

# FDIC News

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## INSIDE

**Career Paths Program Gives New Impetus to Career Transitions** 3

**Accounting and Auditing Conference Covers Timely Topics** 6

**On the Road With the Privacy and Data Protection Roadshow 2015 Regional Tour** 7

**RAC Publications Portal Provides Centralized Access to FDIC Research Publications** 8

**Pamela Farwig Advances FDIC Cooperation with European Single Resolution Board** 10

**FDIC Feds Feed Families Campaign Marks Banner Year** 11

**Recruiters Learn Relationship-Building Strategies at Training Workshop** 13

**Transitions** 15

## Symposium Highlights Original Research on Consumer Behavior and Regulation

*Among the presentations was a lecture by NYU Professor Jonathan Morduch, who discussed the challenges low- and moderate-income households face due to spikes and dips in their incomes and expenditures.*

By RYAN GOODSTEIN AND  
JEFFREY WEINSTEIN  
Division of Depositor and Consumer  
Protection

The FDIC's Fifth Annual Consumer Research Symposium, organized by the Division of Depositor and Consumer Protection (DCP), showcased cutting-edge research on consumer behavior and regulation in markets for financial products and services. The conference, held on October 15 and 16 at the L. William Seidman Center, brought together more than 140 researchers and practitioners from academia, government, and private-sector organizations.

The symposium continues to grow in popularity as an avenue for the presentation and discussion of high-quality consumer research. This year was no exception, as a record 100 authors submitted papers to be considered for the conference. The 13 papers selected were organized into six panels



**Chairman Martin Gruenberg underscores the FDIC's support for consumer research.**

on the following topics: economic inclusion, financial education, behavioral aspects of financial decision-making, regulation in credit markets, mortgage markets, and household credit utilization.

*see Symposium, page 2, column 1*

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# CONSUMER RESEARCH SYMPOSIUM

**Symposium, from page 1**

In addition to the authors' presentations, each panel featured a moderator who introduced the panelists and gave an overview of the papers, a discussant who highlighted the contributions of the papers and offered constructive feedback to the authors, and audience participation through a question-and-answer period. Networking breaks throughout the symposium allowed attendees to continue the discussion in a more informal setting.

Chairman Martin Gruenberg opened the symposium by underscoring the FDIC's support for consumer research. "In my mind, it really goes very much to the core mission of the FDIC," he said. Chairman Gruenberg further commented that the conference panels feature topics that "are all central issues of interest to the FDIC in which we've been engaged for a long time."

Jonathan Morduch, Professor of Public Policy and Economics at the New York University Wagner Graduate School of Public Service, delivered the distinguished guest lecture, "Spending Puzzles." Professor Mor-

over the course of a year to obtain detailed data on how households manage their financial lives. Households were surveyed every two to four weeks, allowing for the collection of high-frequency cash-flow data to better understand month-to-month ups and downs. "We aimed to track every dollar they spent, every dollar they earned, every dollar they borrowed, every dollar they saved, every dollar they shared," Professor Morduch said. The research team obtained data on 316,763 cash flows across households in the study, encompassing 100 spending categories, 38 income types, and 69 financial instruments.

A key finding is that most surveyed households do not have steady income. They experience, on average, five income spikes or dips per year, which are months in which their income is greater than 125 percent or less than 75 percent of their average monthly income. These monthly spikes and dips in income, which may arise through rising and falling work hours or health problems and emergencies, are more prevalent for lower-income households. Further, they do not always align with spikes and dips in spending,

savings, but this does not necessarily mean that it is spending recklessly. Professor Morduch remarked, "How do you get by when your income's bouncing up and down? Savings matters, but so much of our savings rhetoric is about saving for the long term. But the households we got to know are very, very focused on saving for the short term, and it really changes the frame of the decisions that households are making." An important takeaway from the U.S. Financial Diaries is that families do have strategies to manage their finances, and financial institutions can help them do better.

Based on feedback from attendees and presenters, the symposium was a great success. Keith Ernst, DCP Associate Director for Consumer Research and Examination Analytics, commented on the quality of papers that were chosen for the conference, the selection of panel discussants, and the diverse backgrounds of the audience. "If you've been to this event before," Ernst said, "you know that our focus is on providing substantial time for high-quality papers, that we take particular pride in identifying discussants who have expertise or unique



**Photo left: Professor Jonathan Morduch of New York University delivers the distinguished guest lecture, "Spending Puzzles." Photo right: Melissa Koide of the U.S. Department of the Treasury, center, shares insights on economic inclusion research with Karyen Chu of the FDIC, left, and Leora Klapper of the World Bank.**

duch is the executive director and a cofounder of the Financial Access Initiative at NYU Wagner, a research center that investigates the role of financial services in better meeting the payments, credit, savings, and insurance needs of poor households and improving their lives. His talk highlighted findings from the U.S. Financial Diaries, a research study he cocreated that tracked more than 200 low- and moderate-income households

which may result from things like emergency home repairs or infrequent purchases of expensive goods such as washing machines. Professor Morduch discussed how these observations can be reconciled with economic theories of consumption and the implications for policy.

For example, a household faced with unsteady income and fluctuating spending needs may not have substantial long-term

perspective on the papers that are presented, and that we attract a great cross-section of participants."

Please visit <https://www.fdic.gov/consumersymposium> for additional information about the symposium, links to most of the papers and presentations, and webcast archives from the event. There is also a link to sign up for an email list to receive announcements for future symposia. ■

# Career Paths Program Gives New Impetus to Career Transitions

*Combining tools and services, Career Paths can lend direction and momentum to a career strategy.*

By SALLY KEARNEY  
Office of Communications

The Career Paths Program is a timely and welcome addition to the FDIC's complement of career-development resources. A component of the Workforce Development Initiative (WDI), the program represents a step forward in facilitating career fluidity within the FDIC. New and enhanced tools and services provide employees with structure when preparing to make a career transition. These resources are useful at any stage of a transition, from identifying goals to prepping for an interview.

The program comprises two segments: the Administrative Career Paths (ACP) for permanent administrative staff grades CG-5 through CG-9; and Career Paths (CP) for permanent grades CG-11 through CG-15. Support for each segment targets the needs of individuals within that grade range.

*Resources Help Fuel Employees' Progress*

The Career Paths Program seeks to help employees move throughout the FDIC by offering tools, support, and options to compete for advancement opportunities. The program supports employees interested in broadening their skills, seeking advancement opportunities, and transitioning to a different career track.

A key aim of the program is to open avenues to different job series, divisions, or offices. Toward this end, the program team identified several "bridge roles" for employees grades CG-5 through CG-9 and "transfer points" for employees grades CG-11 through CG-15. Bridge roles are steps in specific career paths that other administrative staff have followed in transitioning to higher-graded positions. A bridge role, for example, may be a position that helps an employee build experience to become a community affairs specialist or management analyst.

Transfer points are positions that share some job standards and capability overlaps and therefore potentially provide opportunities for CG-11 through CG-15 employees to gain cross-organizational experience. As an example, the skills of a

financial analyst in DIR may overlap with those of a capital markets policy analyst in RMS, and vice versa.

DOF Senior Financial Analyst Brian Smith, detailed to the WDI, described how the team identified the bridge roles and transfer points. "We worked with a consultant to analyze position descriptions throughout the FDIC," Smith said. "We looked for areas where jobs required similar skills." The team also spoke directly with hiring managers and administrative officers to identify potential transfer points. In addition, they did an analysis of the transitions that people have actually made when moving to a different job series or division. "It was important to us to identify the bridge roles and transfer points empirically, to give employees realistic ideas as they consider their career plans," Smith added. Bridge roles and transfer points are currently posted on the WDI website under Administrative Career Paths and Career Paths.

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*While no guarantee of advancement, bridge roles and transfer points can help employees map potential routes to jobs with career development potential. They can offer a possible destination and serve as an organizing principle for a transition. They can also indicate skill gaps that an employee must fill in order to compete for a desired position.*

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While no guarantee of advancement, bridge roles and transfer points can help employees map potential routes to jobs with career development potential. They can offer a possible destination and serve as an organizing principle for a transition. They can also indicate skill gaps that an employee must fill in order to compete for a desired position. Equally important, they serve as examples of mobility within the FDIC, ways that employees can chart

courses from where they currently are to where they want to be.

"We want people to know that a wide variety of opportunities awaits them," Smith said. "You can look outside or inside of your division. You can browse the bridge roles and transfer points on the website and see if you envision yourself doing any of these jobs. Career Paths is an invitation to explore."

DOF Senior Financial Analyst Andrew Macurak, also a WDI detailee, views exploration as a frequently overlooked but valuable step in career transitions. "With Career Paths, we are trying to make people more aware of their options. While previously the established path was moving up within your division or office, today that is by no means the only path available to employees. People seeking a change should be creative and think about how best to position themselves for the future. Career Paths can help with that process."

A vital part of the program is its customized career coaching service. Career counselors at headquarters and in the regions can partner with employees to develop career goals, identify strengths, acquire new skills, and explore opportunities. No one can tell us what our professional goals should be, nor can anyone tell us exactly how to reach our destinations; that is for each individual to decide. Yet establishing a goal and charting a path need not be a solitary undertaking. Guideposts and guides make for a more well-informed journey, and that is where career counselors can offer valuable assistance. Employees in both the ACP and CP groups embarking on a career change should begin by meeting with a career counselor to establish their goals.

A next step is to create a career plan that reflects a person's strengths and interests. While such qualities may seem self-evident, a new tool, the Clifton Strengths-Finder 2.0, may reveal unexpected abilities and aptitudes. Career counselors can conduct this confidential assessment

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*see Paths, page 4, column 1*

# CAREER PATHS

**Paths**, from page 3

at an employee's request.

Finally, career coaches may help employees learn more about opportunities beyond their current roles and even beyond identified transfer points. Coaches can also point to the many resources available through the Career Management Program.

## *Administrative Career Paths (ACP) Opens Doors to New Possibilities*

Traversing the distance between an administrative position and another job series can pose challenges, as Helen Johnson readily attests. Her story begins in 1990 in the mailroom of the Dallas Regional Office, where she launched her FDIC career with high hopes. For Johnson, landing a job as a mail clerk with the FDIC had been a fervently wished-for goal. "I knew that if I could just get a job at the FDIC, I could go anywhere from there," she said.

What for some may have been a job with limited potential was for Johnson an ideal starting point. "The mailroom was the perfect place to meet people from all over the agency," she said. "I made so many connections. I would give people their mail, and say, 'How are you doing today?' It suits my personality, because I like talking with people. I would have regular conversations on a daily basis with all sorts of people. At first I was not networking in any formal sense; I was just chatting with them about their day."

Johnson's excellent communication skills eventually gave her a platform to speak more frankly about her aspirations. "I could sit down with a manager and say, 'If I were interested in your area, what would I do?'" These people knew about my goals, and over time, opportunities began to appear."

Johnson was promoted to the position of receptionist in the Division of Resolutions and Receiverships (DRR) and secretary in the Division of Finance (DOF). Buoyed by the encouragement of her supervisor, she applied for a position as a compliance examiner trainee in the Baton Rouge, Louisiana, Field Office. Selected for the job, she completed her training, earned her commission in 2009, and was promoted to a Senior Compliance Examiner in 2013.

Continual studying and learning char-

acterized those years. "There's no question that study and motivation drove me to achieve the things I accomplished," Johnson said. "I completed various training courses across divisional lines and also did on-the-job training whenever possible. Learning in different areas helped me build my resume and encouraged me to try new things."

Despite Johnson's drive and optimism, she acknowledges having encountered some rough spots. "It was not easy for me to cross over from support staff to professional staff,"



**Helen Johnson, left, never doubted that she would launch an enterprising FDIC career from her first job as a mail clerk; today she is a Senior Compliance Examiner. Kolby Gallant integrated detail opportunities and cross-divisional positions into her career strategy; she is now applying her passion for educational design by creating courses for the FFIEC.**

she said. "When I became an examiner, I assumed more responsibility and accountability for my performance. My knowledge base had to increase exponentially. The compliance examination involves numerous regulations that are constantly changing. To grasp the concepts, I had to build a foundation, which required a lot of reading and information-gathering. There were times when my brain just did not want to take in any more information, but I persisted. Expanding my knowledge and skills helped me reach a new level of professionalism."

Empathizing with administrative professionals who aspire to new opportunities, Johnson underscored the importance of building connections. "Asking to meet with someone to gather information is perfectly acceptable," she said. "Information is free; you should be able to go and talk with people and ask them about their work and division."

Johnson also recommends formulating a plan. "I'm very planning oriented. When I wanted to move from my administrative position, my plan was simply to understand the FDIC and how I could positively contribute.

Since much of what the FDIC does involves supervising financial institutions, I aspired to be an examiner. Planning helped me to ensure, step by step, that I would reach my ultimate goal."

Employees at CG-5 through CG-9 may review the Administrative Career Paths section of the WDI website for information on potential bridge roles. The site also provides links to resources available through the Career Management Program and Corporate University. Making an appointment to meet with a career counselor in the Administrative Career Paths Coaching service is the essential first step toward developing a career path. A career counselor may also help with compiling a professional portfolio to illustrate a person's capabilities and help make him or her more competitive in the selection process. Employees may contact the Career Management Program Center at 703-562-2122 or [CMPHQ@fdic.gov](mailto:CMPHQ@fdic.gov).

## *Career Paths (CP) Broadens Options*

Kolby Gallant views the FDIC as an open field upon which to try new things and excel. Since joining the Concord, New Hampshire, Field Office as a risk management examiner in 1990, Gallant has expanded her capabilities and credentials by pursuing numerous opportunities, from detail assignments to extracurricular projects to positions outside her "home" division. Yet no dabbler or dilettante, Gallant is quite deliberate in reviewing options to ensure that any new attempt will help her build on what she has accomplished to date. Her career thus far is a well-thought-out melding of strategy and experimentation.

Diversification began almost immediately with the banking crisis of the early 1990s. "In addition to risk, I was able to work on compliance examinations and resolutions," she said. "I also participated in Shared National Credit reviews."

Detail assignments as a case manager in the Boston Area Office followed. Gallant also taught courses at the FDIC's fourth school for pre-commissioned examiners and helped plan a regional training conference. From these experiences, she discovered a love of training and education. Noticing a posting for a temporary position with the

see **Paths**, page 5, column 1

# CAREER PATHS

## Paths, from page 4

fledgling Corporate Employee Program (CEP), she applied and was selected to serve as a work-in-place class liaison. She later became the CEP's first communications liaison. "It was a lateral move, but it interested me," she said.

The advent of the financial crisis brought Gallant back to supervision as a work-in-place case manager for the Atlanta Regional Office. Two years later, she returned to the CEP as a training liaison. "It was another lateral, but I knew I would enjoy working with the new hires, so I made the leap and moved to Washington, D.C.," she said.

Gallant stayed at headquarters but returned to supervision with the Risk Management Applications Section (RMAS). A 90-day detail as acting field supervisor for the Tampa, Florida, Field Office provided much-desired supervisory experience. Next, a permanent position with the Federal Financial Institutions Examination Council (FFIEC) became available. Today, as an FFIEC Senior Program Administrator, Gallant is part of a four-member team responsible for creating the FFIEC's instruction curriculum, a role she thoroughly enjoys. "It is very stimulating, because we are committed

to making the courses more exciting for the students," she said. "I am able to bring both my supervisory and training experience to the creative process." Gallant has also supplemented her work experience in the training field by completing numerous courses. "I have taken courses on training the trainer, coaching, adult-learning styles, and creating a good course evaluation," she said. "Now I have the chance to apply what I learned."

Not surprisingly, Gallant advocates scouting for opportunities as a matter of routine, not just before major job searches. "I like to see what's out there and what would be cool to do," she said. "It's good to find ways to challenge yourself."

Like Helen Johnson, Gallant believes in the value of professional relationships. "It helps to build a network of people," she said. "You do not have to network just to get a job. By forming contacts, you have people whom you can turn to for advice or when you need an advocate."

Gallant also believes in researching potential opportunities. "I never post for a position without asking about the job first. Often, because I have moved around, I know the people who will become my colleagues."

Moving laterally has advantages, Gallant affirms. "I try to look at the best move for

me in the long-term," she said. "Ultimately, you may need to go sideways to end up in a better place."

Finally, she recommends taking rejections in stride. "How you handle not getting a detail or position can be just as important as how you would have done the job," she said. "You may not see it at the moment, but later you may realize that it was not the right choice for you. The best way to deal with rejection is to get back in the game."

### Starting Out

According to a proverb by Chinese philosopher Laozi, a journey of a thousand miles begins with the first step. For employees who want to explore career paths, the first step is to arrange a meeting with a career counselor through the Career Management Program at headquarters or the regional offices at 703-562-2122 or [CMPHQ@fdic.gov](mailto:CMPHQ@fdic.gov). Meetings can be in person if employees are colocated with a counselor, or by telephone, email, or video teleconference if employees are working from other locations.

As the stories about Helen Johnson and Kolby Gallant illustrate, taking charge of our own careers requires initiative, persistence, and motivation. In the end, the journey is ours, and the compass, map, and provisions we take are all of our choosing. 🏠

## Discover Your Career Strengths With StrengthsFinder 2.0

As a part of the WDI's emphasis on exploring career possibilities, the Career Management Program (CMP) is now offering StrengthsFinder 2.0—an assessment designed to help you identify and apply your strengths at work and beyond. CMP counselors use StrengthsFinder to empower you to understand your strengths more fully and to find ways to apply them across the Agency.

StrengthsFinder was developed by Gallup based on a 40-year study of the most positive aspects of people and workplaces and created a language of the 34 most

common talents. First published in 2001 as part of the book, *Now Discover Your Strengths* by Marcus Buckingham and Don Clifton, StrengthsFinder has since become one of the most popular career assessments in the world. The assessment takes 20-30 minutes to complete and produces a personalized profile of your top five strengths.

"StrengthsFinder provides insight that can be useful at any stage of an employee's career," says Joleen Macek, Career Management Program Manager. "Individuals at every level can benefit from the

perspective this assessment provides on finding a good fit within the Agency and in optimizing strengths in their daily lives."

StrengthsFinder can also be an instrument used for groups. The assessment can boost teamwork and collaboration in work teams and help managers lead more effectively.

StrengthsFinder is available to all employees free of charge and the results are confidential. To schedule an appointment with a career counselor and take the assessment, call 703-562-2122 or email [CMPHQ@fdic.gov](mailto:CMPHQ@fdic.gov). 🏠

# Accounting and Auditing Conference Covers Timely Topics

The ninth annual FDIC Accounting and Auditing Conference, held October 27 at the Virginia Square Auditorium, drew nearly 240 participants from the FDIC and outside organizations. Hosted by Corporate University (CU) and the Division of Finance (DOF), this year's event also attracted viewers in the regional offices via video teleconference.

With the theme "Perspectives—Past, Present, and Future," the conference featured presentations by distinguished guest speakers. DOF Director Craig R. Jarvill opened the conference, and CU Director and Chief Learning Officer Suzannah L. Susser gave concluding remarks.

Division of Resolutions and Receiver-ships (DRR) Director Bret Edwards introduced keynote speaker John F. Bovenzi, currently a Partner with Oliver Wyman and previously a senior executive for more than 28 years with the FDIC. The former Deputy to the Chairman and the Chief Operating Officer shared his firsthand public- and private-sector perspectives on how financial regulators can do their jobs effectively and maintain the public's trust.

Kristen Kociolek, Assistant Director, Financial Management and Assurance Team for the Government Accountability Office (GAO), discussed recent revisions to the GAO's *Standards for Internal Control in the Federal Government* (also known as the Green Book). Kociolek explained how the revisions apply to a government environment and how they address the safeguarding of public resources.

Deputy Director Brent D. Hoyer of the Complex Financial Institutions Group, Division of Risk Management Supervision (RMS), and Deputy Director Herb J. Held of the Office of Complex Financial Institutions (OCFI) addressed their interconnected responsibilities, which enable each group to meet their Title I and Title II statutory requirements under the Dodd-Frank Act. Both men shared their perspectives on supervisory issues designed to prevent systemic risk in the financial system and ongoing monitoring of systemically important financial institutions. They also explained resolution strategies to unwind complex financial firms and discussed how the Dodd-Frank Act has driven systemically



**Photo left: Keynote speaker John Bovenzi discusses how financial regulators can do their jobs effectively. Photo right: RMS Deputy Director Brent Hoyer and OCFI Deputy Director Herb Held highlight supervisory issues designed to prevent systemic risk.**

important firms to reevaluate and manage systemic risk.

FDIC Chief Economist Rich Brown, who also serves as Associate Director for Regional Operations, Division of Insurance and Research (DIR), shared his perspective and insights on the current state of the U.S. and global post-crisis economic recovery, topics that directly affect the performance of FDIC-insured institutions with implications for bank credit quality and earnings. He also discussed the future outlook for failures, mergers and acquisitions, and the formation of new banks.

Linda B. Bergen, Citigroup Inc.'s, Director for External Affairs and SEC Reporting, discussed challenging issues addressed by the Financial Accounting Standards Board (FASB), including the new revenue standard, financial instruments, and leases.

Dr. Ron Ross, a Fellow at the National Institute of Standards and Technology, outlined his thoughts on information security and risk management. He emphasized the importance of building stronger, more resilient information systems and taking an integrated approach to protecting organizational operations, assets, and individuals against existing and ever-evolving cyber threats.

Eric J. Spitzer, Director of the Office of Legislative Affairs (OLA), and DIR Deputy Director Fred S. Carns, Jr., focused on congressional and international perspectives. Spitzer explained OLA's role as a liaison to Congress, legislative activity to date, and the outlook for the remainder of the First Session of the 114th Congress, with a focus on legislative proposals that impact accounting or auditing activities. Carns ex-

plained how his office promotes the FDIC model for international jurisdictions seeking to strengthen their deposit insurance systems.

Matthew T. Alessandrino, Assistant Inspector General for Investigations, FDIC Office of Inspector General (OIG), gave an overview of the Office of Investigations' organization and mission. Jason T. Moran, OIG Special Agent in Charge, FDIC Atlanta Region, spoke about the failure of Montgomery Bank and Trust and how Aubrey Lee Price, a former pastor turned banker, perpetrated a Ponzi scheme that led to the bank's failure. The subsequent investigation included staged suicide letters, a missing-person report, and ultimately a traffic stop that led to Mr. Price's arrest, indictment, and a prison sentence totaling 30 years.

The conference offered participants the opportunity to qualify for up to eight Continuing Professional Education credits in compliance with the National Association of State Boards of Accountancy.

Director Jarvill noted: "This was another great conference that is now in its ninth year. It is an annual event that is much anticipated by both FDIC staff and staff from other agencies in the D.C. area. This year, staff from seven other federal entities were in attendance." He added: "It is also a great way to build relationships, both across division lines and across other agencies." Director Jarvill also expressed his sincere thanks to Corporate University, and in particular to Kathy Vinson, for their full support of this conference, adding, "We would not be able

see AAC, page 7, column 1

# ANNUAL ACCOUNTING AND AUDITING CONFERENCE

AAC, from page 6

to hold such successful conferences without their hard work and support; we in DOF very much appreciate CU's efforts."

This year's Conference Planning Committee included individuals from DOF, DIR, DRR, and the OIG, as follows: Audrey

Duchesne, Michaelene Hitaffer, Caitlyn Kwong, Rodney Madison, Mike McPherson, Jessica Nye, Patti Plunkett, Sharon Tushin, Dawn Vu, and Jacqueline Westmoreland. The following individuals also provided logistical support at headquarters and in the Dallas, New York, and San Francisco Regional Offices: Kareemat Ayodeji,

John Hill, Ava Livas, Moira McQuillen, Kevin O'Connor, Kim Troxler, Patti Plunkett, Judy Fletcher, Stacy Johnson, Nora Ludwick, Theresa Pope, Jonathan Robison, Margaret Griego, and Michael Williams.

For those interested in viewing the conference, each session will be available on FDIC-TV within the next few months. 🏠

## On the Road With the Privacy and Data Protection Roadshow 2015 Regional Tour

*An interdivisional team delivers an educational program to regional employees.*

By SALLY KEARNEY  
Office of Communications

Protecting data and sensitive information is a growing concern. The rise in threats and attacks, including the breach of records at the Office of Personnel Management (OPM) earlier this year, necessitates vigorous preparedness on the part of FDIC employees. This of course entails learning the procedures and methods for safeguarding information.

Such thoughts were not far from Brett McDivitt's mind this past June when he happened to notice a poster announcing an upcoming 2015 Privacy and Data Protection Roadshow. Curious, the San Francisco Regional Case Manager stopped for a closer look. "Privacy impacts everyone, and the stakes keep getting higher," he said. "I was intrigued because I wanted to learn more about protecting personally identifiable information at work and protecting myself personally."

McDivitt was also interested in the offer of free continuing education credits for attending the five-hour privacy and IT security training program. "As a Certified Public Accountant, I am always seeking credits, so this clinched it for me," he said.

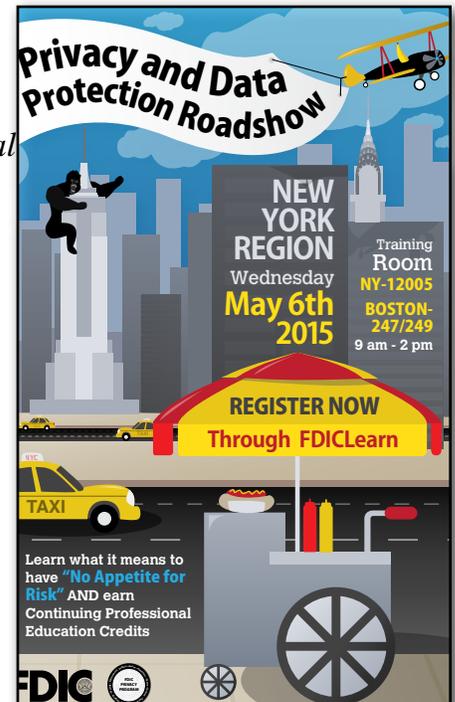
McDivitt was not alone; dozens of his San Francisco colleagues also arrived at the training room on the morning of the session. "I was glad I attended. There were several presentations, and the speakers did a good job. Their program was well organized, and they focused on the things I felt I needed to know," he said.

### Making the Rounds of the Regions

Sponsored by the Information Security and Privacy Staff (ISPS), the Legal Division, and Corporate University, the 2015 Privacy and Data Protection Roadshow traveled to all six of the FDIC's regional offices. The roadshow was also broadcast to the area offices in Boston (from New York) and Memphis (from Dallas). According to ISPS Privacy Program Manager Steven Lott—a key roadshow organizer and one of the presenters—the program grew out of suggestions by regional employees over the years. "Regional staff told us they wanted live classroom training rather than virtual training and felt that having access to the experts in person would be more conducive to learning," he said.

Agreeing with Lott was Diane Fier, a contact for the roadshow in Chicago. Fier helped organize and publicize the roadshow held in her region. "Employees wanted to meet the presenters in person rather than communicate through email," she said. "For them, interacting face to face was extremely important. The sessions gave them the opportunity to ask questions and get detailed answers. The presenters were great at giving real examples of things that happened in the past to drive their message home."

Anticipating the types of questions employees might ask, the roadshow curriculum focused on cybersecurity, privacy, and legal and data protection. Presenters included Steven Lott, whose talk was entitled "The Top 10 Things You Can Do to Prevent an FDIC Data Breach." Counsel



**Catchy regional posters, created by FDIC's Graphic Design and Printing Unit, generated interest in roadshow events.**

Gary Jackson of the Legal Division gave a presentation entitled "Privacy Act 101: How to Avoid Privacy and Legal Pitfalls." Senior IT Specialist Rachel Herbst of ISPS shared her expertise in a discussion entitled

see Roadshow, page 8, column 1

## REGIONAL ROADSHOW TOUR

**Roadshow**, from page 7

“Insider Threat: Overview for Managers and Employees.” Finally, Senior Forensics Specialist Jason Fry of ISPS turned to more personal matters in a talk entitled “Starting Privacy Early: Lowering Your Online Profile Risk.”

The content-rich program qualified attendees holding professional certifications to earn continuing education credits. “We felt that this substantive program merited offering education credits and knew that this feature would be attractive to many employees,” Lott said. “Becoming educated about how to protect sensitive data is increasingly integral to what we do on a daily basis. Protecting sensitive data is the end goal of almost all IT security measures. Two strong arguments for protecting sensitive data are to avoid identity theft and to protect privacy. The improper disclosure of sensitive data can also cause harm and embarrassment to employees, contractors, and our stakeholders, and potentially harm the reputation of the FDIC. Therefore, it is to everyone’s advantage to ensure that sensitive data is protected.”

### Strong Turnout Nationwide

Lott was impressed with the reception awaiting the roadshow in each regional of-



**Photo left: San Francisco Case Manager Brett McDivitt picked up useful takeaways while also earning continuing education credits at the roadshow in his region. Photo right: Dallas Regional Office employees pay close attention to what a speaker has to say about safeguarding information.**

“Employees filled the training rooms,” he said. “We added sessions in Dallas and in San Francisco to accommodate interest.” More than 450 employees attended the eight sessions covering every regional and area office.

Kenneth Briscoe, also a roadshow contact in Chicago, noted that more than 50 employees attended the program held in his region. “The session was a great success, and a recurring comment from participants was that they wanted more of this kind of educational program in the future,” he said.

San Francisco Case Manager Karen Drye found the session she attended particularly relevant.

“I was serving a detail as a special as-

sistant to the ARD for administration at the time, and so I was handling a lot of personal information,” she said. “The presenters did a great job of clarifying and explaining the various topics. I came away with some great pointers. One attendee even suggested that they roll out the program to the field offices.”

Lott said that the success of the 2015 roadshow would not have been possible without the critical top management support of Chief Information Security Officer Chris Farrow and then-Acting Chief Information Officer/Chief Privacy Officer Martin Henning. “The roadshow was aligned with the FDIC’s IT security and privacy strategic objectives, which was the key to the team’s project success,” Lott said. 🏠

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## RAC Publications Portal Provides Centralized Access to FDIC Research Publications

By SALLY KEARNEY  
Office of Communications

Did you know that a new online tool is now available on the FDICnet to make your searches for research and analysis easier and more efficient? The RAC Publications Portal, launched in November, serves as a gateway to a myriad of FDIC publications and products. Located on the Risk Analysis Center (RAC) website, the Portal offers new capabilities that will make searching easier and more productive for researchers and general-interest users alike.

### New Capabilities

On the Portal’s homepage is a listing of current FDIC research articles on topics of

interest. At the bottom of the page are handy icons designating broad topics such as energy, commercial real estate, and labor markets, among others. A single click on one of these icons results in a list of FDIC research and analysis issued over the past year on the chosen topic. “Users looking for information on international topics, for example, need only click on the ‘globe’ icon to find a listing of articles on that subject,” said Shayna Olesiuk, who is serving a detail with the Division of Insurance and Research (DIR) from her permanent position as DIR San Francisco Regional Manager. “The icons allow quick searching within a broad topic.”

Also on the homepage are quick links to

the DIR Publications Library, the *Supervisory Insights Journal*, Economic Inclusion information, *Today’s Economic Data Releases*, and the *Weekly Economic Briefing*.

Behind the scenes, the Portal is driven by a more powerful keyword search engine that also allows for advanced search functionality. “These enhancements yield faster and more precise results,” said Peggi Gill, Chief of DIR’s Publications and IT Operations. With publications housed together for the first time, these products can be easily retrieved using keywords or phrases. Users resigned to hunting for publications in scat-

see **Portal**, page 9, column 1

# RAC PUBLICATIONS PORTAL

**Portal**, from page 8

tered locations need hunt no more. “For example, the FDIC’s recent major studies often refer to prior studies. Now researchers who want to locate those studies can find them easily in one place,” Gill said.

## **An FDIC Portal**

Conceived as a repository of interdivisional products, the Portal already features DIR, RMS, and DCP offerings. “We were clear from the outset that this is intended to be a cross-divisional portal and a corporate-wide resource,” Gill said. “We will work hand in hand with other divisions to add their research products.”

An interdivisional team, the Portal Working Group, guided the project to completion, with support and advice from the interdivisional Management Risk Roundtable. Project Manager John Pickett of the Chief Information Officer Organization (CIOO) led the Web content team through development. Cataloging products for the Portal was a major undertaking. “The team sorted through more than 9,000 documents,” Gill said. “In some cases, the documents went back as far as 1988. We wanted it to be as comprehensive a collection as possible.”

Team members Clayton Boyce, James

Lamont, Lynne Montgomery, Frank Solomon, David Spanburg, Donna Vogel, and Kathy Zeidler worked behind the scenes to develop, test, and produce the Portal and will also maintain the site in the future.

Credit for the original idea goes to Hunter Wagner, a Division of Information Technology (DIT) enterprise architect who at the time was serving a detail in DIR as a participant in the Executive Leadership Program. “At the request of [Chief Economist] Rich Brown, I began investigating the ways that DIR staff members were using and accessing their data,” Wagner said. “What I learned was that although DIR researchers and analysts were producing very high quality research, their insights were not centrally located for use. Before, it was difficult for decision-makers to capture these insights.”

Wagner’s involvement did not end there. “To have an idea is one thing, but to have the opportunity to pitch that idea to senior managers was amazing,” Wagner said. “It says a lot about our leadership’s willingness to experiment that they listened with genuine interest. I was able to watch the Portal evolve, and it was very rewarding to see an idea grow into something tangible.” Even more rewarding, Wagner added, is benefiting FDIC employees. “The audience for the Portal is just about everyone,”

he said.

The RAC was a logical home for the Portal, according to Gill. “FDIC research is about risk analysis, so instead of creating something entirely new, it made sense to use the RAC homepage, which was designed for the entire agency, for our location. It also makes the site more useful.”

Gill shares Wagner’s enthusiasm. “The Portal will help people get their hands on documentation not centralized before.”

The Portal Working Group, which focused on the content and design, was composed of Dan Bean, Rosalind Bennett, Rich Brown, Peggi Gill, Meg Hanrahan, Shayna Olesiuk, and Kathy Zeidler, all of DIR; Scott Greenup and Lisa Johnson of RMS; and Keith Ernst of DCP.

## **Preparing for Version 2.0**

Continual additions and improvements are expected. “We see this as Version 1.0,” said Olesiuk. “We plan to do more testing next year, once users have had a chance to explore and use the Portal. Of course, we are always open to suggestions for changes and enhancements, and look forward to further developing the Portal’s value.”

Meanwhile, Gill encourages employees to visit and bookmark the RAC Publications Portal. She added that comments and suggestions are welcome at [RAC@FDIC.gov](mailto:RAC@FDIC.gov). 🏠



**Photo left: Members of the Portal Team, from left: Shayna Olesiuk, Peggi Gill, James Lamont, Keith Ernst, David Spanburg, John Pickett, and Lisa Johnson. Not shown here: Daniel Bean, Rosalind Bennett, Richard Brown, Scott Greenup, Meg Hanrahan, Donna Vogel, and Kathy Zeidler. Photo right: A centralized Portal easing access to the FDIC’s high quality research and analysis just made sense to Hunter Wagner, who suggested the idea while on detail with DIR.**

## Pamela Farwig Advances FDIC Cooperation with European Single Resolution Board

*Insights from the FDIC's long history prove useful to an agency that is just forming.*

By SALLY KEARNEY  
Office of Communications

Turn back the clock more than 80 years and imagine what it was like for the FDIC founders to get their new agency up and running, in the midst of a severe banking crisis no less. Such thoughts occasionally ran through the mind of Pamela Farwig, DRR Deputy Director, as she spent four months on assignment with the Single Resolution Board (SRB), an entity created in 2014 as part of the European Union's (EU's) framework for supervising and resolving financial institutions in the Banking Union. It wasn't exactly déjà vu—Farwig of course was not on the scene in 1933—but something similar. Well-versed in FDIC history, Farwig empathizes with what the SRB's staff members are working so hard to accomplish, because their mission dovetails in many ways with that of the FDIC. "They are wonderful people: dedicated, smart, from several different countries in Europe, and determined to meet the complex charge that they have been given," Farwig said.

### **An Incredible Opportunity**

Farwig conveyed a mission of her own across the Atlantic to Brussels, the site of the SRB, in March 2015. "Chairman Gruenberg thought this would be an incredible opportunity to be on the ground floor and share some of what we have learned over the past eight decades," she said. "When preparing for the assignment, I wanted to make sure to give examples of what has worked and what has not and to give a balanced picture that includes both the success stories and some of the pitfalls or unintended consequences of going down a certain path. Experience has shown that the best-laid resolution plans sometimes encounter unforeseen events. I wanted to share those experiences, particularly during the past two crises. We learned a tremendous amount from the savings and loan crisis and applied many of those lessons during the recent financial crisis."

What Farwig found when she arrived was

an agency very much in start-up mode, with about 40 of the anticipated 300 or so staff members purposefully engaged in a myriad of responsibilities. "It was a classic new venture, with all the resolution experts working in the same room crammed full of desks and computers," she said. On her first day, Farwig was greeted with a computer that had a British keyboard and French as its default language. Fortunately, no similar multilingual issues confronted her thereafter. "Everyone spoke English, and I had no problems communicating," she said.

Communicating with her inquisitive SRB colleagues soon filled her days. "There was no such thing as a routine day, because I could be met with any type of question," she said. "The staff wanted to gain as much knowledge as possible before January 2016, when the SRB will become officially responsible for resolution plans for more than 100 systemically important banks in the Eurozone and in EU member countries that have opted into the EU's Banking Union. Cross-border banks operating in more than one participating member state will also be in their portfolio."

That some systemically important banks with operations in Europe and the United States may fall under the purview of the SRB and the FDIC made the exchange all the more significant. "If something were to happen to one of our systemically important institutions, we would need to understand the implications for our European counterparts, and vice versa," Farwig said. "The FDIC is currently working on a Memorandum of Understanding with the SRB on information sharing and other resolution-related matters."

### **Making Preparations**

Farwig was struck by the progress the SRB had made during the ramping-up period before assuming its official mandate. "They were building an organizational structure, hiring staff, and preparing to meet their responsibilities," she said. "The Board members were not only participating in this effort but also carrying out their



own roles. Middle managers were being hired to fill out their organizational chart."

In some cases, attempts were made to lure highly qualified SRB staff members to other opportunities. "They had hired all these great folks, and some would get picked off by member countries involved in setting up their own individual resolution authorities," Farwig said.

The complexity and magnitude of the SRB's mission was more than apparent to Farwig. "At the same time that the SRB is going through the process of standing up its organization, each member country is also creating its own resolution authority," she said. The SRB will be responsible for resolution plans of the systemically important banks, but member states will have a stake in failed institutions in their jurisdictions. "The SRB will develop the plan, but if there is a failure, the member state will be responsible for executing it," she said.

The FDIC's task of dealing with 50 different states and various territories pales in comparison, Farwig noted. "The SRB is coordinating with sovereign countries, each with its own set of laws, finance minister, and resolution authority. It is vastly more complicated than what we typically encounter."

### **Stimulating Discussions**

Farwig stayed mindful of the similarities and differences between the SRB and the FDIC as she engaged in stimulating discussions with her counterparts. Inevitably, some questions fell outside the bounds of her expertise. "Even after 28 years with the FDIC, there were still aspects of our

see Farwig, page 11, column 1

## DRR DEPUTY DIRECTOR PAMELA FARWIG

**Farwig**, from page 10

operations that I had not experienced firsthand,” she said. Fortunately, she had backup. “Our FDIC subject matter experts at home were always very supportive and willing to step in and take over,” she said. “For example, when questions arose about collecting assessments, Donna Saulnier and her DOF staff got on the phone and walked the SRB experts through our process. I had a massive amount of support.” Farwig also received support from DIR, DRR, OCFI, DOA, and the Legal Division—both to coordinate the administrative arrangements for her assignment and to conduct a series of detailed technical exchanges with SRB staff to address a range of resolution-related topics.

While in Brussels, Farwig welcomed a most valued reinforcement, Chairman Gruenberg, who paid a visit to the SRB. “Chairman Gruenberg considers the SRB a sister agency and gave a very informative and inspiring presentation that emphasized our common bond,” she said.

Trading her role of advisor-in-residence for that of a student, Farwig seized opportunities when possible to learn more about European resolution practices. “A lunch-and-learn series was instituted while I was there, and at one session an

SRB staffer from Spain described resolutions in his country,” she said. “He was very open about what had been successful and what had not worked so well. I really valued learning how Spain goes about resolving failed banks.”

### **A Promising Partnership**

Ending her assignment, Farwig departed Brussels confident that the transatlantic dialogue will continue. “Chairman Gruenberg views this as a long-term relationship and has emphasized to FDIC staff that we need to be there for the SRB,” she said. “So even though my assignment is over, we are having ongoing discussions with



our SRB colleagues.”

Not long after her return, Farwig participated with Barbara Hagenbaugh, Deputy to the Chairman for Communications, and other FDIC officials in welcoming SRB

colleagues from Brussels who specialize in communications and resolutions. The group attended a variety of meetings in Washington, D.C., and also observed a weekend bank resolution in Georgia.

In mid-November, Farwig made a short return trip to Brussels as part of an FDIC contingent delivering a resolutions workshop to SRB staff. “Our team included Robb Connors of RMS, who talked about developing a supervisory plan for institutions with \$10 billion or more in assets; Pen Starke of Legal, who discussed relevant U.S. statutes; and Bill Murden of OCFI, who discussed Dodd Frank and cross-border cooperation,” Farwig said, adding that she detailed the FDIC’s resolution process.

Describing her time in Brussels as “a fantastic experience,” Farwig noted that Cheryl Bates of DRR is currently serving on assignment in Germany’s *Bundesanstalt für Finanzmarktstabilisierung* (Federal Agency for Financial Market Stabilization, or FMSA), as it implements its expanded mandate as that country’s national resolution authority. “Communication and coordination between the FDIC and the SRB, and with in-country resolution authorities, are critical if we are to promote a stable financial system, both in the U.S. and in Europe,” she said, by way of summing up. 🏠

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## FDIC Feds Feed Families Campaign Marks Banner Year

*Thanks to the generosity of federal employees, food banks continue to support their local communities.*

By LAJUAN WILLIAMS-YOUNG  
Office of Communications

Feds Feed Families (FFF) is a national program designed to collect non-perishable foods that are donated to local food banks. Federal employees are also encouraged to take food items directly to a local food bank. Launched in 2009 as part of President Obama’s *United We Serve* campaign, FFF helps local food banks stay stocked during summer months when they traditionally see a decrease in donations and an increase in need.

All federal agencies, including field components, were asked to participate in the campaign. The agencies share their collections with their local food banks to ensure that the FFF campaign stretches across America and is visible and active in every state. Last year, FFF collected 14.8 million pounds of food.

### **An Urgent Need**

Millions of people in America go hungry every day. Hunger affects children, seniors, and those who live at or below the poverty line. The most vulnerable de-

pend on community food banks to provide healthy meals. Local food banks depend on individual donations and campaigns, such as FFF, to provide support year round. These local food banks, which receive direct donations as well as donations through a network of partners, supply food to after-school programs, senior centers, churches, mobile food distribution centers, and delivery services for the sick and shut-in.

see **FFF**, page 12, column 1

# FEDS FEED FAMILIES CAMPAIGN

FFF, from page 11

## FDIC Creativity Renders Huge Results

The national campaign ran from July 15 to October 2. FDIC employees used a range of strategies to spread the word about the campaign, including contests, costumes, scheduled email blasts, creative food displays, and even virtual collections.

This year, the FDIC collected a whopping 158,000 pounds of food, a significant increase over last year's 35,295 pounds of food.



At headquarters, Catherine Colon dresses up the Feds Feed Families campaign with a 1950s theme replete with “Donna Reed” aprons and canned goods.

How did we do it? FFF organizers turned up their creativity to use fun themes and contests and ramped up innovation to spread enthusiasm within their regions and field offices.

Collection boxes were conveniently

placed in buildings throughout the agency. Representatives from the regions dressed in costumes, created themes, and utilized websites that enabled employees to purchase and donate via “one-stop shopping.”

The Atlanta Regional Office held a raffle for the chance to win a coveted Santa mobile ornament for employees donating at least four items. The Chicago RO created weekly themes to give folks ideas for items to donate, such as peanut-butter-and-jelly week, soup week, and pasta-and-sauce week. That’s right, bring in your smooth, crunchy, or sugar-free peanut butter and almond butter, and your marmalades, jams, penne pasta, vermicelli, marinara sauce, vegetable soup, and hearty chowders...well, you get the picture. The ideas rendered all kinds of nonperishable goodies.

Kansas City teamed up directly with the local food bank to collect food both in-person and virtually. They sent out email blasts encouraging and reminding employees to participate in the campaign. Their efforts produced a harvest that will help feed members of their local community.

New York’s campaign was a smash hit. They used their weekly newsletter and theme weeks to increase donations and, ultimately, exceed last year’s total collections.

The Dallas Regional Office remained committed to the cause and collected a worthy donation for their local food bank.

San Francisco poured on the charm by hosting a “meet and greet,” promoting their campaign with clever promotions such as “Tuna Tuesdays” and “San Francisco Giants—Let’s Hit it out of the Park.”



San Francisco Team (left to right): Andy Krech, Stephanie Cadwell, Garrett Harden, Ken Wells, Brett McDivitt, and Lytoria Little. (Not pictured: Jordan Heil and Shelly Ogren.)

Headquarters traditionally reaches back into the record books to the 1950s, hosting informational “CANversation” tables at the Main Building, Virginia Square, and the 3701 building. They go all in for the event, right down to dressing as housewives, wearing aprons, and appearing to have just baked cookies. Old cookbooks and recipes are displayed to draw interest to their table, and employees get to sample cookies and low-calorie health bars and fruit while the representatives spread the word about hunger in America.

Headquarters staff hit the jackpot with this year’s food collection by using a process called gleaning. Gleaning is simply the act of collecting excess fresh foods from farms, gardens, farmers markets, grocers, restaurants, state and county fairs, or any other sources in order to provide it to those in need. Access to expensive fruits and vegetables that might otherwise be unaffordable for families provides healthy foods to families who live in and around so-called food deserts. Gleaning pushed the FDIC total over the top and can potentially be done nationwide in 2016.

## Hall of Famers

Regardless of the collection methods, simple or sophisticated, what mattered most were the collective efforts of FDIC employees. Thanks to the generosity of volunteers and their creative solicitation ideas, the FDIC supported those struggling with hunger by supporting local food banks across the United States.

The direct impact we had on the growing hunger problem was rewarding for staff and, once again, proves that the FDIC is a great place to work on so many levels. 🙏



Donations from the Boston Area Office, left, and New York Regional Office, right.

## FDIC RECRUITING

# Recruiters Learn Relationship-Building Strategies at Training Workshop

By SALLY KEARNEY  
Office of Communications

On the tenth anniversary of the FDIC's Corporate Employee Program, 210 recruiters—both new and returning—gathered at the Virginia Square Auditorium for a two-day workshop. The theme of the training workshop was “Relationships: The Building Blocks of Recruiting. Connect, Collaborate, Cultivate.” A full agenda of speakers, panels, and breakout sessions offered information and ideas on how to recruit the next generation of FDIC employees. “The workshop was the perfect opportunity for recruiters, regardless of their years of experience, to discover some of the latest techniques and methods and to share their experiences and best practices,” said Marcia Chalmers, Corporate Recruitment Program Director, Division of Administration (DOA). “The FDIC is committed to recruiting a well-qualified and diverse group of applicants, and the recruiters are the FDIC's primary resource for doing that. They are doing a great job for the FDIC.”

DOA Director Arleas Upton Kea opened the workshop with welcoming remarks, followed by comments from various executives. On the workshop's second day, Chairman Martin Gruenberg shared remarks expressing his appreciation for the recruiters and their efforts to ensure that the FDIC continues to recruit a diverse group of well-qualified employees with the talents and skills the agency needs and who share a commitment to the FDIC's mission. He also presented awards to recruiters who have served for 10 years or more, including the six remaining members of the Minority Recruitment Task Force formed in 1997 as a predecessor to the national recruiting program.

The first day's panels covered several aspects of recruiting, including recruiting for the Corporate Employee Program (CEP), core skills and competencies, successful practices, and diversity recruitment. Rounding out the first day were regional breakout sessions led by the Regional Recruitment Coordinators.

The second day opened with welcoming remarks from Donna Burgess, Chief



**Photo left: The “Success Practices” panelists share ways to connect with students on campus, from left: Patrick Bachelor, Justin Huynh, Dominique Gloster, and moderator Shayna Olesiuk. Photo right: Panel members offer pointers on recruiting for the Corporate Employee Program, from left: Jane Young, Lewis Curtis, Suzannah Susser, and Phil Mento.**

of Staffing and Classification Program Administration, DOA. The day's panels focused on how to prepare potential candidates for the FDIC's online application process and a new reporting system being implemented to capture information on recruitment activities nationwide. Speaker Basil Read, Associate Dean in CU's School of Leadership, discussed how to connect with candidates, and recruiter Mark Love, RMS Field Supervisor, gave an overview of the CEP hiring event in which the best-qualified candidates participate.

The CEP Panel delved into the details of recruiting for the program. “We discussed the qualifications we are looking for in a CEP candidate,” said panelist and HR Specialist Jane Young. “Because the FDIC's application process is different from that of many other agencies, we discussed how to apply online for FDIC vacancies.”

The Core Skills and Competencies Panel focused on the qualities and skills recruiters must demonstrate in order to do their jobs effectively. Moderator Kitty Chaney, a DIR Financial Analyst, said that showing enthusiasm and a positive attitude when discussing the FDIC with students is essential. “Communication is everything when talking with people about the FDIC,” she said. “Whenever possible, try to connect with a diverse group of people and be sensitive to their differences.” Speaker Basil Read pointed to marketing intelligence

and organizational management skills as key components for successful recruiting.

Experienced recruiters on the Success Practices Panel offered pointers to new recruiters on how to learn and work with differences among college campuses across the country. Each panelist discussed how to interact with the career services on campus. Panel moderator Shayna Olesiuk, Acting DIR Associate Director for Regional Operations, concentrated on three major themes: communication; consistency and connection; and creativity. “We talked about the different threads of communication utilized during the recruiting process, with professors, student advisors, career counselors, students, and online job boards,” she said. “For consistency and connection, we suggested developing relationships with student organizations, honor societies, and economic and finance clubs, as well as attending career fairs. With creativity, we discussed the importance of forging strategic partnerships and seeking feedback in order to strengthen those partnerships.”

Case Manager Pat Bachelor, a panelist on the Success Practices Panel, said that panel members shared their personal experiences. “We talked about how we succeeded, or did not succeed, in reaching out to prospective applicants,” he said.

Many of the new recruiters started out

*see Recruit, page 14, column 1*

# FDIC RECRUITING

## Recruit, from page 13

as Financial Institution Specialists (FISs) in the CEP, and some had been recruited by one of the experienced recruiters at the workshop. Donna Burgess said the recruiters with varying degrees of experience learned from each other. “The new recruiters had information to share about campuses today, because not long ago, they were students. It is now their turn to give back, to maintain the steady stream of diverse and well-qualified new employees who are coming into the FDIC,” she said.

Krishawn Demby, HR Specialist and a

workshop organizer, said that participants gave the workshop very favorable reviews. “The workshop impacted our recruiters greatly. The training and the knowledge shared by their colleagues gave them the tools they need to be successful recruiters,” she said.

Recruiter Jake Anfang, a DCP Senior Compliance Examiner who has been a recruiter for almost five years, found the workshop to be useful. “It was a great opportunity to hear different ideas and approaches to the way we go about dealing with our schools and attracting applicants,” he said. “My regional breakout ses-

sion was particularly instructive. I enjoyed meeting other recruiters from my region, establishing contacts for the future, and sharing experiences.”

New recruiter Mona Thomas, a Resolutions and Receiverships Specialist, appreciated the tips on attending career fairs and conducting information sessions on campus. “It was a great way to network with seasoned recruiters who had much to share about the approaches they have used,” she said. “I was recruited at a career fair, and I would not have found out about the CEP without my recruiter. I want to give back and complete the circle.” 🏡



**Photo left: Donna Burgess, Chief, Staffing and Classification Program Administration, and the Corporate Recruitment Team, from left: Angela Shorter, Donna Burgess, Kurt Johnson, Donna Wilson, Marcia Chalmers, Danielle Banks, and Krishawn Demby. Photo center: Regional Recruitment Coordinators (RRCs), from left: Front row: Michael Williams, Kaitlin McGrath, Samantha Van, and Sandra Lavine. Back row: Charlotte Kettlewell, LaTonya Cook, and Beth Lowry. Photo right: Minority Recruitment Task Force (MRTF) members with Chairman Gruenberg and Marcia Chalmers, from left: First row: Jenipher Smith, Marcia Chalmers, Chairman Gruenberg, Patricia Moore-Ford, and Eric Raines. Back row: Timothy Flono, Alfred Murdock, and Michael Archuleta.**



**Chairman Gruenberg and Marcia Chalmers with recruiters with 10 or more years of recruiting experience, from left: First row: Megan Griffin, Shan Bilotta, Tiffany Baxter, Rodi Adema, Chairman Gruenberg, Tiffani Garner, Joyce Jones, Corinne Moore, and Marcia Chalmers. Second row: Lenean Washington, Perissa Clark, Georgia Bass, Sharis DeBerry, William Brown, Lekeshia Frasure, Elliot Mosely, and Amy Brown. Third row: Benjamin Vaughn, Rafael Valle, Darren Ewell, Clyde Hall, Sullivan Caldwell, and Robert Kinzer.**

## TRANSITIONS



**Lawrence Gross, Jr.**

**Lawrence Gross, Jr.**, was named FDIC Chief Information Officer (CIO). In this role, he advises FDIC senior leaders on a range of strategic issues relating to information technology, including governance, investment, program management, strategic planning, and security.

Gross has more than 25 years of combined federal and military service in progressively more responsible technology-related positions. Most recently, he was CIO of the Farm Service Agency, a division of the U.S. Department of Agriculture. He previously served as Deputy CIO for the Interior Department and as Associate CIO for the Treasury Department. In both of these positions, he was responsible for providing executive leadership and policy direction to ensure the effective management and oversight of significant information technology portfolios. He has also worked in the information technology areas of the U.S. Department of Energy, the U.S. Department of Justice, and the U.S. Navy.

Gross received a bachelor of science degree in information systems management from the University of Maryland University College, and holds a CIO Certification from the National Defense University.

After more than 43 years of federal government service, 17 of which have been spent at the FDIC, **Patricia D. Hughes** will retire at the end of this year. Known throughout the agency for her leadership of the Division of Administration's (DOA's) Graphic Design and Printing Unit (GDPU), Hughes has played an indispensable role in shaping the FDIC's visual communications. Manager of a 12-member team, Hughes also oversees the FDIC's printing operations and coordinates with a small group of contractors. Her skillful direction of this busy and



**Patricia Hughes**

multifaceted staff has earned GDPU a well-deserved reputation for excellence in design, graphics, and printing.

Hughes's influence is both widespread and enduring. The products flowing from the GDPU touch many corners of the FDIC, from posters adorning the halls of buildings, to historic permanent displays, to program handouts at FDIC events, to publications such as this one. Blending a lifelong passion for design and illustration with decades of experience in her field, Hughes has proven to be equally adept at encouraging the creativity of her team, rewarding them when appropriate, and honoring the needs of her clients. Never one to ignore the business side of operations, she has directed the diverse, and sometimes conflicting, aspects of her operation.

Hughes discovered an interest in art and drawing at an early age. "Almost as far back as I can remember, I knew that I wanted to be in a creative field, including graphic arts," she said.

She was also something of a prodigy in launching her federal government career. As a high school student, she served as an intern with the U.S. Department of Agriculture (USDA) during the academic year and during the summer with the former Department of Health, Education, and Welfare and the D.C. Department of Recreation.

After graduating, Hughes landed a permanent job with the USDA as a keyboard composing machine operator setting type for USDA publications. "I was fascinated by these composing machines," she said. "We would code the copy, and when the publication printed, it would be formatted exactly as we had coded our instructions."

Building on her USDA experience, Hughes moved to the National Science

Foundation (NSF) as a composing systems technician and typesetter. A promotion to visual information specialist followed. At NSF, she began to acquire a formidable range and depth of knowledge, while also pursuing a degree at Prince George's Community College with an emphasis on art. She later pursued an additional degree in management and computer studies at University of Maryland University College. Ultimately, she became a Supervisory Publishing Specialist in charge of the Publishing Services Unit.

While at NSF, Hughes thrived on using the new technologies of the day. "Desktop publishing was just getting started when I began using it," she said. "I was also creating Web graphics when the Internet was in its infancy." She also became fluent in numerous design software programs and HTML. NSF Director Rita Colwell, in a congratulatory letter, commended Hughes for making the publishing section one of the most successful programs at the agency and for introducing new technologies: "... [Y]ou took the leadership role at the NSF in two publishing revolutions: moving from traditional typesetting to desktop publishing; and moving into the electronic age of the World Wide Web by creating the first official NSF external home page, graphics and all. You not only managed these projects in your typical low-key, 'can do' way, you managed to keep everything else afloat at the same time!"

Hughes was approaching her 20-year mark at NSF when a co-worker left an FDIC vacancy announcement on her desk. She joined the FDIC as a Supervisory Visual Information Specialist and Chief of the Graphic Design Unit. Leveraging her NSF experience, she consulted with clients on delivering products that were both creative and cost-effective, set strategic goals, developed policies, prepared reports and budgets, and recommended hardware and software purchases. She also recently became responsible for the Headquarters Copy Centers. "Lillie Howard, who heads the Copy Center Group, reports to me," she said. "Most of our design work is done in-house, but depending on the type of printing and the quantity required, a job can be done here or commercially."

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see **Transitions**, page 16, column 1

## Transitions, from page 15

Hughes quickly made cost-savings a priority. “Pat is as frugal as she can be and is concerned with how much we spend and what we spend it on,” said Visual Information Specialist/Lead Designer Sam Collicchio.

Within the budget, she also introduced new hardware and software to improve the unit’s products. “As much as possible, I believe it is important to keep current with the outside world,” she said.

Hughes established a brisk pace within the unit and a strong urgency about deadlines. “We get our projects done on time,” she said. “Often our clients come to us with very tight deadlines, which, in many cases, are out of their control. We always strive to meet whatever deadlines are given to us.”

Nurturing a creative environment has also been a priority. “Pat allows us the freedom to do what has to be done to meet client needs,” said Sam Collicchio. “She blends a business approach with humor and personal stories. None of us knows how she stays ahead of all the emails sent to her. She stays very calm no matter what is happening.”

Hughes has hired numerous people with disabilities, a practice that she instituted years ago. “Pat was way ahead of her time in terms of hiring professionals with disabilities, and she has always made sure they were included in our staff,” Collicchio said. “She also keeps student interns on staff and gives them plenty of opportunities to learn the real work of the GDPDU.”

Throughout her career, Hughes has received numerous awards, including the FDIC Chairman’s Excellence Award

(Money Smart) and the NSF Director’s Award for Management Excellence.

DOA Director Arleas Upton Kea commended Hughes’s contributions. “Pat is a remarkable manager. She was able to both inspire and motivate her small group of visual artists, ensuring they had the tools and training needed to keep pace with the high standards of the graphics and printing industries. She also was totally committed to customer service: all of her customers throughout the FDIC consistently received exceptional, attentive service. Her group routinely delivered on schedule and mastered communication of the FDIC brand to audiences ranging from FDIC employees to consumers, bankers, the Congress, and international dignitaries. Pat also had an uncanny ability to work her budget. She could meet tight deadlines while delivering attractive products, regardless of whether they were for planned or the all-too-often unplanned and unanticipated project.”

Ivy Hungerford, Rewards and Recognition Program Manager, DOA, said of Hughes: “Under Pat’s leadership, her team has provided longstanding excellent customer service in support of the Annual Chairman’s Awards Program. For many years, Pat and her team have produced communication materials that contribute greatly to the program’s success. Pat is also the ‘go-to’ person for guidance on several DOA and Workforce Excellence (WE) products related to the Rewards and Recognition Program. She will be missed tremendously.”

Speaking on behalf of the Office of Communications, Senior Writer-Editor Sally Kearney said: “Pat Hughes and her design team have made immeasurable contribu-

tions to the quality of the *FDIC News* and the *FDIC Consumer News*, not to mention numerous other projects and products over the years. Thanks to Pat’s capable leadership, her staff has consistently offered us their creative best, both in ideas and implementation. We also are grateful for Pat’s outgoing and friendly disposition. It has been a joy to work with Pat, and we wish her all the best in retirement.”

Reflecting on her FDIC career, Hughes said: “Two accomplishments that I’m especially proud of while at the FDIC are establishing a publication numbering system for documents printed and distributed externally and establishing a notification process to inform customers whom they would work with upon receipt of the request.”

Hughes said that she has thoroughly enjoyed her career and is happy that she was able to pursue a profession based on her interests. “I have always loved this field of graphics and design,” she said. “You can see a result. Even though the competing deadlines can be overwhelming and staying ahead of them can be stressful, once you see that end product, you know it has all been worth it.” She also is thankful for her staff. “They have been a fun group, and I will miss them,” she said.

Hughes’s retirement plans include exploring Prince George’s Community College’s program to teach adults to read. “I also have some home improvement projects,” she said. She plans to take refresher courses in drawing, painting, writing, In-Design, and Photoshop, as well as traveling and spending time with her family and friends. “I am also considering volunteering at libraries,” she said. “I’d like to work with the reading program for children.” 🏠