

2017

DIVERSITY AND INCLUSION
STRATEGIC PLAN



MESSAGE FROM THE CHAIRMAN

Federal Deposit Insurance Corporation

Washington, DC 20429

Office of the Chairman

February 3, 2017

FDIC 2017 Diversity and Inclusion Strategic Plan

To All FDIC Employees,

I am pleased to share with you the **FDIC's 2017 Diversity and Inclusion Strategic Plan**.

In 2012, I established performance goals to update the FDIC's Diversity Strategic Plan and asked each division and office to develop strategic plans that identify steps to promote increased diversity through the FDIC's recruiting and hiring processes. The following year, we committed to regularly reviewing and updating the plan to ensure that it remains current and relevant.

Last year we had a number of key accomplishments. In particular, the FDIC:

- Implemented all of the recommendations made in the FDIC Office of Inspector General's November 2014 report, *The FDIC's Efforts to Provide Equal Opportunity and Achieve Senior Management Diversity*.
- Recognized five Employee Resource Groups, including a military veterans group formed in 2016.
- Hired six student interns through the Workforce Recruitment Program for College Students with Disabilities.
- Enhanced the Expression of Interest Program by ensuring detail opportunities were widely posted and accessible, and creating a system to track applications and selections.

I am also pleased to say that the FDIC's inclusion score from the Federal Employee Viewpoint Survey increased to 71 percent in 2016, and remains well above the federal government average of 58 percent (for more on inclusion and this measurement, please watch the February 2016 video). Further, the FDIC was listed by the Partnership for Public Service on the Best Places to Work in the Federal Government® as the #3 mid-sized federal agency in the "Support for Diversity" category.

While our successes are encouraging, there is always room for improvement. Therefore, the Workplace Excellence Steering Committee has created a Fairness, Diversity & Inclusion Working Group to develop recommendations to further enhance and maintain an environment in which all employees are valued and have a meaningful opportunity to be successful.

The *2017 Diversity and Inclusion Strategic Plan* continues our efforts in this important area. It includes specific steps to enhance diversity and inclusion at the FDIC in a number of areas.

The FDIC's Diversity and Inclusion Executive Advisory Council will continue to oversee the implementation of the plan and ensure that our commitment to diversity and inclusion remains an important priority. I encourage all FDIC employees to take an active role in implementing the plan.

By valuing the knowledge, ideas, and experiences of all employees, we will serve the public at the highest level.

Sincerely,

Martin J. Gruenberg

Chairman

2017

DIVERSITY AND INCLUSION **STRATEGIC PLAN**

TABLE OF CONTENTS

Vision and Definitions 2

Workforce Diversity 3

Workforce Inclusion 5

Sustainability 10

VISION AND DEFINITIONS

Vision

Dedication to diversity and inclusion is embedded in the FDIC's core values, which are integrated throughout its organizational structure and work environment to help the FDIC continue to effectively achieve its mission to maintain stability and public confidence in the nation's financial system.

Diversity

Diversity is defined by who we are as individuals. The FDIC recognizes that its strength comes from the dedication, experience, talents, and perspectives of every employee. 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, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures.

Inclusion

Inclusion is the process of creating a working culture and environment that recognizes, appreciates, and effectively utilizes the talents, skills, and perspectives of every employee; uses employee skills to achieve the agency's objectives and mission; connects each employee to the organization; and encourages collaboration, flexibility, and fairness.

Implementation

The strategies contained in this plan will be implemented in 2017. The FDIC's Diversity and Inclusion (D&I) Executive Advisory Council (EAC) will oversee the implementation of the plan to promote leadership engagement on diversity and inclusion issues. The Office of Minority and Women Inclusion (OMWI), as advisor to FDIC leadership on issues related to diversity and inclusion, will provide actionable analytics and reporting on diversity and inclusion topics, and increase organizational awareness and engagement about diversity and inclusion throughout the agency on an ongoing basis.

WORKFORCE DIVERSITY

GOAL 1 **The FDIC will recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of U.S. society.**

Objective 1 Recruit highly qualified, diverse talent to sustain the FDIC’s mission.

Strategy 1 Ensure the FDIC’s recruitment process reaches and appeals to a diverse and highly qualified pool of candidates.

- Action Items**
- Use workforce analytics to advise managers and recruiters on individual, group and organizational patterns and trends of recruitment and hiring of a diverse group of employees and to assess progress on implementing division and office diversity strategies.
 - Expand access to the D&I Analytics Dashboard to a representative of the Corporate Recruitment Program to enable the creation and implementation of strategies to target recruitment to under-represented groups and measure success.
 - Assess the effectiveness of existing controls to ensure the reliability of data on workforce analytics for internal and external reporting, and revise the controls as necessary if issues are discovered.
 - Formalize recruiting procedures to ensure consistency and comprehensive outreach to diverse populations.
 - Enlist recruitment teams for career fairs and outreach events that represent the mission occupations and the diversity of talent that the FDIC seeks to attract; that are skilled at interviewing candidates across all dimensions of diversity; and that are trained to recognize and disregard cultural bias.
 - Implement the use of social media to target demographically diverse audiences.
 - Enhance activities to support workforce needs across the FDIC by increasing the pool of diverse candidates interested in the Pathways Programs, with a focus on high school seniors, college students and recent graduates, and students in advanced degree and continuing education programs.
 - Establish relationships with organizations that support diverse populations to enhance recruitment and promote participation in the FDIC’s Diversity Outreach Student Intern Program.

- Strengthen and broaden relationships with Historically Black Colleges and Universities, Hispanic-Serving Institutions, Asian-Serving Institutions, Tribal Colleges and Universities, veterans' organizations, organizations for individuals with disabilities, and other institutions that serve diverse populations.
- Implement the goals, strategies, and action items in the FDIC's Disability Employment Program Strategic Plan to achieve an increase in the percentage of persons with targeted disabilities in the FDIC workforce to one percent or more by October 2019.
- Increase the FDIC's presence on college campuses by participating in career fairs, employer panels, classroom presentations and on-campus interviews pursuant to FDIC's recruitment activities.
- Broaden associations with diverse local, national and professional organizations that provide opportunities to source potential applicants for FDIC mission critical occupations and management and executive-level positions.
- Encourage the use, to the extent possible, of appropriately diverse interview panels.

Strategy 2

Ensure that qualified internal FDIC candidates have an opportunity to compete for posted positions.

Action Items

- Continue to employ interviewing techniques and flexibilities (e.g., the use of structured interview questions and, when practicable, diverse interview panel members) that promote fair and consistent treatment of all FDIC candidates and that foster the selection of the best qualified candidate.
- Educate selecting officials on effective position management techniques, consideration of internal candidates and the selection of diverse candidates at all levels of the organization, including CM and EM positions.
- Offer training to selecting officials on recognizing and avoiding unconscious bias in the hiring, interviewing, and selection of diverse candidates at all levels of the organization.
- Ensure that vacancies available to internal candidates are advertised to the widest or most practical audience within the FDIC to promote and encourage open competition.
- Use workforce analytics to advise managers on individual, group and organizational patterns and trends of hiring, retention and promotion of employees.

WORKFORCE INCLUSION

GOAL 2 **The FDIC will cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and to improve retention.**

Objective 1 Retain the FDIC’s valued and diverse workforce.

Strategy 1 Identify and implement strategies to retain valued employees.

- Action Items**
- Maintain an open dialogue with managers, supervisors and employees through surveys, focus groups, Workplace Excellence Steering Committee and Councils, Chairman’s Diversity Advisory Councils, Employee Resource Groups and OMWI, as appropriate, to identify workplace issues and/or enhancements to support retention of diverse employees.
 - Assess the results of exit surveys to identify reasons employees choose to leave the FDIC, and utilize data to enhance working conditions to promote retention and an inclusive environment.
 - Leverage the Workplace Excellence Program as a resource for maintaining and institutionalizing positive workplace programs and policies to enhance retention.
 - Use the D&I Workforce Analytics Dashboard and other employment data to analyze attrition data to determine if disparities exist and address identified retention issues.
 - Where appropriate, encourage the use of flexible workplace policies that support employee engagement and empowerment, including telework, wellness programs and other work-life flexibilities and benefits.

Strategy 2 Integrate coaching into the FDIC’s leadership competencies.

- Action Items**
- Continue to integrate coaching into Corporate University’s leadership curriculum for managers, supervisors and employees specifically related to promoting diversity and inclusion.
 - Continue to encourage coaching among all employees and between supervisors and employees.

Objective 2

Ensure FDIC employees have an equal opportunity for career advancement.

Strategy 1

Apply developmental policies and practices consistently to all eligible employees.

Action Item

- Improve transparency of developmental opportunities and support employees seeking developmental opportunities by ensuring that Expression of Interest (EOI) announcements are widely posted and made accessible to all eligible employees.
- Ensure applications and selections for EOIs are systematically tracked.
- Develop a process for OMWI to work closely with division and office directors, Corporate University and the Division of Administration to identify and address barriers affecting the inclusion of diverse employees in career development programs and opportunities.
- Continue to support employee participation in Employee Resource Groups and provide such groups with access to present ideas and issues to OMWI, the Workplace Excellence Steering Committee and Councils, the Chairman's Diversity Advisory Councils and the D&I EAC.
- Expand awareness of Corporate University's Executive Coaching Program for Corporate and Executive Managers.
- Explore the feasibility of including additional information, such as the results of FDIC exit surveys, to the D&I Workforce Analytics Dashboard to gain a more thorough assessment of the climate and overall sense of employee engagement and inclusion.
- Address any issues as they are identified by the Chairman's Diversity Advisory Councils, Workplace Excellence Steering Committee and Councils and Employee Resource Groups that inhibit employees' inclusion in developmental opportunities, career enhancement and promotion opportunities.
- Track Leadership Development Program and Masters of Business Administration (MBA) Program applications and selections to ensure diverse participation.

Strategy 2

Expand career development paths to meet FDIC long-term mission needs through the Workforce Development Initiative and other existing FDIC programs.

Action Items

- Through collaboration across the FDIC, continue to explore the feasibility of establishing additional career paths, (e.g., bridge positions, upward mobility, cross-training opportunities, and supervisory and managerial development.)
- Continue to use succession planning to identify and broaden career path opportunities that meet current and future organizational needs.
- Continue to ensure FDIC's career development and succession planning efforts include a diverse candidate feeder group, especially for executive management levels.
- Continue to develop and implement a succession management strategy for specialty examination skills (RMS).
- Develop and implement strategies to promote increased diversity and inclusion within the FDIC's leadership, including the establishment of metrics to measure progress.

Objective 3

Develop, implement and institutionalize diversity and inclusion initiatives to ensure they are a consistent part of the FDIC's work environment.

Strategy 1

Create additional methods for communicating the FDIC's commitment to, and value of, diversity and inclusion to its workforce and to the public.

Action Items

- Implement an ongoing communication strategy to reinforce the commitment of all employees to diversity and inclusion with an emphasis on its importance and what it means to the FDIC's mission.
- Develop informal channels of communication for employees to learn about diversity and inclusion and engage in open dialogue (e.g., with OMWI, Chairman's Diversity Advisory Councils, and Employee Resource Groups.)
- Identify potential topics and ensure that internal publications, such as the FDIC News, include articles to further promote the importance and success of diversity and inclusion to the FDIC.
- Promote and share activities, events, awards and other diversity and inclusion interests with the FDIC workforce via the diversity and inclusion web site.
- Raise public awareness by including information about diversity and inclusion efforts on the FDIC's external web site, at FDIC outreach events, and in external reports and publications.

Strategy 2

Nurture the acceptance of diversity and inclusion through continuous learning efforts.

Action Items

- Promote awareness and discussion of diversity and inclusion by focusing on issues that impact today's workplace, such as generational issues, transgender issues, unconscious bias and potential misconceptions about working with individuals with disabilities.
- Review current learning and development programs to ensure equal employment opportunity and diversity and inclusion are included in developmental competencies that enhance organizational units, workgroups and high-performing teams, and that they meet the needs of the FDIC and its workforce.
- Implement diversity and inclusion training for employees in an online environment.
- Enhance the Diversity and Inclusion Education Series by ensuring programs and activities support the learning experiences for all employees, while continuing to recognize federal observances.
- Incorporate diversity and inclusion messaging in classes for new employees such as One FDIC and Leadership 101: Introduction to FDIC Leadership.

Objective 4

Strengthen programs to increase employee engagement to support and promote agency-wide diversity and inclusion efforts.

Strategy 1

Leverage the Chairman's Diversity Advisory Councils' activities to expand awareness of diversity and inclusion at headquarters, regional, area and field locations.

- Engage the CDACs in the implementation of diversity and inclusion goals, objectives and initiatives.
- Encourage managers, supervisors and employees to participate and support CDAC activities.

Strategy 2

Consider enhancements to existing diversity and inclusion programs by encouraging appropriate participation in the FDIC Employee Resource Group Program.

Action Items

- Continue implementation of the Employee Resource Group Program directive to help provide employees with a supportive work environment that encourages networking and collaborating on career management and personal development issues.
- Continue to encourage the development of Employee Resource Groups at headquarters, regional, area and field locations.
- Encourage managerial support and sponsorship of Employee Resource Group activities to the extent that the support provided will benefit the FDIC's workforce.

Strategy 3

Recognize the differing priorities and needs of employees in maintaining healthy career/work-life integration.

Action Items

- Seek out and adopt policies, programs and benefits that support and enhance the career and work-life integration of employees.
- Continue to encourage supervisors and employees to support and use career and work-life integration programs.
- Communicate and educate employees on the benefits of the career and work-life programs to employee retention and increased productivity.

SUSTAINABILITY

GOAL 3 **The FDIC will develop structures and strategies to equip leaders with the ability to manage diversity, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion.**

Objective 1 Enhance diversity and inclusion analytics and reporting.

Strategy 1 Make diversity and inclusion reporting more actionable through improvements in data collection, presentation and reporting frequency.

Action Items

- Continue the interdivisional diversity and inclusion analytics working group to review the ongoing production of actionable management reports on diversity and inclusion, and to make recommendations for updates and improvements.
- Address data gaps related to recruitment, advancement and retention analysis.
- Enhance data analytics through enhanced reporting techniques and use of external data sources.
- Enhance OMWI's advisory role to the leadership of FDIC divisions and offices.
- Ensure that OMWI reports progress on the effectiveness of diversity and inclusion policies and programs at least quarterly to FDIC leadership through the D&I EAC.

Objective 2

Demonstrate continuous leadership commitment to diversity and inclusion.

Strategy 1

Tie diversity and inclusion to FDIC business success.

Action Items

- Establish FDIC annual performance goals that further promote diversity and inclusion throughout the FDIC.
- Develop and implement strategies to promote accountability at all levels for cultivating a culture that encourages collaboration, flexibility and fairness to enable individuals to contribute to their full potential.
- Through OMWI collaboration, continue to coordinate the development of diversity plans by Divisions and Offices tailored to their respective needs and challenges, and will facilitate progress reporting to the D&I EAC.
- Engage senior leadership through collaboration, consultation and communication on diversity and inclusion issues impacting the FDIC through the D&I EAC.
- Review the FDIC Diversity and Inclusion Strategic Plan annually and update as necessary to align with division and office level diversity plans, performance goals and other related human resource strategies to support diversity and inclusion.

Strategy 2

Create opportunities for executives to demonstrate commitment to and support of diversity and inclusion in the FDIC.

Action Items

- Encourage executives and managers to speak at both internal and external events that demonstrate their commitment and support of diversity and inclusion.
- Collaborate with executives and managers on the Diversity and Inclusion Education Series to broaden program perspectives to meet the needs of their divisions and offices.
- Engage employees in discussions about diversity and inclusion to allow management to gain insights and possible action items to pursue at the division and office levels.
- Identify and share diversity and inclusion best practices at the division and office levels.



FDIC

FDIC-013-2017