

# FDIC News

The Federal Deposit Insurance Corporation Employee Newsletter

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## A<sup>3</sup>P Instills Confidence, Provides Leadership Role

By Sonya Weakley  
Office of Communications

*This article is part of a series on the FDIC-recognized Employee Resource Groups (ERGs) and their positive impact on the lives of FDIC employees. Previously known as affinity groups, ERGs are networks of employees with similar interests that provide opportunities for connection as well as personal and professional development, and they work together to assist the FDIC in building a culture of inclusion.*

Michael Merriweather heard about the Association of African American Professionals (A<sup>3</sup>P) at a time in his career when he was struggling to find his place within the FDIC and didn't know where to turn for help.

Today, Merriweather, a Strategic Operations Specialist in the Division of Resolutions and Receiverships (DRR) in Dallas, who has been with the FDIC more than 15 years, credits A<sup>3</sup>P, an FDIC-recognized Employee Resource Group, with helping him find his voice and giving him the opportunity to share what he has learned with others in his role as A<sup>3</sup>P's Regional Chair.



**The Association for African American Professionals (A<sup>3</sup>P) helped Michael Merriweather answer important questions at a crucial point in his career**

“I was going through a phase in my career where I kind of didn't know—is the FDIC for me? How am I going to be able to progress? Am I going to be one of those people to just show up and do

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my job and go home? Or—one of those millennial questions I guess—am I going to be able to change the world?”

At that time, he wasn't seeing openings or opportunities to move around or advance in his area. “You're trying to progress, looking at ways to take that next step in your career, and none of those are panning out.”

Having been in the Dallas Region for most of his career, Merriweather said he was feeling disconnected and stuck in 2018 when he saw the email announcing the launch of A3P. “I saw it as a way to connect to other people outside of my immediate circle here in Dallas,” he said.

#### A NEW SET OF CONNECTIONS

Joining A3P made his visits to the FDIC's Virginia Square headquarters in Arlington much more enjoyable because he could meet up with people he had spotted in a virtual meeting, heard speak in a program, or seen in the newsletter. “It was easier to network with people, and I got a chance to meet with people on a regular basis.”

Those connections were especially helpful when he was getting conflicting messages from managers that made him hesitate to approach leadership and ask for guidance. “I wondered where is my support? Is there something I can do to change this?”

Merriweather also was able to see more African Americans in higher grade levels. “The conversations I started to have with A3P members made it seem a little bit more attainable to go the next step, or not just the next step but to become an actual leader here at the FDIC.”

As he continued to attend meetings, he became more interested in volunteering in the ERG and learning how he could lend his voice to share his experiences and perspective with new employees who may not feel comfortable approaching a supervisor with a concern.

“Being an African American in a career field or corporation where you don't see as many leaders who look like you, you sometimes feel alone and you don't know where to go,” he said. “I'm grateful because being a part of A3P has allowed

me to be that mentor to other individuals that have started at the corporation in the past few years.”

#### A PLATFORM FOR ADVOCACY

Treisha Thorpe Borris, Ph.D., Chair of A3P and one of its co-founders, said the ERG was founded on the premise of advocating for resolving the disparities, challenges, and barriers that Blacks and African Americans have faced in the workplace. A3P's mission is to advocate for the career growth and development of African Americans, their recruitment, hiring, and advancement, and their inclusion in leadership positions at the FDIC.

The ERG was founded by former OMWI Director Melodee Brooks, who was the group's first executive sponsor, and seven co-founders. A3P has more than 300 members, and its Executive Sponsor is Anthony Clark, Assistant Regional Director, Division of Risk Management Supervision (RMS), Dallas.

“A3P has served as a safe space for those who have experienced and fear retaliation for reporting workplace misconduct and has represented members' issues and concerns at the executive level,” Thorpe said.

She said the ERG took quick action in response to the Wall Street Journal articles and later to the Action Plan for a Safe, Fair, and Inclusive Work Environment and the Cleary Report. In response to the WSJ articles, A3P immediately hosted a check-in meeting to provide support for members and employees. The ERG later met with the Cleary law team, the Special Review Committee, the Chairman, Workplace Excellence (WE) Councils, DEIA working group, and the Action Plan executive committees.

A3P has made recommendations contributing to the implementation of the childcare subsidy, ERG Pilot Program, updated Return to the Office plan, the Office of Professional Conduct, and an increase in the number of Historically Black Colleges and Universities visited by recruiting staff. These are among the issues that have been discussed

in meetings with the Chairman and Division/Office executives:

- Hostile work environment, including fear of retaliation, pay equality, and marginalization
- The effectiveness of career development and leadership programs
- The need for representation in management and leadership positions
- Recruitment, hiring, and retention
- Official duty time for ERGs
- Support for ERGs and their DEIA programs
- Training for ERG Board members
- ERG directive changes
- ERG visibility and awareness

#### REACHING OUT TO ENCOURAGE INTERACTION

As Regional Chair for A3P, Merriweather said he hopes to establish chapters in the regions. In the meantime, he reaches out to employees who are outside headquarters to make sure they feel like they have a voice within A3P. “ERGs can feel big and because we don't have individual chapters, people can feel like this is something that's just going on at headquarters.”

Because the regions have different challenges and different resources, employees' experiences are also different. Merriweather would like to make sure employees who may not feel supported, particularly those in areas where there are fewer African Americans, feel like they have a place to turn to voice concerns.

He said A3P is a resource for valuable feedback about ways to resolve many types of complicated circumstances, whether it's a career issue or a challenging coworker. “You can ask: What's the best way? How do I write this particular email? How do I say it in a way that doesn't sound combative? Those types of things.”

He also wants to encourage people to build relationships across Divisions/Offices and regions. “My hope is that we can help people make connections and have networking opportunities so when they're visiting different offices, they

see **A3P**, page 3

don't feel like they have to stay in the hotel room the whole time, that they have coworkers they can connect with while they are there.”

The social aspect of ERGs is important, he added. When he comes to headquarters, he usually meets with a few people to hang out, have fun, and not talk about what's going on in the office.

“One of the people I met is getting married soon and I was told I'd better be at the wedding,” he said. “It's just those relationships that you look forward to and you get excited about, and it gives you another reason to come to work.”

He said ERGs also make it easier to maintain virtual relationships. “Because of the ERG, I have been able to make connections even in a teleworking environment.”

Merriweather encourages people to pay attention to the emails that they get that focus on ERGs or other ways to interact at work. “We all have work to get done, but

if we slow down and connect to an ERG, I believe that it can provide a better experience here at work.”

ERGs offer not only a way to connect with and learn about other people within a certain community, but because they partner with each other and work together, they offer an even broader experience.

“You see a different side of people, or you see something else that you haven't been exposed to, and you learn more. That way you're not just making yourself a better employee here, you're also making yourself a better citizen.”

The FDIC currently recognizes nine ERGs, based on Program Directive 2710.10, which spells out the purpose of the ERGs and the guidelines they must follow. The ERG website, which is maintained by OMWI, provides a list of all ERGs and contact information, as well as several documents providing detailed

information about the ERG program and a link to questions and answers. For more information, contact Joyce Hunter at [Joyhunter@fdic.gov](mailto:Joyhunter@fdic.gov).

#### ABOUT A3P

*The mission and interests of the Association of African American Professionals are to provide a network of professional tutelage to support career growth and development for FDIC African American employees; support the recruitment, hiring and advancement of African American employees in the FDIC; advocate for the inclusion of African American employees in FDIC leadership opportunities; assist the FDIC in advancing its strategic diversity and inclusion goals; and support the public image and presence of the FDIC through participation in outreach activities to educational institutions and organizations that support equal opportunity for African Americans. 🏠*

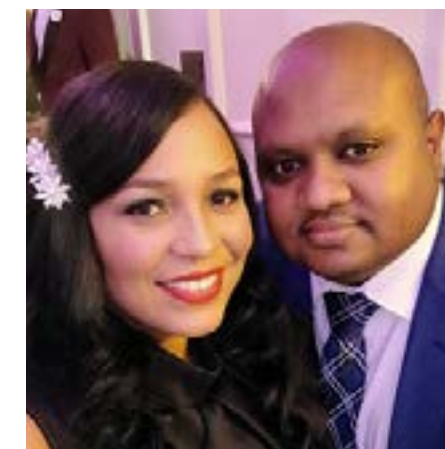
## VERG Gives Veterans a Voice and a Home

By Inam Hyder  
Office of Communications

This article is part of a series on the FDIC-recognized Employee Resource Groups (ERGs) and their positive impact on the lives of FDIC employees. Previously known as affinity groups, ERGs are networks of employees with similar interests that provide opportunities for connection as well as personal and professional development, and they work together to assist the FDIC in building a culture of inclusion.

Daveanand “Dave” Durga never found himself taking the “easier” path in life. When he joined the Marine Corps in 2003, he knew he would be deployed to difficult and dangerous combat situations at a moment's notice.

Durga, who just became an Attorney in the Legal Division of the New York Regional Office, said his long journey began in 2003 with the Marines.



**Daveanand “Dave” Durga and his wife Madeleydis**

After boot camp, he was assigned to Headquarters Battalion, Camp LeJeune, North Carolina, for a short time before

being assigned to the 3rd Battalion, 8th Marines in Camp Lejeune as part of the infantry unit stationed there. He then moved on to a combat tour in Iraq.

Durga was honorably discharged from the Marines in 2007, leaving with a Combat Action Ribbon and a Navy Achievement Award. Looking for his next challenge, Durga took advantage of the GI Bill to go back to school. He earned a bachelor's degree from Columbia University in New York City and began working in the U.S. Attorney's Office in the Southern District of New York as a paralegal.

In 2014, Durga joined the FDIC as a paralegal in the Legal Division in the New York Regional Office, where he made a lot of connections with fellow veterans. One of his most meaningful connections

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came from his professional relationship with FDIC Senior Attorney Kent Oz, who was president of the FDIC’s Veterans Employee Resource Group (VERG).

“With me being a Marine and Kent being Navy, we just connected instantly, and the relationship developed from friendly colleagues to something that was more akin to a mentor-mentee,” Durga said.

Having excelled in his paralegal career at the FDIC, he knew he wanted to build on that success, but he didn’t want to leave his role or the agency while pursuing opportunities to advance his legal career. “It was going to be tough to continue my education, but I also knew that I didn’t want to leave the FDIC. The question for me was, how can I maintain my FDIC career AND go back to school?”

Durga raised his goal of pursuing law school with Oz, who was fully supportive. After Durga enrolled in law school, Oz mentioned the great work VERG had done creating an accommodating and inclusive work environment for veterans at the FDIC. He invited Durga to become involved in VERG, and they worked out a game plan for Durga to attend law school part-time while continuing his full-time FDIC role.

“I was fortunate to have Kent and VERG supporting me in my journey to my attorney position. Kent also went to law school while working,” Durga said.

“I think the veteran attitude of being a straight shooter and bringing solutions and not problems is something every FDIC leader can appreciate,” he added. “All of that went a long way with the FDIC senior and supervising attorneys that I worked with, including Patty Ko, Wendy Markee, and Michael Saran. I really appreciate all of them for supporting me during law school.”

Oz said Durga should also take credit for his tremendous effort. “VERG and I may have helped, but [Durga] working full-time at the FDIC as a stellar paralegal while being a first-time dad and graduating from a tier 1 law school like Fordham Law cannot be underestimated—it is an amazing accomplishment.”

Durga described getting up at 6 a.m. to commute to the New York Regional Office, working from 8:30 a.m. to 5 p.m., then attending evening law school classes from 6 p.m. until around 10 p.m. Catching a train at 10:30 p.m., he would arrive home around 11:45 p.m.

“So, there was very little sleep from the start. Then my son was born in the middle of law school, and I got even less sleep,” Durga said. “I think my veteran background helped me here—you’re trained to just keep pushing forward until you see the light at the end of the tunnel.”

As a Marine, he had to wake at 5 a.m. to run, then work for 10 to 12 hours, he said. “It didn’t matter if you were able to sleep the night before, you would just have to keep pushing forward. So, I used that same mindset, knowing I had to keep pushing and eventually things would work out for me and my new family.”

#### A COLLECTIVE VOICE FOR VETERANS

Veterans are a large demographic at the FDIC but ask anyone in VERG and the community seems more like a family than a network.

“In my opinion, it just seems like we find each other organically and start forming relationships,” said David Villafranca, VERG board member and a Risk Examiner in RMS in Dallas. “It’s as easy as noticing someone has a folded flag on their desk or a pin on their lapel and just starting that conversation. If they’re a veteran and haven’t heard about VERG, chances are they only just joined the FDIC.”

VERG became a formal ERG in 2021, when several FDIC employees and founding members of the ERG deemed that veterans were enough of a population within the FDIC that their unique characteristics and challenges should be represented through an employee network. Though not a founding member, Villafranca said that “those of us that had been at the FDIC for a while would act informally to support other veterans with issues navigating work, annual reviews, promotions, and continued military service if folks were reservists.”

The veteran perspective is valuable, Villafranca said. He noted that in the

aftermath of the Wall Street Journal articles and the Cleary Report, VERG was able to solicit valuable feedback from its members as it relates to sexual harassment in the workplace to shape solutions that could prevent such incidents in the future.

“During one of our membership meetings on the subject, a member related the long-term impact of sexual harassment to post-traumatic stress disorder (PTSD) and how the sexual harassment training that is being mandated across the agency could potentially trigger anxiety and distress because of the subject matter,” Villafranca said.

As a result, he said, when VERG met with the Action Area 6 team (Training Programs), they were able to ensure that participants would have counselors during the sessions, both in-person and virtually, and have that communicated before the sessions, so participants would be aware.

#### VETERAN VALUES ARE FDIC VALUES

Villafranca believes VERG is a valuable ERG to join because the values that most veterans share and embody are the same common values that are present in the FDIC’s core values.

Durga agreed. “We veterans always have a great work ethic. My mentor Kent would come in three-four days a week when RTO wasn’t mandatory. When we pick articles to read as a group, we see veterans leading the way. They don’t complain and they’ll always do what’s best for the mission,” he said.

Villafranca wants everyone at the FDIC to know that “if you are interested in getting together and having good conversations, while helping to increase the voice of veterans at the FDIC, we encourage you to join VERG.” To become a member, show support, or to request VERG’s participation at your FDIC event, please email VERG@FDIC.gov.

“Some of us are veterans, but many of us are not. We have members that are spouses, siblings, parents, and even the children of veterans,” Villafranca said. “We are a diverse group encompassing rural and minority populations. If you

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count everyone in this country with close family or relationship ties to a veteran, you’d have one of the largest demographics in the country.”

VERG conducts quarterly member meetings, distributes a quarterly newsletter with veteran stories, tips, and employee profiles, and coordinates regularly with other ERGs on initiatives. VERG heads up an annual effort to send handmade greeting cards to Veterans Affairs hospitals for the holidays, working closely with Partnership of Women in

the Workplace (POWW), the Association of African American Professionals (A3P), and the Hispanic Organization for Leadership and Advancement (HOLA), also ERGs.

The FDIC currently recognizes nine ERGs, based on Program Directive 2710.10, which spells out the purpose of ERGs and the guidelines they must follow. The ERG website, maintained by OMWI, provides a list of all ERGs and contact information, as well as several documents providing detailed information about the

## HOLA Aims to Increase Minority Recruitment and Retention

By Sonya Weakley  
Office of Communications

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Matthew Zamora believes it is important for managers to understand the value of Employee Resource Groups (ERGs) not only to employees but also to potential recruits.

As an Assistant Regional Director in the Division of Depositor and Consumer Protection (DCP) in Dallas, Zamora said he has gained a broader perspective on recruitment and retention strategies since becoming the Dallas Chair for the Hispanic Organization for Leadership and Advancement (HOLA), an FDIC-recognized ERG.

“My participation in HOLA shined a light on some of the issues facing Hispanic employees at the FDIC in a way that I don’t know that I would have seen organically as a manager,” Zamora said.

Zamora joined HOLA in 2020, when Paola Diaz, Senior Community Affairs

Specialist, DCP, who was president of the group at the time, contacted him to ask if he would serve as the Dallas Chair. Though he was not familiar with ERGs at the time, he immediately said yes. “I thought the work they were doing and the conversations they were having were critical and necessary.”

With a background in human resources and operational management at financial institutions, Zamora came to the FDIC 15 years ago with an interest in various HR-related issues, with a focus on recruiting, though not specifically targeted to Hispanics.

“Paola reached out to me because they needed representation in Dallas and she had heard of my involvement in recruiting initiatives and being a visible Hispanic manager in DCP. Given matters of Hispanic recruitment and retention, Paola believed I could potentially contribute to those initiatives on a broader scale.”

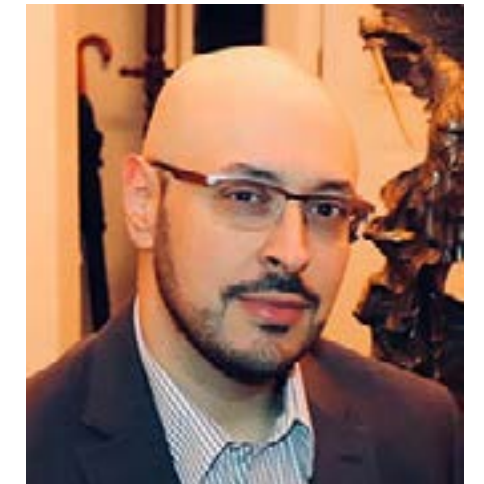
#### A CAREER DEVELOPMENT FOCUS

Carlos Rodriguez, HOLA’s president for nearly two years, said that HOLA also places an emphasis on assisting employees in career development. “It’s in our name—Hispanic Organization for Leadership and Advancement.”

ERG program and a link to questions and answers. For more information, contact Joyce Hunter at joyhunter@FDIC.gov.

#### ABOUT VERG

*The Veterans Employee Resource Group provides a forum for education and discussion on issues affecting veterans, supports the agency’s efforts to recruit and retain veteran employees, and serves as a support community to the agency’s current veteran population as they navigate unique challenges.*



Matthew Zamora

He said the ERG dedicates a portion of its meetings, called Cafecitos (small coffees), to career advancement or building leadership skills. In June, they hosted an event called “Climbing the Ladder: Strategies for Career Development and Advancement.”

“One thing you’ll notice about Hispanics at the FDIC is that we do not have a lot of manager positions that are encumbered by Hispanic employees. Matthew’s position in a regional office is very motivating to others,” he said.

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Zamora said joining HOLA has helped him better understand the issues involved in recruiting and retaining Hispanics, including the effect on existing employees when they don't see Hispanics getting promoted or being retained to a certain degree. "What are the impediments they are facing? I think being a part of the ERG has let me hear those things in a meaningful way."

He has been able to use that information to inform decisions he makes or feedback he provides to executives in his role as assistant regional director. "I really attribute my knowledge in those areas to my participation in HOLA."

#### THE VALUE OF ERGS TO MANAGEMENT

Zamora said that non-Hispanic managers who joined HOLA in recent years have shared with him that they have gained broader perspectives on Hispanic heritage and matters involving workplace challenges for Hispanics, and their involvement opened their eyes to opportunities they have as leaders to promote the value of ERGs.

"I think it resonates with people when they see leaders who are associated with ERGs or who are active in that space. When key people are at the table, the hope is they are taking that information back to their superiors to share what they're learning from these groups."

Prior to the Action Plan for a Safe, Fair, and Inclusive Work Environment, Zamora said HOLA developed a presentation for the Office of Minority and Women Inclusion (OMWI) and other executives that articulated HOLA's view of the impediments to Hispanic retention and recruiting and presented some ideas for change.

One of the suggestions was to promote the FDIC's ERGs during the recruiting process by asking colleges and universities if they have affinity groups and inviting them to meet with the recruiters. "Can we reach out to those organizations and say we have ERGs for Hispanics or women [or other groups] and just promote the idea that we have affinity groups at the FDIC?"

He said it is also important to note that the ERGs talk to each other and

work together, and that many people are members of more than one ERG. "We don't operate in silos. We all understand that things like diversity take a village."

#### SEEING YOURSELF AT WORK

Zamora also highlighted the importance of the affinity aspect of ERGs. "When people have concerns about their identity or feel that being Hispanic has affected job opportunities or other circumstances in a particular way, having an affinity group allows them to understand that they are not alone."

Affinity groups give people an automatic network that identifies either with things they love or things they feel are impediments or challenges and provides opportunities to find out if others share their perspectives. "It gives you a basis of association without just randomly calling someone who has a Hispanic last name, for example," he added.

Rodriguez agreed that the social aspect of ERGs is important. "One of the big benefits of these ERGs is that you are surrounding yourself with people that do have some similarity on the basis of either supporting other employees and their culture within the FDIC or being a Hispanic employee yourself. And so having that ability to see yourself elsewhere in the workforce is very important."

One example of HOLA's social activities is a "listening party," for which attendees request their favorite songs, often around the holidays. "It's good for community building because there is so much diversity within the Hispanic community. You can be from Puerto Rico and you will have a different way of celebrating holidays than someone from Mexico or Spain or Portugal."

#### OPPORTUNITIES FOR PERSONAL GROWTH

Zamora said he appreciates that attending regular membership meetings in addition to Board meetings has introduced him to people that he may not have interacted with outside his official capacity and expanded his network.

He also made connections through virtual presentations he hosted during the pandemic to create awareness around

Hispanic issues, not only in the Dallas Region but for San Francisco, Atlanta, and New York, in addition to the Division of Resolutions and Receiverships (DRR). "Because of that, people from those various regions have reached out to me to inquire about joining HOLA or for other information associated with ERGs."

Working with HOLA's Board on providing input to OMWI also provided additional opportunities to grow. "That allowed me to work alongside DOA (Division of Administration) on matters that had nothing to do with my work as a DCP leader."

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#### ABOUT HOLA

*The mission of the Hispanic Organization for Leadership and Advancement is to support Hispanic FDIC employees and facilitate a more inclusive workplace by assisting in the recruitment and retention of Hispanics; encouraging professional relationships and mentorship among Hispanic employees across all grade levels and positions; educating and facilitating discussion of Hispanic issues in the workplace; supporting regional and national diversity, equity, and inclusion initiatives; and assisting in the development of consumer resources in Spanish. 🏠*

# Innovation Meetup Generates, Deploys Creative Solutions Across the FDIC

By Sonya Weakley  
Office of Communications

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When Kara Hamilton got word of a project that would automate the analysis of data about consumer complaints at complex banks, she was all ears.

Hamilton, a Dedicated Senior Compliance Examiner in the Complex Bank Supervision Program in the Division of Depositor and Consumer Protection (DCP) in the Chicago Region, said her institution alone received 92,000 complaints just in the first quarter of this year, including complaints from partners, and it is one of the largest drivers of complaints at the FDIC.

It happened that Chris Jenkins from Innovation Meetup (IM), an FDIC-recognized Employee Resource Group (ERG), was working with John Halliwell on just that issue involving another bank in the Complex Bank program that is also a large source of complaints.

As Co-Chair of the San Francisco Region's EmTech Working Group, Halliwell, also a Senior Examiner in the Complex Bank Supervision Program, had connected with Jenkins in December 2022 to explore collaboration opportunities with Innovation Meetup, and it was a natural extension of that relationship for them to work on an automated solution for his bank.

"So I joined that project to see how that could be scaled, at least for Tier III banks, which is the largest tier and has the most risk, and there are 11 banks in that category right now," Hamilton said. So far, however, they have only scaled the solution to two banks to test whether it can continue to grow.

#### ENTER INNOVATION MEETUP

Jenkins, a Senior Financial Systems Specialist in the Division of Finance

(DOF), and the President of IM, said the ERG serves as a support group for developing innovative technology solutions across the FDIC.

He said the complaint review automation request is a good example of how IM works: Someone brings a business issue to the group and one of the approximately 170 members will have knowledge of the right technology to solve the problem.

In this case, Jenkins said he and IM's Executive Sponsor Anthony Perry, who is a Corporate Expert and Senior Technology Advisor in the Division of Risk Management Supervision (RMS), met with Halliwell and Hamilton several times to learn about the business process involved.

"I gained an understanding of what their responsibilities are with reviewing and analyzing the data, and what I recommended was to create a dynamic dashboard for them using the Microsoft Power BI software," Jenkins said.

"We really needed some kind of solution to help us better navigate this data to see what doesn't really have any consumer harm impact versus what might have some consumer harm impact that we want to follow up on and make sure it was all resolved," Hamilton said. "And it's just really hard when you're talking about that many complaints."

Another objective was to be able to quickly analyze trends, such as whether one bank partner is getting more complaints than another one, and how that is changing, "so that we can do the filtering, charting and analysis much easier than us staring at 92,000 lines in an Excel spreadsheet," she added.

While the full impact of the project is yet to be realized, Hamilton already sees its value. "Even in the initial stages, the ability to visualize the comprehensive data in easy-to-digest charts and graphs has increased efficiency in setting examination scopes and priorities," she said.

Jenkins described the solution as a perfect use case for the problem. He built various visualizations in the dashboard



**Kara Hamilton Senior Compliance Examiner Kara Hamilton turned to Innovation Meetup to help analyze a large number of complaints about a Tier III bank.**

he created, so Hamilton and Halliwell can easily see, for example, the most common types of complaints.

Like other ERGs, IM has also been sharing information with the Chairman. Jenkins gave a presentation on IM featuring an overview of the complaint review dashboard that was very well received. "The Chairman actually emailed me, recognizing and applauding my work for DCP," Jenkins said.

#### INFORMATION SHARING NETWORK

Jenkins, who began working at the FDIC in 2007 as an intern, said IM was started in 2015 as a group aimed at helping newer employees grow as leaders in the context of emerging technologies. In 2016, it was rebranded to focus entirely on innovative technology, and he took over as president and chair.

He said anyone can join the group regardless of their knowledge of technology. "We have a lot of members who are just curious about innovative and emerging technology and business process improvement and automation. We have examiners, people who work in HR, people who work as program specialists, or even IT specialists as well."

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Some members are product or program owners or managers who may not know how to program and code, but they understand what the technology can do. They recognize processes that are labor-intensive, high-risk and critical, and they seek out other members to develop solutions that lower the likelihood of human error.

“Having a set of members who are diverse in their skills and expertise is very important,” Jenkins said.

IM meets a few times a year to talk about projects across the FDIC related to innovation. Often Jenkins arranges for a speaker to share information about a specific project that is either in process or has been completed.

“We’re a knowledge sharing and networking group as well, so members can learn what each other is doing using innovative technology across the FDIC, and they can meet other people in other divisions.”

Hamilton said IM provides technology in just the right amounts for those who want to learn a little at a time and can’t really justify going to a weeklong conference.

“The IM team is always sharing short lunch-and-learn things on how the FDIC has this product and this is an introduction to how it could be used in your

division,” she said. “So that has been very useful.”

Jenkins also sends out articles, events, and webinars related to technology and innovation from inside and outside the FDIC, and the Innovation Meetup Sharepoint site houses a number of resources, as well as a summary of each of project.

Perry recently joined IM as its first executive sponsor. Jenkins said he has been helpful in raising the group’s visibility and boosting the level of teamwork and collaboration across the FDIC.

“The more projects that we can work on and collaborate across the FDIC just increases and enhances our core value of teamwork,” Jenkins said.

Halliwell agreed. “The main value of IM meetings, in my opinion, is the fostering of cross-pollination of ideas and expertise,” he said. “Bringing together individuals with diverse backgrounds and perspectives sparks creativity and encourages out-of-the-box thinking.”

As an IM member, he described key advantages as staying current, knowledge sharing, networking, collaboration, inspiration, and motivation. “It’s a space where we challenge assumptions, learn from each other, and potentially discover novel solutions to existing problems.”

Jenkins added career advancement as another advantage. He gave an example of someone being tasked with a project to come up with a technology solution who perhaps has some ideas but runs into difficulty.

“They can reach out to us, and they’ll learn more, and therefore they may be recognized for their work, and that may lead to career advancement.”

The FDIC currently recognizes nine ERGs, based on Program Directive 2710.10, which spells out the purpose of ERGs and the guidelines they must follow. The ERG website, which is maintained by OMWI, provides a list of all ERGs and contact information, as well as several documents providing detailed information about the ERG program and a link to questions and answers. For more information, contact Joyce Hunter at [Joyhunter@fdic.gov](mailto:Joyhunter@fdic.gov).

For more information, contact Joyce Hunter at [Joyhunter@fdic.gov](mailto:Joyhunter@fdic.gov).

#### ABOUT INNOVATION MEETUP

*The mission of Innovation Meetup (IM) is to engage employees to discover, share and deploy creative technology practices to increase efficiency and effectiveness across the FDIC through organizing speaker and networking events and discussions; sharing information about best practices across the agency; and connecting members with professional development opportunities.*

catalog. Placing a hold lets library staff know that we should set a book aside for you once it’s available.

The library will contact you when your book is available for pickup. All holds can be picked up in the library on the fourth floor of the Main Building. The holds shelf is on the right as you enter the library. To learn more about holds, please see the FAQ.

see **FDIC Library**, page 9



## Roundup: What’s New in the FDIC Library

By Kate McGovern, Acquisitions Librarian, Kay Lewandowska, Reference and Collection Management Librarian, and Kathleen Monti, IT Librarian

We would like to introduce you to a number of improvements the FDIC Library staff members have implemented that will allow us to improve our services.

#### PLACE BOOKS ON HOLD

In August, the library launched the ability to place holds from within the library catalog. You can now request books while browsing the library’s



#### LIBRARY COLLECTION REFRESH

This summer, we undertook a refresh and reorganization of the collections in the headquarters library to better serve the needs of our patrons. Some of the general collection has been moved to the front of the library, making it more visible and accessible. The wall with the U.S. Code has been relocated to the back stacks area of the library.

This rearrangement of our materials frees up valuable space, allowing us to expand our book offerings. To this end, some duplicate copies from the Main Building location are being transferred to the Virginia Square library (VS-E-7071). Employees can expect to see an increased selection of general collection items in the coming weeks, in addition to the comprehensive legal resources available at the Virginia Square branch.

These changes are part of ongoing efforts to optimize the headquarters library’s layout and holdings to better meet the evolving needs of our community. Please come in and browse the collection and let us know if there’s a book you’d like to add!

#### SPECIAL NON-CIRCULATING COLLECTION

The library is extending the reorganization to better preserve and protect our most valuable and irreplaceable materials. As part of this process, we are creating a non-circulating collection that will focus on materials published prior to 1950.

While these books will no longer be available for standard checkout, they can still be accessed and utilized within the library. This measure is being taken to safeguard these unique and historically

significant works, ensuring they remain available for research and study for years to come.

In the coming weeks, these changes will be reflected in our library catalog. We appreciate your patience and understanding as we work to maintain the integrity of our collections through the establishment of this special preservation area. Please let us know if you have any questions or require assistance in accessing these protected materials.

#### NEW ENTERPRISE RESOURCE: HEDGE FUND ALERT

The library is pleased to announce that it has acquired an unlimited number of seats for the Intelligence Platform, which includes Hedge Fund Alert, a weekly publication that provides the earliest look at key dealings and intelligence in the hedge fund arena. This valuable resource offers unparalleled visibility into the reasoning behind the successes and failures of hedge funds, including insights into their technological and operational achievements.



By accessing Hedge Fund Alert, readers will gain a comprehensive understanding of the challenges facing fund managers, including a detailed rundown of pending regulations and other industry disruptors. This knowledge can prove invaluable for those seeking to navigate the complex and ever-evolving hedge fund landscape.

With Hedge Fund Alert access, FDIC employees also receive access to the Intelligence Platform. This platform provides business-essential data with exclusive industry intelligence. On the platform, FDIC employees can find

Manager data, Hedge Fund data, LP Investor data, Contact database, and Global News feed.



We encourage staff to take advantage of this offering and explore the wealth of information available through Hedge Fund Alert. Please contact the library for a username and password.

If you are interested in learning more, please join us for the vendor-led training on October 9, 2024, from 1:00–1:30 p.m. EDT.

If you have any questions or need some help researching a topic, please contact us for assistance at [library@fdic.gov](mailto:library@fdic.gov).

*This article is part of an ongoing series of contributions from the FDIC Library.*

## Briefs

### FDIC Announces Results of Latest Quarterly Banking Profile

September 5, 2024

The FDIC announced the [latest quarterly financial results for all FDIC-insured financial institutions](#) on Thursday, September 5, at 10 a.m. ET. In a news conference, Chairman Martin Gruenberg and senior staff discussed the results of the [Quarterly Banking Profile \(QBP\)](#) for the second quarter of 2024. Take a deep dive into the data about the current state of the U.S. banking sector by viewing Thursday's news conference on YouTube.

### View the FDIC Board of Directors September Meeting

September 11, 2024

The FDIC Board of Directors will meet at 10 a.m. September 17, 2024, at FDIC Headquarters in Washington, DC. Employees may [view the agenda](#) and are invited to [view the live webcast of the meeting](#). Those needing requiring auxiliary aids (e.g., sign language interpretation) for this meeting should email [DisabilityProgram@fdic.gov](mailto:DisabilityProgram@fdic.gov). 🏠

## Moving On

**Name:** Philip Hodge

**Most recent position:** Audit Specialist

**Division / Office:** Office of Inspector General

**Location:** Dallas Regional Office

**When and where joined the FDIC:**

I joined the FDIC in September 1990 as an auditor in the Dallas Regional Office.

**Other experience:** Prior to the FDIC, I worked at a public accounting firm preparing tax returns for partnerships and small business corporations.

**Career highlights:** During my career with FDIC-OIG, I worked on audits of FDIC consolidated offices, audits of open bank assistance agreements, audits of asset management and disposition partnerships, material loss reviews of failed banks, and evaluations of programs affecting FDIC Divisions and Offices.

Some memorable assignments included:

Audit of the FDIC's Shared Loss Agreements with Banco Popular de Puerto Rico that identified over \$16 million in questioned costs and included two trips to the island of Puerto Rico.

Material Loss Reviews of Colonial Bank of Montgomery, Alabama and Advanta Bank Corp. of Draper, Utah, two large bank failures from the financial crisis.

Assisting Office of Investigations in the First City Bank of Houston, Texas bank fraud investigation that included a trip to Calumet Farms in Kentucky to review accounting and insurance records surrounding the mysterious death of Triple Crown runner up racehorse Alydar.

**Retirement date:** August 31, 2024

**Plans for retirement:** Plans include helping my wife with her holiday decorating, mission outreach with my church, spending more time with my aging parents, hiking, marathon running, coaching youth soccer, and watching college football.

**Comments and thoughts:** I am thankful for the talented and dedicated FDIC employees I have had the privilege to work with over nearly 34 years. 🏠



Philip Hodge

## Moving On, cont.

**Name:** Judy Shackelford

**Most recent position:** Senior Large Financial Institution Bank Examiner

**Division / Office:** Division of Risk Management Supervision (RMS)

**Location:** New York

**When and where joined the FDIC:**

Syracuse, New York, Field Office, 1988. Started as an Examiner Trainee, received commission as a Bank Examiner in 1991, promoted to Senior Examiner Trust Specialist, Claymont, Delaware, Field Office, 1997.

**Retirement date:** September 6, 2024

**Plans for retirement:** Scrapbooking, paper crafting, finding ways to serve the community, traveling with husband when

he retires.

**Comments and thoughts:** Judy departed the FDIC in 1999 to raise two children and returned in 2008 during the banking crisis, demonstrating a commitment to the mission of the FDIC. In 2014, she was promoted to Senior Large Financial Institution Bank Examiner. Throughout her 27 years of service as an examiner in RMS, she trained and mentored countless examiners. 🏠



Judy Shackelford

**Name:** Judy M. Long

**Most recent position:** Senior Bank Examination Training Specialist (BETS) Team Lead

**Division / Office:** Corporate University

**Location:** Arlington, VA

**When and where joined the FDIC:**

I started as an Assistant Examiner Trainee in 1989 in the Fargo, ND Field Office. Became a commissioned Examiner in 1992. I moved to Washington, DC in 1998 and was part of the Special Activities Section overseeing the Information Technology examination program for what is now RMS. In 2005 I moved to Corporate University (CU) on a 5 year assignment that became permanent in 2010.

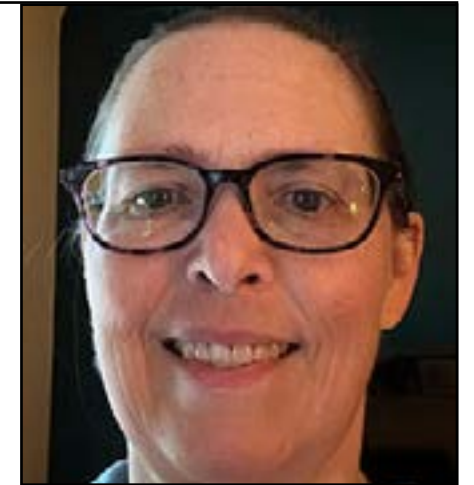
**Career highlights:** I had the pleasure of being an examiner in the Fargo, ND Field Office at the start of my career. While yes, ND winters can be fierce (admittedly I do not miss 20 below temps), Fargo was a great place to live. A lot of the benefits of a larger city without as much traffic . . . After moving to DC in 1998 to help oversee the IT Examination program, I became heavily involved in the Y2K project. While this was a somewhat no win project in that if things had failed, well, then we failed, but since the world didn't end people tend to say "the threat was over blown". The concern was real though, and a lot of people put in a lot of hard work to make sure the world didn't

end—I will always be proud to have been a part of that. I also was part of the initial project to take the FFIEC IT Exam Handbook and turn it into individual, subject focused booklets. For anybody who has worked on an interagency policy issue, you can understand the enormity of trying to get all the agencies to agree on the language so we could publish one 50 page issuance, let alone 10+ booklets, all 50–100 pages long. And yet we did it. Another project where a lot of people collaborated with great results.

In 2005 I took what was supposed to be a 3–5 year break from that world and moved to Corporate University (CU) to help oversee training. For nearly 20 years, with a great team of others in CU and instructors from RMS and DCP, I helped deliver hundreds of sessions of training to thousands of FDIC employees, State Examiners, and representatives from international banking related agencies. Those familiar with the details of the project will think I'm completely whacked . . . but I will miss the jigsaw puzzle that is annual classroom and instructor scheduling . . .

**Retirement date:** September 30, 2024

**Plans for retirement:** The usual stuff... sleep in, go to the grocery store in the middle of the day on a Tuesday when it isn't crowded, avoid I-395 at rush hour at all costs, maybe visit a winery on a random Wednesday . . . and/or Thursday



Judy M. Long

. . . My husband and I hope to travel both within the U.S.—sooooo many great National Parks and historic places to visit. And internationally—Europe, Africa . . . Galapagos . . . Time will tell as to how successful we are at that. We are looking at moving, but staying in the DC area at least for the time being. I want to volunteer and am trying to figure out where/what considering the plethora of good causes.

**Comments and thoughts:** As you can tell from my career highlights, I didn't do anything alone. The things I'm most proud of included a lot of teamwork and collaboration. A lot can be accomplished when we work together. 🏠

## Moving On, *cont.*

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**Name:** Dr. Alphonzo “Al” Moseley

**Most recent position:** Senior Faculty Leader/Professor of the leadership development program of Corporate University with the responsibility of overseeing the delivery of leadership and management content to over 5,700 FDIC employees.

**Division / Office:** Corporate University

**Location:** Virginia Square, Arlington, VA

**When and where joined the FDIC:**

I joined the FDIC in March 2012 as an Associate Professor of Leadership and Management.

**Other experience:** Before joining the FDIC, I was a Professor of Program Management and Performance Learning Director for the leadership and management curriculum at the Defense Systems Management College (DSMC) of the Defense Acquisition University (DAU). I developed curriculum and taught leadership and management courses in the executive department of DSMC. Before DAU, I culminated a distinguished 30-year military career as a Colonel in the United States Air Force. I directed the acquisition, fielding, and sustainment of high-technology systems such as the Global Positioning System Satellites, the Global Broadcast Service, the Air Force Satellite Control Network, and the Global Air Traffic System—all worth \$8.7 billion. I’m a graduate of the Squadron Officer School, Air Command and Staff College, and the Air War College. I’m also a graduate of the Defense Systems Management College and the Center for Creative Leadership’s executive development program, Leading for Organizational Impact.

**Career highlights:** During my career with FDIC-CU, I led a superb faculty team who teaches in the leadership discipline, taught a plethora of leadership and management courses to managers and non-managers, conducted hundreds of customized training events for intact teams, and conducted several organizational development interventions. Here are a few memorable highlights:

Served as the lead faculty for Corporate University’s flagship course, the Foundations of Supervisory Leadership for nine years. During that time, I enhanced the leadership skills, management strategies, and expertise of over 450 corporate managers entering their first supervisory position by challenging them to build a high-performing workplace.

Co-designed, developed, and delivered the Perspectives on Organizational Leadership Course for over 100 Corporate Managers who led at the division level.

Led the team that designed, developed, and implemented the 2021 Chairman’s initiative called LEAP (Leadership Excellence Acceleration Program). LEAP is a highly successful program that promotes diversity, equity, and inclusion with a succession management focus.

Led a major effort during COVID-19 to convert all in-person leadership development curriculum to virtual deliveries that met Title 5 statutory mandates and course accreditations.

Served a short stint as the deputy director of Corporate University, in which my primary emphasis was on “recognizing the great work of our CU workforce.”

**Retirement date:** September 30, 2024



**Dr. Alphonzo “Al” Moseley**

**Plans for retirement:** My wife, Joyce, and I plan to do more traveling and visiting our children and grandkids.

**Comments and thoughts:** I am thankful to have worked at the FDIC, and specifically CU! I love leadership! I’m grateful to have had the opportunity and privilege to share this critical topic, key principles and innovative ideas, with hundreds of FDIC employees. In the words of my Air Force comrades, “it has been a great ride!” Finally, on 30 September 2024, I will culminate 50 years working in the Federal Government, 30 with the Department of Defense and 20 as a civil servant. What a blessing—to all of my many friends and colleagues, I bid you farewell! 🏠