ TIMEFRAME

Initiatives beginning calendar year 1999.

STRATEGY 3

Expand the Corporate Awards Programs to recognize and reward outstanding diversity efforts.

➤ **TIMEFRAME**

Initiatives beginning calendar year 2000.

continuous basis. The FDIC is updating its existing plans in accordance with applicable law.

The Affirmative Employment Policy establishes procedures for evaluating, on an annual basis, the Corporation's workforce statistics to determine whether any barriers exist to hiring, promoting and maintaining representation of recognized EEO categories within the Corporate workforce. If significant statistical imbalances are found in the FDIC workforce, the Office of Diversity and Economic Opportunity, in conjunction with the Personnel Services Branch and the applicable division or office, will analyze the situation and determine an appropriate remedy. Remedies emphasize recruiting efforts and will generally be in a form that will help correct the identified under-representation; all employees who qualify, regardless of gender, race, or national origin will be included. The policy does not mandate preferential hiring or selection of minorities over equally qualified non-minority individuals.

The Corporation's Affirmative Procurement Policy is designed to implement a federal program for outreach and financial incentives to socially and economically disadvantaged businesses seeking contracts with the federal government.

Administrative Professional Advancement Program

A new program specifically designed to help support staff advance to professional level positions. The program will be announced globally and acceptance into the program will be competitive. No job qualifications will be waived as part of this program.

Affirmative Employment and Procurement Policy

The purpose of these policies is to assist the Corporation in its mission to recruit, promote, maintain and develop a highly qualified workforce that reflects a balanced representation of the relevant public workforce and contractor base.

Federal regulations require that government agencies develop, implement, maintain, and evaluate affirmative employment plans on a

reference tools and other resources that will assist them in better managing their careers.

Chairman's Diversity Advisory Council (CDAC)

Formerly the Chairman's Equal Employment Opportunity Advisory Council (EEOAC). The Chairman's Diversity Advisory Councils will be comprised of regional and headquarters committees, as well as an Executive Advisory Committee. The CDAC's mission is to advise the Chairman on diversity issues and concerns. CDACs will also assist and work with the Office of Diversity and Economic Opportunity (ODEO) in sponsoring diversity programs.

Diversity

Diversity is about who we are as individuals, both differences and similarities. The Corporation recognizes that its strength comes from the dedication, experience, and diversity of its employees and believes that, given the opportunity, each employee can make a difference. The FDIC is committed to promoting and supporting an inclusive environment that provides to all employees, individually and collectively, the chance to work to their full potential in the pursuit of the Corporation's mission.

Diversity -- understanding and appreciating the individuality of our

coworkers -- is a concept that should guide the work environment. It extends beyond recognition of differences that are governed by federal law such as race, national origin, age, physical abilities, or gender. Diversity does not mean hiring or promoting only women and minorities. Rather it means acknowledging that we are all unique and can make a contribution to the whole.

Diversity Dialogue Group

A new program that will start as a pilot subject to review and, if successful, will become a permanent program. A Diversity Dialogue Group is a "hands on" approach to recognizing, understanding and valuing the uniqueness and contributions of all individuals in the workplace. These groups will consist of volunteers who wish to participate in personal and candid discussions on diversity issues. This program will allow diverse groups of employees (8-10 per group) to select topics and meet periodically to discuss them in a facilitated forum. This group will not report to management on their discussions or develop solutions to corporate problems. These groups provide personal growth opportunities for the employees who participate in them.

Bridge Position

Professional positions with career promotion potential to grade levels of CG-9, 11 or 12 for which technical employees have been deemed qualified at the entry level. These positions provide opportunities for lower-graded employees to progress from assistant and support jobs to specialist positions. Applicants are selected competitively; no qualifications are waived. Career management assistance will be provided to applicants to identify their skills and prepare applications. The sponsoring office provides training and mentoring to facilitate the employee's adjustment to a new professional position and prepare participants for future challenges.

Career Management Program

A pilot program to support employees through career planning, counseling, presentations,

Diversity Steering Committee

A committee appointed by the Chairman comprised of senior officials of the Corporation responsible for leading the Corporation's ongoing diversity initiatives. The Director of the Office of Diversity and Economic Opportunity will serve as the Chairperson of this committee. The committee will also include an NTEU representative.

Domestic Partners

"Domestic Partners" are an eligible employee and one other person of the same or opposite sex who share a committed relationship.

Employee Advisory Resource Program (EAR)

A professional, confidential employee assistance program available to all employees of the FDIC and their families.

Exit Interview

An interview conducted with an employee after he or she leaves FDIC employment to explore the employee's reason(s) for leaving the Corporation. An independent outside firm will conduct the interviews. The interview process will include a combination of paper or automated surveys and some in-person interviews.

MEP

Management Excellence Program - The FDIC Management Excellence Program (MEP) was designed to provide FDIC management with the leadership skills necessary to accomplish FDIC business goals in a constantly changing environment.

Panel

A group of subject matter experts (individuals identified by their division or office as having expert knowledge in a particular area relating to a posted job vacancy) who review applications and rank the candidates.

Performance Management Program (PMP)

A program with the primary objectives of: (1) Establishing fair and equitable performance expectations and goals for individuals that are tied to accomplishing the organization's mission and objectives; (2) Motivating employees by ultimately linking performance to pay and awards; and (3) Fostering quality, teamwork, and customer service.

Reasonable Accommodation

Reasonable accommodation is an adjustment to job requirements or to the work environment that assists an employee with a disability in performing the essential duties of his or her position. It includes a modification or adjustment to the job application process that enables a qualified applicant with a disability to be considered for the position. Reasonable accommodation may include, but is not limited to: (1) Making facilities readily accessible to, and usable by, people with disabilities; (2) Job restructuring; (3) Allowing a part-time or modified work schedule; (4) Obtaining or modifying equipment or devices; (5) Adjusting or modifying examinations and training materials; (6) Providing readers, interpreters and other auxiliary aids; and (7) Reassigning the employee to another position. Refer to FDIC Circular 2710.5, October 17, 1997, Procedures for Providing Reasonable Accommodation to Individuals with Disabilities, for additional information.

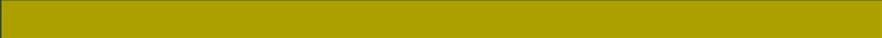
Upward Feedback Assessment

Process to assess current organizational culture, including the assessment of diversity issues. The process uses surveys to gather information related to cultural differences, workplace issues, benefits, and other areas needed to assess the current organizational culture. A summary of results is prepared and distributed to employees.

USDA Graduate School Career Development Programs

Structured programs designed to develop leadership skills including Aspiring Leader Program (for grades 5-7), New Leader Program (for grades 7-11), Women's Executive Leadership Program (for grades 11-12), and Executive Potential Program (for grades 13-14).

Working Together to be the Best!



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