FDIC News

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INSIDE

At Conference, Field Supervisors and Supervisory Examiners Explore Forward-looking Leadership

How to lead the risk examination workforce during uncertain economic times was a predominant theme at this headquarters training event.

By Sally Kearney
Office of Communications

RMS Director Doreen Eberley, opening the conference, praises the field supervisors and supervisory examiners: "Collectively, you supervise a quarter of the FDIC's workforce."

Gathering at the Seidman Center for a training conference in late February, RMS field supervisors (FSs) and supervisory examiners (SEs) focused on what it means to be a "forward-looking leader." The phrase, coined by RMS Director Doreen Eberley, resonated throughout the two-and-a-half days of speeches, breakout sessions, and informal conversations. Attendees listened to top officials, discussed how to apply leadership concepts during breakout sessions, and shared ideas and experiences during get-togethers between the more formal segments. At the start of the conference, Eberley urged attendees to take advantage of the many opportunities to network, share best practices, and learn from each other, and by all indications, the 250 participants did just that.

"The conference kept us moving around, and that's good, because field supervisors and supervisory examiners are not used to sitting in one spot for eight hours," said Kristy Frame, Field Supervisor for the Little Rock, Arkansas, Field

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Office. “The topics were very relevant, both in the general and breakout sessions. We heard real-life examples drawn from our experiences. A highlight for me was having lunch with the executives. At each table, about six of us sat with an executive, and it was great to hear that person’s perspective.”

Speakers included Chairman Martin Gruenberg, Vice Chairman Thomas Hoenig, Eberley, and DCP Director Mark Pearce. The 12 breakout sessions dealt with topics ranging from how to lead millennials to how to coach for more effective supervision. Discussions throughout concentrated on some aspect of how to lead the risk examination workforce in a climate marked by economic growth as well as economic uncertainty.

RMS Deputy Director for Policy George French makes a point during a panel discussion.

Attendees listen to Chairman Gruenberg’s remarks.

RMS Senior Deputy Director Jim Watkins shares insights during a panel discussion.

“Doreen and her management team did a good job of aligning their remarks with the division’s goals for the year and beyond,” said RMS Los Angeles West Field Supervisor Robert McGibbon, who led the conference organizing team. “This is a time in the economic cycle when risks are building, and as FSs and SEs, we need to ensure that examiners are identifying those risks and having clear conversations with bank management.”

From Managers to Leaders

DCP Director Mark Pearce explains how compliance examiners identify risks of consumer harm.

In her remarks opening the conference, Eberley thanked participants and explained why their work is central to the division and the FDIC. “Collectively, you supervise a quarter of the FDIC’s workforce, a workforce that we are constantly building, promoting, and replacing,” she said. “Your work in developing examiners is never done, and you support the ongoing mission of the FDIC through completion of our statutory examination requirements each year.”

The FDIC has reached a critical transition point, Eberley said, and the lessons learned from the financial crisis must be incorporated into RMS supervision. Embedding these lessons is essential to help institutions become better prepared to weather future business cycles.

RMS Deputy Director for Compliance Brent Hoyer shares his perspective.

Underlying Eberley’s definition of forward-looking leadership is another definition that a Federal Executive Institute professor once shared with her. “His simple definition of leadership was creating an environment where people *want* to follow you,” she said. The same professor made a distinction between managers and leaders. Noting that “all of us in this room are managers by virtue of the positions we hold,” Eberley said, “We need to be more than managers—we need to be leaders. We need to gain the willing commitment of everyone in the organization to embrace the changes we are making.”

She then laid out three principles of forward-looking leadership “to help us achieve that goal.” First, field supervisors and supervisory examiners must embrace forward-looking supervision and embed it into RMS’s supervisory program. “Neither we nor the industry we supervise can afford anything less than the full embracement of the principles of forward-looking supervision,” she said.

Examiners must scrutinize not only a bank’s financial condition but also its risk-management practices, such as its management of operations and the risks it is taking. Relying strictly on the numbers that reflect a bank’s condition is not sufficient. “The numbers are always good until they are not,” she said. “We have to focus on the practices when they are happening, and not wait until they manifest in the bank’s condition.” To achieve this, forward-looking leadership is key. “Achieving true and full adoption of forward-looking supervision will require each of you to influence those you interact with to gain a willing commitment to follow,” she said.

The second principle, promoting RMS-wide communication, broadens the scope

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of communication from an up-and-down channel to one that reaches all division staff. Acknowledging that messages can be communicated through many vehicles, Eberley noted that "nothing substitutes for face-to-face communication, and this is where your leadership comes in again." She encouraged field supervisors and supervisory examiners to share the policy messages they receive from senior managers with their field staff during regular meetings. "You also play a critical role in sharing bank examiner observations from their ongoing examinations," she said.

The third principle, demanding excel-

Chairman Martin Gruenberg emphasizes the group's importance: "You represent the leaders in the field of our risk examination program."

lence in supervision, calls for setting a high bar for the quality of examinations and examination reports. "Our reports of examination and correspondence are our products," she said. "They should be clear, concise, and compelling." Furthermore, examiners should take great care to de-

Field supervisors and supervisory examiners take advantage of a break to chat and exchange ideas.

scribe the "root causes" of a bank's story, whether it is one of strong operations and promise or one of weak operations that could lead to future financial difficulty.

Quoting basketball coach Pat Riley, who wrote, "Excellence is the gradual result of always wanting to do better," Eberley said. "This is where leadership comes in yet again. By encouraging our workforce to always want to do better, and by wanting the same things ourselves, we will ensure excellence in supervision."

Why Vigilance Matters Now

In his remarks, Chairman Gruenberg also described how the times demand a forward-looking approach. Characterizing the past five years as a period of recovery for the economy and the financial services sector, he said that "we are at a turning point" in the economic and financial cycle. While observing that insured institutions have rebuilt their balance sheets and expanded lending activities, he noted that now is the time "when the seeds of future problems are laid." This phase in the cycle brings different challenges. For examin-

Seattle FS Mardi Leslie asks a question.

ers, he said, the question is not whether a loan looks good today but how it will look 12 to 18 months from now.

Turning to the essential role of community banks in the financial system, Chairman Gruenberg noted that of the 500 financial institutions that failed since 2008, 450 were community banks. Problems in

see **Leadership**, *page 4, column 1*

Photos l to r: SE Matt Floersch of the Hopkinsville, Kentucky, Field Office and FS Colleen Walton of the Eau Claire, Wisconsin, Field Office, during a break. Participants mingle outside the Seidman Center auditorium during a break.

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Photos l to r: SE Christy Jacobs of the Boston Field Office; SE Randy Lloyd of the Concord, New Hampshire, Field Office; and SE Ron Porrata of the San Juan, Puerto Rico, Field Office. FS Bob McGibbon of the Los Angeles West Field Office led the team that organized and put on the conference.

community banks must be identified and addressed sooner rather than later. “Early identification of and response to problems as they develop and emerge is the best way to maintain the health and viability of community banks,” he said.

He urged attendees to pay close attention to interest rate risk as institutions go further out on the yield curve as well as to risks associated with cybersecurity, another growing concern.

Chairman Gruenberg thanked the attendees. “You represent the leaders in the field of our risk examination program,” he said. “You define the quality and content of examinations. We rely on you to achieve our core objectives.” Concluding, he said, “We value the work that you do.”

Consumer Harm Poses Risks, Too

DCP Director Mark Pearce highlighted DCP’s efforts to identify, address, and mitigate the risks of harm to consumers and depositors. The various regulations that compliance examiners review have a common underlying purpose of protecting consumers from harm and ensuring that they are treated fairly, he said. Focusing on the areas that present the greatest risk of consumer harm starts even before the pre-examination process and continues through the work onsite at the bank to the final report of examination.

Fortunately, Pearce said, the vast majority of community banks have effective programs to manage their consumer compliance responsibilities in a manner to mitigate the risk of consumer harm. Compliance examiners have spent much of the past few years helping educate bankers to manage changes in the mortgage rules, and he noted that “community banks have a strong commitment and desire to follow the rules.”

Pointing out interconnections between compliance and risk examinations, Pearce cited a couple of ways that risk examiners can help support DCP. First, he said, simply by understanding that compliance examiners have a risk-based focus for consumer harm, risk examiners are in a position to explain the FDIC’s approach to bankers who may be frustrated with the pace of change in consumer compliance regulations in recent years.

Second, he said, risk examiners can keep an eye out for the risk of consumer harm during examinations. In particular, risk examiners can help identify and address weaknesses in banks’ oversight of their third-party relationships, which may have an impact on consumers.

Pearce concluded by recognizing the importance of the work risk examiners do to further consumer protection just by doing their jobs effectively. After all, he noted,

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Photos l to r: SE Brian Geraets of the Minneapolis, Minnesota, Field Office, with SE Todd Eich of the Omaha, Nebraska, Field Office. SE Dustin Koch and SE Keith Hancock of the Portland, Oregon, Field Office; SE Chad Richins of the Phoenix, Arizona, Field Office; and FS Mardi Leslie of the Seattle, Washington, Field Office.

Photos l to r: SE Brian Simmons of the Atlanta Field Office, with SE Kim Smith of the Shelby, Alabama, Field Office. FS Mike Loewe of the Albany, Georgia, Field Office; SE Bruce Staley of the Houston Field Office; SE Jeff McDonald of the Denver Field Office; and FS Pete Martino of the Tampa, Florida, Field Office.

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the safety and soundness of financial institutions offers the best protection for consumers by ensuring that they have a safe place to deposit their money, to conduct transactions, and to access prudently underwritten credit to do things like purchase a home or start a small business.

Plenty of Takeaways

Conference participants had much to ponder as they returned home. "I thought the conference was an overall positive experience," said Cynthia Childers, Supervisory Examiner in the Columbus, Ohio, Field Office. "I enjoyed the networking and found the town hall style breakout sessions especially helpful in gathering ideas on what works best in other offices. I also enjoyed catching up with colleagues from across the country whom I rarely get the chance to see."

Frame of Little Rock, Arkansas, reveled in the opportunities to interact. "I really enjoyed getting to know new people and catching up with people I do know," she said. "I got new ideas just by chatting with folks and finding out how they handle issues in their field offices. In one breakout session, we focused on best practices for field office operations, including personnel issues and how to motivate our teams. We went around the room, and each of us provided a best practice that we have used with success. Our discussion was very productive and generated a lot of good ideas. No question, meeting in person is always better."

What Field Supervisor Tyler Bland of the Philadelphia Territory valued was the clear direction set by the conference speakers. "As FSs, we like to hear about our corporate and divisional priorities, and all the speakers, from Chairman Gruenberg to the breakout leaders, did a great job of sending a consistent message. I was able to take back concrete information about the major initiatives for the year, including InTREx, our new IT examination platform, and our large bank focus, to share with our staff. I also wanted to thank the National Field Supervisor and Supervisory Examiner Councils for organizing this conference. They did an awesome job, and this was one of the best conferences we have ever held." 🏛

Photos l to r: SE Leslie Martin of the Princeton, Illinois, Field Office; and FS Sandy Welsh of the Indianapolis, Indiana, Field Office. FS Jim Kiss and SE Mark Spina of the San Francisco Field Office. FS Shawn Meyer and SE Steve Sheehan of the Madison, Wisconsin, Field Office, with Chicago Regional Director M. Anthony Lowe.

Regional Round-up

It's a bird! It's a plane! It's Superheroes at the FDIC! Have you ever wondered if a Clark Kent, a Bruce Wayne, or a Diana Prince (aka Wonder Woman) might be tucked away anonymously at the FDIC? Well, wonder no more. You can find our mild-mannered men and women in disguise in the DCP Indianapolis, Indiana, Territory, where they labor away, quietly protecting consumers from harm. Their true identity remains a secret until … a field territory meeting is held, and then, Kapow! They appear, revealed as their true bold and intrepid selves!

DCP Acting Field Supervisor Anthony Sinopole of the Indianapolis Territory gave

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A trio of Superheroes! From left, Acting Field Supervisor Tony Sinopole, Financial Institution Specialist Zach McIlwain, and Compliance Examiner Clark Griffin

Round-up, *from page 5*

FDIC News the scoop. Last year, when he was searching for a creative way to motivate the Indianapolis team in 2016, an idea came to him from a family story going back several years. "The shortened version is that my older sister wanted to be on the Supreme Court ever since she was a little girl," he recalled. "When people would ask her as a little kid what she wanted to be when she grew up, she would respond with, 'A Supreme Court justice!' Then they would turn to me, after being so impressed with my sister's response, and ask what I wanted to be. And I would say, 'A superhero!'"

Sinopole was true to his word. He joined forces with DCP Indianapolis Territory Supervisor Tim Prickett to create a yearlong program organized around the superhero theme. "We wanted to focus on our role of protecting consumers and to carry the superhero theme throughout the entire year," he said. For the DCP Field Territory meeting in February, Sinopole and Prickett designed an agenda built on the theme that included a superhero video; superhero missions; and even superhero breaks with such titles as "To the Batcave!"

Wait, there's more to the story. Flash forward to just a few years ago, when Sinopole was chatting with his mother and reminiscing about those early days. Reflecting, Sinopole told his mother that he was both amazed and impressed that his sister, now a lawyer on Wall Street, still has dreams of donning those black robes and handing down opinions that shape the country for decades to come. As an afterthought, Sinopole remarked ruefully that he never did become a superhero, but added flippantly, "One out of two isn't bad."

Sinopole's mother responded the way one would expect a mother to respond—as loyally as a mother tiger and as wisely as Yoda. Sinopole recalled: "She said, 'What are you talking about? You *are* a superhero. I have heard many stories about how you protect consumers from unfair and deceptive practices and discrimination and how you had lots of money reimbursed back to those consumers. That is *exactly* what a superhero does: protect people who don't even know they have someone looking out for them.'"

At the time, Sinopole smiled at his mother's retort. "I guess moms always know what to say," he told us. "I will never forget what she said that day, and I wanted to share that feeling of appreciation for my job with the Indianapolis team."

Holy confusion, Batman! Tony Sinopole doubles as Batman and Superman—he must have seen that recent movie in which the two face off!

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Staff presenters at the meeting dressed as their favorite superheroes (*see photos*). Indianapolis Compliance Examiner Clark Griffin wore a Superman shirt borrowed from a friend for the occasion under his shirt in preparation for his presentation, an update on Home Mortgage Disclosure Act (HMDA) regulations. "When I stood up for my talk, I ripped off the shirt that was covering up the Superman shirt," he said, "and I told them that I'm the only one in our territory whose name is Clark."

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Sinopole and Prickett handed out action figures to the staff for their desks or computer bags. "We wanted to remind everyone of why we are here—to protect consumers," Sinopole said. "Our theme is receiving a lot of positive feedback from the team, and they are really taking off with it."

So, the next time you wonder if there is a caped crusader in our midst, look no further than the Indianapolis Field Office, where, as Sinopole summed up, "I am proud to say that I am on a team of superheroes!"

CEP Rotation Pilot Program Implements Changes for 2016 and 2017

By Sherryann Nelson
Corporate Employee Program

The Corporate Employee Program (CEP) is implementing a two-year CEP Rotation Pilot Program that alters rotation timeframes, the sequence of rotations, benchmarks, accounting assessments, and the CEP Effective Writing Class. The pilot program applies to all Financial Institution Specialists (FISs) who begin their CEP rotations in 2016 and 2017, starting with CEP Class 53. According to CEP Director Wayne Evans, the pilot program was created in response to feedback from CEP participants who requested a more comprehensive introduction to the nature of DCP examination work.

Pilot Program Rotation Timeframes and Sequence of Rotations

The Pilot Program lengthened the DCP rotation from 13 weeks to 18 weeks and redesigned the rotation to include additional benchmarks. Consequently, the RMS rotation was shortened from 26 weeks to 23 weeks. Additionally, the order of the RMS and DCP rotations now alternates in 2016 and 2017. FISs starting in 2016 will begin their first rotation in RMS, and FISs starting in 2017 will begin their first rotation in DCP. As a result, some field offices will have an overlap of FISs in the same rotation, but from different CEP classes throughout 2016 and 2017.

Revised Benchmarks

Commensurate with the extended duration of the DCP rotation, the CEP benchmarks for the DCP rotation were adjusted to include more challenging benchmarks related to regulation reviews, the Community Reinvestment Act and Fair Lending. The RMS benchmarks were also revised to be commensurate with the shorter duration of the RMS rotation and now exclude supporting tasks related to sensitivity to market risk.

Accounting Assessments

FISs are expected to demonstrate the requisite knowledge of accounting by attaining a qualifying score of 75 or higher on five accounting assessments by the end of the RMS rotation.

CEP Effective Writing Class

The CEP Effective Writing Class was historically held at the Dallas Learning Center at the conclusion of the DRR capstone activity. During the Pilot Program, the two-day CEP Effective Writing Class will be held at Virginia Square before or after the DIR rotation, which is in the middle of the RMS rotation. This will provide FISs with the opportunity to learn effective writing concepts earlier in the CEP rotational year.

2016	2017
CEP Orientation VASQ – 1 week	**CEP Orientation at VASQ – 1 Week**
Accounting Fundamentals at VASQ – 1 Week	**Accounting Fundamentals at VASQ – 1 Week**
RMS Rotation – 23 Weeks (Includes 1 week of RMS Orientation, a 2-day CEP Effective Writing Class, and 80 hours of independent study time for Introduction to Bank Accounting.)	**DCP Rotation – 18 Weeks** (Includes 1 week of DCP Orientation.)
DIR Workshop at VASQ – 1 Week (Occurs in the middle of the RMS Rotation.)	**RMS Rotation – 23 Weeks** (Includes 1 week of RMS Orientation, a 2-day CEP Effective Writing Class, and 80 hours of independent study time for Introduction to Bank Accounting.)
DCP Rotation – 18 Weeks (Includes 1 week of DCP Orientation.)	**DIR Workshop at VASQ – 1 Week** (Occurs in the middle of the RMS Rotation)
DRR Rotation – 7 Weeks (DRR Training is conducted at the Dallas Learning Center.)	**DRR Rotation – 7 Weeks** (DRR Training is conducted at the Dallas Learning Center.)
CEP Graduation (Monday) and **Leadership 101** (Tues – Friday) – **1 Week**	**CEP Graduation** (Monday) and **Leadership 101** (Tues – Friday) – **1 Week**
52 Weeks	**52 Weeks**

WDI Ambassadors Join Nationwide Outreach Effort

Reflecting a peer's perspective, ambassadors explain how WDI programs relate to individuals.

By Sally Kearney
Office of Communications

The Workforce Development Initiative (WDI), which encompasses both new and existing career development programs, offers employees and managers a wealth of opportunities to strengthen skills, explore options, chart paths, and strategize next moves. To help employees and managers discover how best to take advantage of what the WDI has to offer, the FDIC recently launched a nationwide outreach campaign. According to Supervisory Examiner Jennifer Malich, who is detailed to WDI as its communications manager, the campaign's goal is to "have face-to-face meetings with every FDIC employee by year-end." Helping to carry out this ambitious agenda are 25 recently selected detailees who serve as WDI ambassadors.

Speaking as a Peer

"When we looked at our communication strategy for the WDI, we realized that we needed additional resources to help with outreach," Malich said. "We wanted ambassadors from all divisions to go out and talk with the workforce. The ambassadors represent a cross-section of the FDIC, ranging from grade 12 employees to CM2 executives, who can present information about the WDI from a generalist's perspective."

The ambassadors are accompanying WDI staff experts as they travel to every FDIC regional and field office, as well as headquarters, to explain the initiative's broad contours and granular details. With a full command of the material, the subject matter experts (SMEs) are prepared to respond to complex questions, while the ambassadors, who are more like SMEs in training, speak from a point of view closer to that of their audience. "The WDI ambassadors understand what it is like to start from ground zero with the WDI and figure out what it means in practical terms," Malich said. "It wasn't that long ago that they were asking the same questions that they are now starting to answer." As a result, Malich said, the ambassadors complement the WDI staff and speak to their audience as peers.

As spokespersons for the WDI, the ambassadors carry out their responsibilities as a collateral duty. "They completed a three-day training course in January at headquarters," Malich said. "Chairman Gruenberg came and spoke to them about the importance of their role."

Building Rapport

The WDI's fundamental philosophy of inclusion inspired April Atkins to seek a detail as a WDI ambassador. "I signed up because I think it is important to consider every single person as integral to achieving our mission statement," said the DCP Atlanta Region Community Affairs Specialist. "People are energized to know that they can continue to learn skills to move through the agency. The WDI makes everyone feel that they have skin in the game."

Completing the January training course gave Atkins a sense of empowerment. "We all learned how to make effective presentations, encourage dialogue, and allow participants to ask questions in real time," she said. "Now I am very excited to spread the WDI message."

see **Ambassadors**, *page 9, column 1*

WDI Ambassadors gather at headquarters, from left: First row: Richard Caldwell, Camisha Pinkney, Jennifer Malich, Amanda Thomas-Wilson, Archana Snyder, Rebecca Baker-Bennett, April Atkins, Katrice Yokley, Andrea Riche, and Robert Moss. Second row: Brian Smith, Steve Wagoner, Matt Blanchard, David Xu, Kirk Daniels, Lance Jameson, Penelope Moreland-Gunn, Holly Heaton-Summer, Mona Thomas, and Alison Robinson. Top row: David Mandell, Susan Boenau, Nichol Harris, Linda Preston, Martha Solt, Brian Rosenberg, and Michael Barthen.

Ambassadors, *from page 8*

Atkins traveled with her WDI colleagues to Tampa, Florida, for her first field office visit as an ambassador. "I thought our program was very well received," she said. "The participants seemed engaged and asked candid, straightforward questions. We had structured our program to be more than a presentation. We had a lot of requests for additional information about various programs. I was happy to sing the WDI's praises and show how it can help employees have a place in the corporation."

Whenever possible, Malich strives to send WDI ambassadors to offices where they have a connection. Lance Jameson recently traveled with his WDI team to field offices in Minneapolis, Minnesota, and Sioux Falls, South Dakota. An Acting Assistant Regional Director in the Kansas City Region, Jameson had previously served in Minneapolis and knows the Kansas City Region well. "I knew a lot of people in both meetings, which enabled me to establish an easy rapport," he said. "Both sessions went very well. The participants wanted to know why the WDI is important and how it affects them."

Jameson believes the two-way communication helps participants become engaged. "They can ask questions, share concerns, and give us ideas," he said. "Some people wanted to know about their eligibility for some of the programs, for example."

Jameson and WDI staff members Malich and Jonathan Basirico had planned their program to include speakers from the field offices. "At each meeting, we had people who stood up and made valuable contributions," Jameson said. "[RMS Sioux Falls Field Supervisor] Randy Rock told us how his career aspirations had changed over time, and [RMS Minneapolis Field Supervisor] Steve Flaten and [DCP Minneapolis Field Supervisor] Dan Engen recalled their experiences with the FDIC's Executive Potential Program. Jackie Kluver, [DCP Compliance Examiner, Mankato, Minnesota, Field Office], recounted her details in the Washington Office and other field territories." Such stories provide powerful examples of individuals tapping into the resources available at the FDIC, Jameson said.

Michael Barthen from the Wexford, Pennsylvania, Field Office, who worked in Michigan in 2014 and Ohio in 2015, also recognized colleagues during his presentations in Philadelphia and Wexford, Pennsylvania; Lansing, Michigan; and Columbus, Ohio. The Senior Compliance Examiner enjoyed discussing the WDI with field office staff. "It was challenging but also very rewarding," he said. "Many people seemed surprised that some of these opportunities even existed." He added: "Since the presentations, I have received a number of questions about the various programs and have seen some individuals approach their managers about enrolling in them. It is encouraging to see the momentum of the WDI picking up following our talks."

A Call to Action

Timing prompted Katrice Yokley to apply to become an ambassador. "Now that we are in the post-crisis period, it seems like the right time to re-engage our workforce and look for ways to encourage change," said the RMS Case Manager from the Atlanta Regional Office. "During her first presentation in Atlanta, Georgia, Yokley drew on many of her own developmental experiences—with the Mentoring Program, the Stonier Graduate School of Banking, and various developmental opportunities—to show the many avenues available to aspiring employees.

"Our talk began with a background on the WDI with data and facts and its purpose," she said. "We pointed out the differences between the programs and how they work. We also described the objectives for each program." Yokley then homed in on her key point: what are their next steps?

Jameson also urged participants to act. "I encouraged them to create a Career Development Plan, both short-term and long-term, and to get feedback from other people in order to make good choices," he said. "We want to make them aware of resources and programs, and then move on to what actions they can take to achieve their goals."

Inspiration

Relatively new to the FDIC, Archana Snyder brings an invaluable quality to her role as WDI ambassador: enthusiasm. "Because I am still new, I have a fresh perspective on how wonderful it is to have all these opportunities," said the DIR Special Assistant to the Deputy Director. "The FDIC is devoting a lot of attention to developing employees, and if you are interested in taking advantage of what is out there, the world is your oyster."

While Snyder signed up to become an ambassador to "spread the message on all these great programs," another incentive was the collateral duty aspect. "I saw it as something that is feasible while doing my current duties," she said.

Snyder's first presentation was at a meeting at the Jamesburg, New Jersey, Field Office. At first, she stuck to her talking points. "I thought it was easier, because I am not an SME, and I wanted to make sure I was on the same page as the rest of the team," she said. But when people began asking questions, Snyder was in her element. "Listening to people talk about their careers, I could relate to what they were saying," she said. "And, even though I'm not a WDI SME, I am an expert on my own career, and I could talk about my career path."

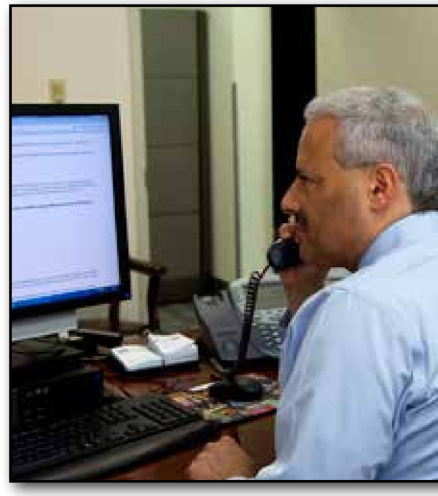
Snyder emphasized the importance of listening. "They voiced a lot concerns," she said. "They wanted to know if they had the time to do this. For some, it was just a matter of being heard. I wrote down their thoughts and relayed them back to the WDI team. Their input could help us enhance these programs. I see myself as a facilitator who gets the information and message out in a peer role."

Recently, WDI Ambassador Andrea Riche had an opportunity to fly solo in a headquarters presentation for DRR employees. The morning of the presentation, Jennifer Malich was stuck in Denver due to a snowstorm that shut down all flights and was unable to accompany Riche. Malich coached Riche over the phone so that Riche could play both roles—that of ambassador and of SME. "I am so proud of Andrea—she stepped up with real confidence and knocked it out of the park," Malich said, adding that Riche won kudos from the DRR participants, including DRR Director Bret Edwards, for her performance.

With WDI teams dispersing nationwide, employees who have not already attended a meeting can look forward to a visit from WDI ambassadors and SMEs during the year. In the meantime, to learn more, visit the WDI website at http://fdic01/workforcedevelopment/. Suggestions and feedback can be sent to workforcedevelopment@fdic.gov.

Deposit Insurance Is the Corporation's Middle Name

What I learned on detail with the Deposit Insurance Section.



Applying his media spokesman skills in a new setting, Greg Hernandez responds to a call on deposit insurance. Since starting his detail, he has taken more than 600 calls.

By Greg Hernandez
Office of Communications/
DCP Deposit Insurance Section (detailee)

With this first-person story by Greg Hernandez, FDIC News *is launching a new series in which employees tell their own stories about interesting and educational work experiences.*

The Deposit Insurance Section (DIS) within DCP has daily interactions with bankers and consumers. It is one of the public faces, or voices, of the FDIC. Each year DIS responds to more than 20,000 calls on deposit insurance coverage. Nine staff members answer about 100 calls daily, serving as front-line representatives, or ambassadors, of the Corporation.

I am a Public Affairs Specialist and spokesman for the FDIC in the Office of Communications (OCOM). Since the fall of 2009, I was a media contact for dozens of failed banks. I have been a federal government spokesman for three agencies during the past 20 years and previously was a broadcast journalist for 20 years.

For the first two months of my detail, I sat with each staff member as he or she responded to banker and consumer calls. I felt like a student on the first day of school. The amount of money discussed usually was in the millions, and the accounts were elaborate, especially the formal living trust accounts.

My First-Ever Detail

In the fall of 2015, I decided to pursue an Expression of Interest (EOI) in the Deposit Insurance Section—my first-ever federal government detail. During the most recent financial crisis, I conducted dozens of interviews with the media on the basics of deposit insurance. When reporters asked more complex deposit insurance questions, I always consulted the experts in DIS. Martin Becker, the section chief, and I have discussed deposit insurance issues many times over the years.

I applied for the EOI and was selected. With permission from my supervisors in OCOM, I started a four-month detail in DIS last November. However, even though I had been exposed to what DIS does, on the day I arrived I had no idea how the section carries out its mission.

I was about to learn. Each year, the DOA Call Centers in Dallas and Virginia Square respond to tens of thousands of calls on a wide range of topics. DOA contract staff members answer basic questions about deposit insurance; for example, how much deposit insurance is available to individual or joint accounts?

More complex questions received by the call centers are transferred to the Deposit Insurance Section. The majority of these complex banker and consumer calls are about revocable trust accounts in which the owner of the funds names beneficiaries who receive the money upon the owner's passing. The accounts can be informal revocable trust accounts that are titled as such in the bank's records or they can be part of formal family trusts.

What is most important to these callers is whether the money they have on deposit in a bank is covered by deposit insurance in the event an FDIC-insured institution should fail.

For the first two months of my detail, I sat with each staff member as he or she responded to banker and consumer calls. I felt like a student on the first day of school. The amount of money discussed usually was in the millions, and the accounts were elaborate, especially the formal living trust accounts.

I knew from past guidance that a family of three can have up to $3.5 million of deposit insurance at one bank. However, I was astonished to find that deposit insurance can reach into the millions of dollars depending on how trust accounts are structured at one bank.

I certainly learned a lot about trust accounts. To the casual observer, which I definitely was before the EOI started, calculating deposit insurance for these types of accounts can appear to be highly complex. Through the excellent instruction that I received from the staff members and from online resources, I gained a firm grasp of this topic. Now, I'm working to set up my own living trust account.

Kate Spears, a senior consumer affairs specialist with the FDIC for more than 25 years, was my primary trainer. After responding to a call, she would quiz me about her response to the banker or consumer. Other staff members, such as Rosa Hanna and Josie Walters-Tucker, also shared their extensive experience with deposit insurance. Since 2005, Josie has answered more than 30,000 phones calls.

Kate, my co-workers, and section chief helped me get my wings so that I could fly solo.

Flying Solo

After 60 days, I was on my own. The first call I received was from a consumer who wanted to know how much deposit insurance is available to his living trust that had one owner of the funds naming 10 beneficiaries with unequal allotments. One beneficiary was to receive more than 20 percent of the money upon the owner's death. I thought someone in DIS was putting me to the test, but the call was real. Consumers and bankers are not required to give their names or that of the financial institution. Many bankers, however, often provide the name of the bank. After the call, I felt very proud that my education paid off. It was great being able to solve the puzzle. With the wonderful training I received, I was ready to take on more of these queries.

I soon received a call from a consumer

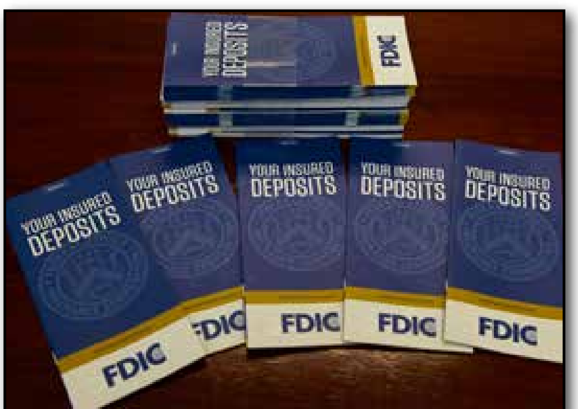
see **Hernandez,** *page 11, column 1*

Hernandez,, *from page 10*

who wanted to know if the $500,000 he had in each of 16 banks was fully insured by the FDIC—that is a total of $8 million. Then, a broker called to find out how the funds from a deceased person's account could be deposited in a bank and be fully insured by the FDIC. The amount was $20 million. The answer to this latter question is that $250,000 or less would have to be deposited in 80 banks to receive maximum FDIC deposit insurance coverage for that type of irrevocable trust account. I say less than $250,000 because you have to take into account any accrued interest to make sure you don't surpass the insurance limit.

As of this writing, I have taken more than 600 calls from bankers and consumers. In addition, I have replied to dozens of emails and written correspondence.

I know that sounds like a lot of calls, but it covers nearly four months. On average, I respond to about 10 to 15 calls a day—sometimes less and sometimes more. My high watermark to date is 18 calls in one day. However, it is not just about the phone calls. I also work with other staff members on various projects, such as updating online resources. I designed a website for banker seminars, edited a number of online resources, wrote a Financial Institution Letter, and attended a community bankers conference.



During the height of the financial crisis, more than three million copies of the brochure *Your Insured Deposits* were distributed across the nation.

I really enjoy talking with consumers and bankers. It is very different from speaking with reporters. Media queries cover a wide range of topics. The calls I take now are all about deposit insurance. More than ever, I realize how important deposit insurance is to consumers and bankers.

What I Learned about DIS

One thing I like about DIS is that it captures a lot of data about its operations. Each consumer affairs specialist responding to calls has a unique agent number; for example, I am agent 84023. Each day a Daily Group Summary of the previous day is produced by Mauricio Lainez, a senior consumer affairs specialist, that lists all the calls each staff member took, the average time for each call, and how long the staff member took calls. There are many other data points, too.

During the height of the financial crisis from 2008 to 2010, DIS responded to more than 200,000 calls. FDIC staff from other divisions were quickly trained and ramped up to respond to the thousands of deposit insurance questions that poured in and increased as more banks failed.

The call and correspondence data are entered in the Specialized Tracking and Reporting System, or STARS, which provides useful information to evaluate the performance of the consumer affairs specialists and the section as a whole.

The calls handled by the Deposit Insurance Section account for only a part of its mission. DIS also conducts live banker seminars several times a year, a responsibility managed by Vonda Bailey, a senior consumer affairs specialist. Bankers register for the conference call where they get a live training session on all aspects of deposit insurance. (*For more on those seminars, see the companion article in this issue, entitled "Teaching Bankers the Finer Points of Deposit Insurance."*)

Consumer affairs specialists also travel to banker and consumer trade shows, where they operate a booth or are part of a multidivisional team answering questions about deposit insurance.

DIS also is integrally involved with other FDIC divisions when deposit insurance is the key focus. Cross-divisional meetings with DCP, DIR, DRR, and RMS take place several times a year.

DIS team members also work with other divisions on digital currency issues. Many questions have yet to be resolved on whether deposit insurance may be extended to cover this virtual currency.

During the height of the financial crisis from 2008 to 2010, DIS responded to more than 200,000 calls. FDIC staff from other divisions were quickly trained and ramped up to respond to the thousands of deposit insurance questions that poured in and increased as more banks failed.

Bilingual staff members also translate the resource materials into Spanish. Mark Gonzalez, a senior consumer affairs specialist, handles the bulk of the translations. He works with other DCP offices to translate resources like Money Smart and other parts of the FDIC websites. He and Mauricio Lainez also work with bankers and consumers who speak Spanish.

The DIS staff distributes the brochure *Your Insured Deposit*s, one of the most requested FDIC publications. During the height of the financial crisis, more than three million copies of *Your Insured Deposits* were distributed to consumers and bankers across the nation.

Staff members also assist bankers and consumers on the use of the Electronic Deposit Insurance Estimator, or EDIE (pronounced ee-dee), an online tool that helps users determine if their deposits are fully insured at one institution. The computer-based training for bankers is available on the website. In addition, there are YouTube videos for bankers on deposit insurance fundamentals, revocable trusts, and advanced topics. These videos are narrated by the section chief who conducts the live banker seminars.

The DIS team members collaborate and share information with each other daily. Becker said: "The goal for the section is to be 100 percent accurate in all our answers and never guess. We make it clear to callers we are not financial advisors, but we aim to provide each caller with accurate information about FDIC deposit insurance coverage so that they make informed decisions in depositing their funds."

see **Hernandez,** *page 12, column 1*

Hernandez, *from page 11*

Another satisfying part of this job is the gratitude expressed by the bankers and consumers when you help them with their deposit insurance questions. People are very complimentary when a staff member helps with deposit insurance questions. Consumers also send positive feedback to the Ombudsman's Office about the section. Chantal Hook, a DIS consumer affairs specialist, received high praise recently from a consumer for her knowledge of deposit insurance. The consumer's email, forwarded to DIS from the Ombudsman, said, "The customer service was incredible."

The positive feedback I have received from consumers and bankers has been especially gratifying. I feel a great sense of accomplishment that I have helped people get the answers they need to protect money deposited in FDIC-insured banks across the nation. I like hearing, "You explained it clearly."

People want to be reassured that their money is safe and that they are within the FDIC deposit insurance limits for the various ownership categories. This is especially true when the stock market takes a tumble. Calls increase, and consumers say they just want to make certain their money is fully insured.

The section also receives calls from other countries. One caller from the United Kingdom wanted to find out about deposit insurance for nonprofit organizations. As the nonprofit organization's investment director, he wanted to make sure the funds could be deposited in a U.S. bank.

A unique aspect of some callers is that they like to tell you their age. I spoke to a gentleman about his living trust. At the end of the conversation he said, "I'm 92, and I just wanted to make sure my money is safe." He was right on the money.

Then there are those calls that give you pause. One woman called and told me she was older, had no children, no family or friends, and that it was her birthday. She wanted to make sure she had structured her accounts correctly so that she could leave a substantial sum to her neighbors. I wished her a happy birthday and explained that her money was fully insured as structured at the bank.

How EOIs Make a Difference

Expressions of interest promote workplace diversity and are a very productive way for FDIC employees to gain experience by working in other positions and other divisions.

This EOI will be quite beneficial to me, especially when speaking with reporters about deposit insurance. I have learned a lot in four months, and I am looking forward to learning more, as my EOI was extended for another four months.

The Deposit Insurance Section is the place where bankers and consumers directly interact with the FDIC every day. It is the place, as one consumer put it, where the government answers the phone and provides very useful information. DIS reassures consumers that their money is safe and promotes confidence in the banking system. Deposit insurance, after all, is the Corporation's middle name.

Happy to be a (temporary) member of the team, Hernandez, far left, with his Deposit Insurance Section colleagues: (l-to-r front) Greg Hernandez, Meron Wondwosen, Martin Becker, Rosa Hanna, and Josie Walters-Tucker; (back) Vonda Bailey, Mauricio Lainez, Mark Gonzalez, Kate Spears, and Chantal Hook (Calvin Troup not pictured).

Teaching Bankers the Finer Points of Deposit Insurance

By Greg Hernandez
Office of Communications/
DCP Deposit Insurance Section (detailee)

Each year thousands of bankers from all over the country sign up to take an essential course on the fundamentals of deposit insurance. It is a free live seminar that aims to better educate bankers on how deposit insurance works and how to explain it to their customers.

Designing the Seminars

Bankers call the Deposit Insurance Section every day to confirm or find out how much deposit insurance is available to customer accounts in the various ownership categories. On average, the section takes more than 20,000 calls from bankers and consumers.

The seminars, which last about 90 minutes, offer bankers live training and the opportunity to ask questions. The fundamentals of deposit insurance are discussed, including individual and joint accounts, and IRAs. At the heart of the training are informal and formal revocable trust accounts.

These calls are a huge source of information in deciding the content for the seminars. While everyone in the Deposit Insurance Section contributes suggestions for developing the seminar materials, Meron Wondwosen and Calvin Troup, senior consumer affairs specialists, have been primarily responsible for coordinating the actual preparation of the seminars.

Vonda Baily, a senior consumer affairs specialist, manages the registration process for the live banker seminars. More than 1,400 bankers participated in the first call of 2016 on February 23 and 1,166 bankers listened to the second call of the year on April 6. Four more live seminars are scheduled for the rest of the year.

Vonda Bailey, a senior consumer affairs specialist in the DCP Deposit Insurance Group, manages the thousands of registrations for the banker seminars.

In 2015, more than 4,440 bankers dialed in to the seminars from 1,271 bank locations across the country. Since the live seminars' inception in 2008 through the second seminar this year, more than 290,000 bankers have tuned into these educational events.

Live Training

The seminars are conducted via conference call by Martin Becker, the Deposit Insurance Section Chief. He is the voice of deposit insurance and also narrates the YouTube videos.

The seminars, which last about 90 minutes, offer bankers live training and the opportunity to ask questions. The fundamentals of deposit insurance are discussed, including individual and joint accounts, and IRAs. At the heart of the training are informal and formal revocable trust accounts.

There is a Microsoft Live Meeting component to the call that enables listeners to follow a PowerPoint presentation. At the end, bankers ask questions. Becker and Chris Hencke, a counsel from the Legal Division, are the MCs of this training. They respond to a wide range of deposit insurance questions, especially about the more complicated issues involving trust accounts.

The live seminars are conducted from the teleconference studio in the Main Building in Washington, D.C. The facilities are ideal for providing broadcast-quality audio.

Whether for small community banks or large, complex financial institutions, deposit insurance seminars play a key role in educating bankers. Making sure that deposit insurance is fully understood supports the FDIC's key mission to promote confidence and stability in the banking industry.

Where Are They Now? Sheila Bair

By LaJuan Williams-Young
Office of Communications

Sheila Bair, the 19th Chairman of the FDIC—from June 2006 to July 2011—was appointed Director at Avant, an online consumer and small business lending company, which aims to lower barriers and costs of borrowing through the use of technology.

She also appeared recently in an ad for IBM's Watson, discussing risk management and cognitive analytics with the computer system. Bair joins the growing list of people who have had a discussion with Watson in the IBM campaign.

The appointment and commercial add to the many roles and responsibilities Bair has assumed since she left the FDIC. Bair is currently President of Washington College, a historic liberal arts school located on Maryland's scenic Eastern Shore.

Following her tenure as FDIC Chairman, Bair joined the Pew Charitable Trusts as a Senior Advisor. While at Pew, she chaired the Systemic Risk Council, a public interest group of prominent former government officials and leading financial experts that monitors progress on the implementation of financial reforms in the U.S. She is also a founding board member of the Volcker Alliance, a nonprofit organization established by former Federal Reserve Board Chairman Paul Volcker to promote more effective government. She serves on the prestigious International Advisory Council to the China Bank Regulatory Commission. In addition, she is a board member of the Rand Corporation.

Bair also serves on the boards of Host Hotels, Thomson Reuters, and itBit USA, and is an advisor to DLA Piper, a global law firm. In addition, she maintains an active speaking calendar and speaks on a pro bono basis to nonprofits, including 501c3 organizations and community groups.

Bair writes a regular column for *Fortune Magazine* on financial policy matters. She has written a *New York Times* bestseller about her tenure at the FDIC, *Bull By the Horns: Fighting to Save Main Street from Wall Street and Wall Street from Itself*, published in September of 2012. In April 2015, she published a book for young adults about the financial crisis, *Bullies of Wall Street, This is How Greedy Adults Messed Up Our Economy*. 🏛

The FDIC Board of Directors recently honored Robert Mooney for his many achievements

Over the course of an accomplished 26-year FDIC career, Robert Mooney made lasting and significant contributions to the FDIC's consumer protection and economic inclusion efforts. At a recent meeting, the FDIC Board of Directors honored Mooney for his many achievements and presented him with a Board resolution.

Mooney joined the FDIC in 1989 and shortly thereafter became one of the FDIC's original Community Affairs Officers. He subsequently served in a succession of fair lending and senior advisory roles, which gave him the opportunity to play a major part in a variety of endeavors. He helped lay the foundation for the former Division of Compliance and Consumer Affairs; assisted in drafting rules to implement revisions to the Community Reinvestment Act; developed policies and procedures for supervising and enforcing fair lending laws; and enhanced the FDIC's financial literacy program, *Money Smart*, by expanding its reach to serve new audiences, including youth, small businesses, and non-English-speaking populations. He also worked with various trade groups and the Department of Defense to explore alternatives to predatory lending, encouraging financial institutions to offer affordable small-dollar credit products for military personnel and their families.

Working closely with Chairman Martin Gruenberg, Mooney helped create the Alliance for Economic Inclusion, which established coalitions of financial institutions and community-based organizations to help bring unbanked and underserved populations into the financial mainstream. During the financial crisis, he helped promote public confidence by ensuring rapid responses to consumer inquiries and mobilizing educational efforts on deposit insurance.

Most recently, Mooney was National Director for Minority and Community Development Banking, directing the FDIC's efforts to preserve and promote Minority Depository Institutions and Community Development Financial Institutions.

In the resolution, Mooney was praised for his "deep and unwavering commitment to promoting opportunities for institutions to meet the financial needs of the underserved communities, ensure fair lending, and promote equal access to credit." 🏛

The FDIC Board of Directors recently honored Stephen Quick on the eve of his retirement

The FDIC Board of Directors recently honored Stephen Quick on the eve of his retirement for playing a key role with regard to risk identification and monitoring. Quick joined the FDIC in 2011 as the agency's first Chief Risk Officer and launched the Office of Corporate Risk Management. He also established the Enterprise Risk Committee, which is composed of division and office directors and other senior leaders who meet to address FDIC-wide risks. The Board members presented Quick with a Board resolution, which recognized his "extensive experience with financial issues while on Congressional staff and at the Inter-American Development Bank."

Ronald W. Sims II

Ronald W. Sims II was recently selected as the Regional Manager for the Atlanta Regional Office, Regional Operations Branch, Division of Insurance and Research (DIR).

Sims has worked in DIR for the past 17 years. Most recently, he served as Acting Regional Manager in the Atlanta Region. He began his career in the Chicago Regional Office and also served as the Senior Financial Analyst in Atlanta.

Prior to joining the FDIC, he spent several years working in corporate and investment banking operations.

Sims holds a Bachelor of Science degree in economics from Florida A&M University, a master's degree in business administration from the Stetson School of Business at Mercer University, and is a Chartered Financial Analyst.

Smith Williams was recently selected as the Section Chief of the Special Studies Section in the Center for Financial Research Branch.

She served as the Acting Section Chief for more than a year and a half. In this position, Williams managed the FDIC's Survey of Small Business Lending project and led a team of researchers who worked to enhance the FDIC's understanding of the risks posed to the banking system by investment banks and to identify options for addressing those risks.

Since joining the FDIC in 2010, Williams has held the positions of Financial Economist, Senior Financial Economist, and Acting Chief of the Policy Research Section.

Williams received a bachelor of science degree in international relations from Randolph-Macon Woman's College and an M.A. and Ph.D. in economics from the University of California.

Smith Williams

Christine Blair, an FDIC economist who made major contributions to the FDIC's body of published research and analysis over nearly three decades, retired at the end of January 2016. Widely respected for her keen intellect and her clear writing on economic, banking, and financial issues, Blair played an instrumental role in the development of FDIC policies and positions. From the savings and loan and banking crises of the late 1980s and early 1990s through the recent financial crisis and its aftermath, Blair brought a carefully reasoned, cogent, and insightful perspective to many of the foremost issues of consequence to the FDIC.

Christine Blair

A Small Research Group

Blair joined the FDIC immediately after completing a Ph.D. in economics from Fordham University. At the time, one of her professors commented that working for the FDIC would be a good platform for launching a career in academics. For her part, having worked for banks before pursuing her doctorate, Blair was intrigued about what it would be like to work on the side of the regulators. From the outset, she liked what she saw.

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

Christine Blair and her husband, Angelo Cicolani, are shown here enjoying a two-week vacation in Hawaii, the first of many planned trips.

Transitions, *from page 15*

The research group that Blair joined was small by today's standards. "There were only 29 of us," she recalled. Leading the group was Roger Watson, who later became Director of the Division of Research and Statistics (DRS), the precursor to the Division of Insurance and Research (DIR).

Blair enjoyed the group's spirit of camaraderie. "There was a lot of collaboration, and we had a great time sharing ideas and going out for coffee or lunch," she said. "Now when I look at younger colleagues and see them doing things together, I hope they are having a similar experience in terms of being collegial and having fun."

As she settled into her research and writing, Blair grew increasingly confident that she had found the right place for her. "I always had interesting things to work on as well as wonderful colleagues to work with, and that made the job really great," she said.

Commenting that she was fortunate throughout her career to have had "very good bosses," Blair remembered what one early supervisor, Detta Voesar, now retired, told her. "Detta said that the first project you work on in research at the FDIC may also be your last project," she said. "What she meant was that these issues do not go away but often resurface in different forms and even bookend a career."

To illustrate her point, Blair said: "When I first came to the FDIC, I worked on banking and commerce issues, including the merits of repealing the Glass-Steagall Act. At the end of my career, I was writing about the merits of reinstating Glass-Steagall."

As she settled into her research and writing, Blair grew increasingly confident that she had found the right place for her. "I always had interesting things to work on as well as wonderful colleagues to work with, and that made the job really great," she said.

Noteworthy Projects

A seminal project was figuring out how to resolve deposit insurance issues resulting from the S&L crisis, such as how to fully capitalize the two FDIC-managed insurance funds, BIF (Bank Insurance Fund) and SAIF (Savings Association Insurance Fund), and how to manage the possibility of different premium rates for similarly rated institutions when the BIF reached full capitalization before the SAIF.

Another project with lasting implications for the FDIC was laying the foundation for what later became the International Association of Deposit Insurers (IADI). That effort began with the FDIC's 1998 International Conference on Deposit Insurance, which Blair worked on with colleagues Valerie Best, now Supervisory Counsel in the Legal Division; Rose Kushmeider, now Assistant Director in the Office of Complex Financial Institutions (OCFI), Claude Rollin, now Counsel in the Legal Division, and Voesar, among others.

At the request of then-Chairman Donna Tanoue, Blair, in concert with colleagues Voesar and Kushmeider, next worked with the Financial Stability Forum's Working Group on Deposit Insurance to create the first guidance for developing effective deposit insurance systems around the world, a document that served as the basis for establishing IADI. "That was a very memorable experience, and it was nice to have done something that had a lasting effect," Blair said. Subsequently, Blair devoted much of her attention to researching and writing about issues surrounding IADI.

In the wake of the 2008 financial crisis, Blair delved into another landmark project at the request of then-Chairman Sheila Bair: coauthoring—along with colleagues Kushmeider; Jack Reidhill, now Associate Director of the Center for Financial Research; and others—a paper detailing how Lehman Brothers might be dissolved using the FDIC's new orderly liquidation authority. Blair also partnered with Reidhill and Angus Tarpley, OCFI Associate Director for International Planning and Outreach, to develop a joint paper by the FDIC and the Bank of England stating how a global systemically important financial institution would be resolved using the FDIC's orderly liquidation authority.

Contemplating her FDIC career, Blair said that she is grateful to have had so many stimulating and rewarding opportunities.

Colleagues Pay Tribute

Blair's colleagues praised a career distinguished by achievements. "Chris made lasting contributions to policy research at the FDIC," said DIR Director Diane Ellis. "She was sought out for her ability to clearly think through a policy proposal and write effectively about it."

DIR Deputy Director Fred Carns underscored those sentiments. "Chris has been an extraordinarily valuable economist and policy expert for the FDIC for many years," he said. "Her writing talent is truly special, and it has served the Corporation extremely well for innumerable business purposes. Chris's important contributions are far too numerous to detail. Above all, she has been a model colleague and a consummate professional with a gentle and gracious manner who is dignified in every way. I don't believe that Chris Blair can be replaced—we'll need a workaround—and we will miss her very much."

"Chris made lasting contributions to policy research at the FDIC," said DIR Director Diane Ellis. "She was sought out for her ability to clearly think through a policy proposal and write effectively about it."

Rose Kushmeider recalled all that they had accomplished together. "I met Chris when I began working at the FDIC in 1997," she said. "Our first project was to produce an agenda and identify speakers for an international conference of deposit insurers. That began a 15-year collaboration that re-

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sulted in papers and conferences for the Financial Stability Forum [the predecessor to today's Financial Stability Board], the Financial Stability Institute, and IADI, as well as articles for the *FDIC Banking Review* [which we co-edited], and many speeches and testimonies for FDIC Chairmen and others. I will miss working with Chris; she was a great colleague, and we shared much fun and angst over the years."

Jack Reidhill shared his recollections. "I met Chris in the Spring of 1989 when FDIC had set up the S&L planning group to prepare for the creation of the RTC," he said. "She was obviously a very good writer with an interesting, fun, and engaging personality. After FIRREA passed, Chris returned to DRS at FDIC, while I went to work at the RTC. When RTC was winding down, I came to DRS and immediately began working with Chris on the *History of the Eighties* project. As other people have said, she was a great policy economist who wrote extremely well and very fast. These skills were particularly useful when we were writing testimony for any of the eight Chairmen under whom she served. Inevitably, at the end of meetings about testimony, someone would ask Chris how long all of the changes would take to complete, and she would say, 'We can have a new version by noon tomorrow.' And then she would have the new version done by 10 a.m. She was a wonderful person to work with, and her skills and personality will be sorely missed."

Also a longtime colleague, Claude Rollin commended Blair. "Chris cared deeply about the FDIC and all of the people she worked with over the years," he said. "She was an absolute goldmine for ideas and a real pleasure to work with. She helped move the Corporation towards full participation in the global arena long before most people appreciated the need for us to be internationally engaged."

Angus Tarpley appreciated their time together. "I had the privilege of working with Chris on a couple of interesting projects related to the FDIC's new special resolution authority under the Dodd-Frank Act, including a paper on Lehman Brothers and a joint paper with the Bank of England. Working with Chris was an absolute delight. Her ability to comprehend a difficult subject in a short time, her mastery of the written word, and her grace under pressure—together with a quick wit—made working together in a challenging new subject matter not only successful, but enjoyable."

What Comes Next

Although she has no "grand plans" for retirement, Blair still has plenty of activities on her calendar, including spending more time with her husband, dog, and friends, and doing some things at her home in Alexandria, Virginia. She is already taking art classes at the local Torpedo Factory Art Center, a collection of working artist studios. "I started a painting class in January so I would be doing something in February when I retired," she said. As for travel, she looks forward to more trips to Seattle, Washington, where many of her family members live, as well as frequent jaunts to New York City. She recently made a two-week trek to Hawaii. Summing up, Blair said, "Mainly, I just want to enjoy life."

Terry Zack

Terry Zack devoted the greater part of her career to helping develop, educate, and train others, particularly in the field of leadership. Zack, who retired from the FDIC on January 30, 2016, after 26 years of service, repeatedly found herself at the center of new educational and training enterprises, which was unquestionably the place where she wanted to be.

Zack began acquiring the requisite experience early. After graduating from the University of Michigan, she started her own business, Students Abroad, sending college students to six European universities for summer study in language and culture. She then served as Associate Director of Training at Youth for Understanding, a high school exchange organization in the United States with more than 6,000 students from 26 countries participating annually.

When Norman Lear moved the Business Enterprise Trust to San Francisco, Zack opted instead to move to Washington, D.C., where she found another opportunity in a young, temporary government agency tasked with resolving a worsening savings and loan crisis. It was December of 1989, and the Resolution Trust Corporation (RTC) was a mere four months old. As Special Assistant to RTC Executive Director David Cooke, Zack was responsible for external relations and training.

Continuing to take on new challenges, Zack was recruited to be the first executive director of a fledging organization, The Washington Campus, founded by L. William Seidman. As economic advisor to President Gerald R. Ford in the 1970s, Seidman had realized the value of showing business leaders how the federal government works. The Washington Campus was organized as a not-for-profit, nonpartisan consortium of 15 U.S. business schools that supports bringing MBA students to Washington, D.C., to learn more about the public policy process. Making good use of her management development and start-up experiences, Zack helped Seidman get his new entity underway. Through their partnership, the two formed a strong bond, and Zack enhanced her professional development. "I love taking on new projects and getting things started," she said. "Tackling the challenges and solving the problems that come with this sort of undertaking is incredibly exhilarating and rewarding."

Proving that start-ups were not her only strength, Zack demonstrated her staying power by nurturing The Washington Campus into maturity as Executive Director for eight years and then as a member of the Board of Directors through today. "Sticking with a project to make sure that it realizes its

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original intent is really important," she said. "You have to get an initiative or an organization past the incubation stage, or it may not survive." That The Washington Campus is thriving today is a source of pride for Zack.

Zack's next endeavors continued to deepen her experience and expertise. She worked in management development for Pfizer in New York and for a new venture, the Business Enterprise Trust, launched by television writer and director Norman Lear, at the Claremont Graduate School in Southern California. "The Business Enterprise Trust recognized leaders who combined courage and integrity with social vision," Zack said. "I had the opportunity to meet and work with many well-known leaders in a variety of disciplines and fields."

When Norman Lear moved the Business Enterprise Trust to San Francisco, Zack opted instead to move to Washington, D.C., where she found another opportunity in a young, temporary government agency tasked with resolving a worsening savings and loan crisis. It was December of 1989, and the Resolution Trust Corporation (RTC) was a mere four months old. As Special Assistant to RTC Executive Director David Cooke, Zack was responsible for external relations and training. Fortunately, given the pressured environment in which the RTC was operating, Zack remained focused and unruffled when faced with the need to set things in motion. She went to work developing a seminar on how to do business with the RTC. "The seminar explained how to be a contractor and purchase failed S&Ls and their assets," she said. No sooner had the content for the seminars been approved than Zack and a group of RTC senior leaders took to the road. "We put on the seminars in 10 cities in a compressed period of only 12 weeks, from April to July of 1990," she said, estimating that the total number of attendees approached 8,000. Zack also designed seminars for the RTC's new Minority- and Women-Owned Business (MWOB) program. As Cooke's Special Assistant, she worked on speeches and became involved in many different aspects of the RTC.

Its mission completed, the RTC closed its doors at the end of 1995. When Zack transferred to the FDIC in January 1996, she was assigned to yet another up-and-coming project: the aftermath of the merger of the RTC and FDIC workforces. Working for Tom Peddicord, her focus was coordinating with Divisions and Offices to provide answers to hundreds of employee questions about the merger and its effects.

Several of Zack's colleagues commended her achievements. Mitchell Glassman recalled their work together at CU. "A founder and facilitator of Corporate University's School of Leadership Development, Terry helped sustain CU's award-winning leadership development training program for more than a decade," he said. "Having worked closely with former FDIC Chairman Bill Seidman, Terry understood the importance of creating a first-class leadership development training program at the Corporation and the positive impact it would have on the participants. Terry's contribution to the Corporation will be felt many years from now as inspiring leaders continue to implement the skill sets they learned from the School of Leadership Development."

Under the leadership of Chairman Ricki Helfer, Zack took over as Chief of the FDIC's career transition and outplacement program and made several organizational enhancements. Following the end of FDIC's downsizing, Zack researched and developed a proposal to transform the outplacement services to a new Career Management Program that was approved by the Operating Committee and which continues to be highly valued today. She also took over responsibility for the Mentoring Program. When Chairman Donald Powell sought to establish a Corporate University (CU) at the FDIC, Zack was enlisted to support the developmental task force. Subsequently, she was named Chief of CU's School of Leadership Development, and in this role, she served in partnership with the school's dean, then-DRR Director Mitchell Glassman. The productive alliance forged by Glassman and Zack resulted in the adoption of new concepts and programs for executive leadership development, training, and coaching. As she had with The Washington Campus, Zack continued to play a key role with the School of Leadership Development as it evolved to become a cornerstone of Corporate University and the FDIC's mission to educate and prepare the next generation of leaders.

Zack is cognizant of the fact that behind the many ventures she helped launch lies a strong sense of vocation. "Most everything I have done has touched on education, training, development, and leadership," she said. "Supporting and helping people to learn and grow professionally is exceptionally gratifying."

Having pursued her interest at the FDIC and the RTC made for a "wonderful career," she added. "I had the good fortune to work with many amazing people. They are smart, kind, exceptionally talented, and interesting. I am also so very appreciative for all of the support and excellent work of my teammates in meeting our mission."

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Dave Cooke recalled how Zack had been a member of his team not once but twice. "I have known Terry for a long time, starting when I was working with Bill Seidman," he said. "Terry and I worked together at the RTC and later at CU. I always knew that I could rely on Terry as a trusted adviser. She is very bright and has a sharp analytical mind and an ability to see things objectively, a quality I quickly came to value. I also knew that Terry had the best interests of the FDIC and RTC at heart, which made me respect her opinions and advice even more."

Suzannah Susser, FDIC Chief Learning

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Transitions, *from page 18*

Officer and CU Director, appreciated Zack's contributions to the School of Leadership Development. "I admired Terry's passion for developing leaders," Susser said. "She worked tirelessly to bring FDIC employees the very best opportunities to invest in themselves as leaders. This was a commitment that she instilled in her team as well. I respected Terry's insight and opinions. She was a valued member of CU leadership. When no one could recall why a decision had been made, Terry could not only recall the reason but also the context surrounding the decision at the time. I'll miss that kind of institutional memory at CU. Her striving for perfection made all of us better."

RMS Assistant Director Betty Rudolph said of Zack: "Over the years, I worked with Terry in a few different capacities. For many years, I was a 'customer.' Behind the scenes, Terry worked hard to make it easy for our division's managers and executives to participate in Corporate University's leadership programs. When I worked as Terry's colleague in Corporate University, my team provided services to support Terry and her team. I noticed that Terry kept her mission front and center, but what impressed me the most was the way she built, engaged, and cared for her team. She served as a great role model, demonstrating the FDIC's core values and leadership competencies in her everyday interactions with her team and her customers."

Zack's legacy was foremost in CU Deputy Director Dawne Singer's thoughts. "Terry's contributions to the FDIC and Corporate University will be felt for many years," she said. "Her commitment to quality and customer service was exceptional."

Sharon Moreland, Learning and Development Specialist with CU's School of Leadership Development, said: "Terry Zack is a wonderful manager who is competent, knowledgeable, and highly skilled … not to mention a person with a heart of gold. We will most definitely miss her and wish her well in her retirement."

In the next chapter of her life, Zack plans to continue helping people develop, but in a different setting. "I am going to volunteer with The Washington Campus to honor Bill Seidman's legacy," she said. "I will also be volunteering with KIPP DC, a network of high-performing, public, college-preparatory charter schools in Washington, D.C., and serving as a member of KIPP DC's Ambassador Board. I hope to volunteer about 20 hours a week. It's good to be engaged, and I want to give back after having had so many extraordinary opportunities in my career."