

# FDIC News

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## A View into FDIC's Enterprise Risk Management Program – “Risk is Everyone's Business”

By JILL LENNOX AND ANDREW GODFREY  
Manager and Senior Management Analyst, ORMIC's ERM Section

As an FDIC employee, have you thought about risk today? Or how risk may be inherent in your job? Risk is everywhere, but so is opportunity. And that's what FDIC's Enterprise Risk Management (ERM) program is all about.

Risk is the possibility that events will occur and affect the achievement of strategy and business objectives. The FDIC's ERM program seeks to address the full spectrum of significant risks facing the agency and their combined impact as an interrelated portfolio by anticipating, prioritizing, and managing those risks.

### WHAT THE ERM PROGRAM SEEKS TO ACCOMPLISH

The Office of Risk Management and



Internal Controls (ORMIC), led by Marshall Gentry, Chief Risk Officer (CRO), houses the ERM program. Jill Lennox manages the program and leads a small group of professionals in carrying out its responsibilities.

Our ERM program seeks to understand the most significant risks facing the FDIC and works with staff and management to help ensure those risks have appropriate mitigation strategies in place. ERM program staff partner with all divisions and offices to implement a consistent and proactive approach to identify and implement risk mitigation strategies.

### ERM'S KEY COMPONENTS

There are three key ERM compo-

*see ERM, page 2, column 1*

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# FDIC'S ENTERPRISE RISK MANAGEMENT PROGRAM

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nents that help FDIC senior leaders and employees to understand the risks facing our agency. The **Risk Appetite Statement** communicates the FDIC's views about the level of risk-taking that is acceptable in pursuit of its strategic goals. The **Risk Inventory** is a more comprehensive and detailed list of risks owned by all FDIC divisions and offices that could hamper the FDIC's overall ability to achieve its goals and objectives. Finally, the **Risk Profile** is a prioritized list of the most significant risks facing the FDIC.

## HOW ERM IS INCREASING RISK AWARENESS

In 2021, our ERM program staff began a change management initiative in partnership with the Internal Ombudsman's office, the Office of Communications, and Corporate University to promote a more risk-aware culture throughout the FDIC. Together, our project team developed risk awareness videos and training, updated the ERM website, and perhaps most notably, conducted the first ever FDIC-wide risk culture survey in October 2021. A total of 1,297 employees from every division and office responded to the Risk Culture Survey. This feedback helped ORMIC to understand employees' views on

efforts to raise risk awareness, establish employees' baseline knowledge of the ERM program, and focus ERM program efforts.

## RISK CULTURE SURVEY FINDINGS

Key takeaways from the Risk Culture Survey showed that many respondents:

- Believed their program areas effectively manage risks;
- Understood the importance of risk management and their responsibility to report potential risks to their leadership;
- Saw opportunities for leadership to further promote dialogues about risks and support efforts to identify and mitigate risks and control weaknesses across the FDIC; and
- Were not very familiar with the FDIC's ERM program.

You can see the complete Risk Culture Survey results by visiting the ERM webpage on FDICNet, under "Resources."

## EVERY EMPLOYEE SHOULD BE RISK-AWARE

Risk is everyone's business. All FDIC employees are responsible for thinking about, identifying, and managing risks. Sometimes managing risk just means reporting a risk or concern to your supervisor so we encourage supervisors to facilitate open and honest dialogues

about risk.

Please be engaged and knowledgeable about your program area, take personal responsibility for doing your job well, be accountable, strive to continuously improve, and understand how your job impacts others and fits into the bigger picture of FDIC's duty to maintain the stability of the financial system.

Taking these actions reduces risk in your immediate section and helps the FDIC successfully meet its mission.

## ADDITIONAL RESOURCES

Please visit the ERM Webpage on FDICNet to learn more. You can find:

- FDIC's Risk Appetite Statement to gain a better understanding of the FDIC's views about the level of risk-taking that is acceptable in pursuit of its strategic goals.
- View the "Risk is Everyone's Business" video message to obtain a broad overview of ERM's mission and why risk is everyone's business.
- Register for our two-hour, virtual ERM 101 class on FDICLearn for a more in-depth overview on how FDIC manages risk.

Should you have any questions about the Risk Culture Survey results, ERM, ORMIC, or risk in general, you can reach Jill Lennox and Andrew Godfrey at the [ERMmailbox@FDIC.gov](mailto:ERMmailbox@FDIC.gov). 🏠

# LEADERSHIP EXCELLENCE ACCELERATION PROGRAM

## New Leadership Excellence Acceleration Program Aims to Further Equity and Inclusiveness in FDIC Management Ranks

By CLAIRES BROLIN  
Training Specialist, Corporate University

Kicking off 2022, Corporate University (CU) is pleased to welcome the Leadership Excellence Acceleration Program's (LEAP) first graduates! As you may know, LEAP is one of Chairman McWilliams' many programs to improve diversity, equity, and inclusion (DEI) at the FDIC. LEAP is a seminal initiative that gives FDIC's aspiring leaders the tools to lead today's workforce.

In March 2021, Chairman McWilliams and Deputy to the Chairman for External Affairs and OMWI Director Nikita Pearson published FDIC's 2021–2023 DEI Strategic Plan. It includes measures to improve the employee experience throughout one's career, and outlined career development techniques to maintain a diverse leadership pipeline. LEAP was borne from this effort.

LEAP targets CG-12 to CG-15 FDIC employees who have not yet had the opportunity to gain the skills to lead. For those interested in developing their ca-

reers into a manager-level role, LEAP provides the tools they need to succeed. "Our experienced faculty instructors and coaches will give LEAP participants the knowledge, skills, and experiences they need to be day-one ready for an FDIC managerial position," says Dr. Al Moseley, Project Lead, CU.

LEAP is a cutting-edge leadership development program made specifically to grow the next generation of emotionally intelligent, diverse leaders. Professor Dan Canham of CU designed this

*see LEAP, page 3, column 1*

# LEADERSHIP EXCELLENCE ACCELERATION PROGRAM

LEAP, from page 2

integrated program, which includes experiential learning, individual coaching, and career development goals for leadership competence. “This opportunity is unlike anything we’ve offered before. It is experiential and innovative. We will rely on in-person and virtual sessions throughout the year, and will even give these leaders a chance to lead,” he said.

The program accepted online applications in the fall of 2021. After a very competitive selection process, the participants had an orientation program on December 1, 2021 to preview what they will learn in 2022. We are pleased to announce the following LEAP inaugural participants:

- Cassandra Cloud, CU
- Magan Collins, DCP
- Scott Rosell, DCP
- Willitta Hawkins, DIT
- Michael Merriweather, DRR
- Jasa Gitomer, Legal
- Avinash Sarin, OCISO
- Monica Flint, OMWI
- Lenean Washington, RMS
- Paul Livingston, RMS
- Robert Masterson, RMS
- Sheryl Rivers, RMS
- Stephanie Cadwell, RMS
- Stephanie Aladenoye, RMS

Sheryl Rivers of RMS explains that “opportunity is the primary program benefit I expect. Author Liz Fosslien says, ‘Diversity is having a seat at the table. Inclusion is having a voice. And belonging is having that voice be heard.’ I hope that LEAP will place me at the table so that the voice that I have worked so diligently to develop here at the FDIC can resound!”

Lenean Washington of RMS said she is “looking forward to getting the skills and knowledge to effectively lead people and projects, as well as promote diversity and inclusion. I want to recognize and understand my leadership abilities and qualities so I can strengthen them, as well as learn and practice assertive skills and constructive feedback. I believe enhancing and learning these skills will make me a better leader.”

Cassandra Cloud of CU says she applied “... to become more effective as a project lead and leader of change at FDIC. This program promises honest feedback on my leadership skills, new approaches to solving problems and making decisions, and a learn-by-doing approach to developing my leadership ability. I am grateful for this opportunity to learn from the experience and perspectives of leadership experts and the current and future leaders of the

FDIC.”

Kim Perkins, Chief of Corporate Learning Programs at CU, describes the LEAP experience as going above and beyond other leadership courses and programs. It is “targeted to make a huge impact on representation of diverse employees in management, and we plan to scale up in the future,” she finishes.

To learn more or consider an application for LEAP in the future, please visit the LEAP webpage on FDICNet and discuss your developmental plans with your supervisor. For additional questions, please email the LEAP team at [FDICLeadershipExcellence@fdic.gov](mailto:FDICLeadershipExcellence@fdic.gov). 🏠



Sheryl Rivers



Lenean Washington



Cassandra Cloud

## MOVING ON

**Name:** Gloria R. Reynolds

**Most recent position:** Community Affairs Specialist

**Division:** DCP

**Location:** Dallas Regional Office

**When and where joined the FDIC:** I joined the FDIC Dallas Regional Office - Community Affairs Section in June 2010.

**Other experience:** Attorney, banker for 30 years, and professional dog trainer.

**Career Highlights:** Having the Texas Supreme Court reverse and remand in our clients' favor based upon my brief! Pulling together a highly effective working group in TN that is pursuing passage of a law to support the rights of low- and moderate income and minority

landowners. Making my colleagues laugh!

**Retirement Date:** December 31, 2021

**Plans for retirement:** Training my golden retriever for field, obedience, and tracking; writing; birdwatching; and traveling! 🏡

**Name:** Dorothy Endsley

**Most recent position:** Senior Examination Analyst (LBS)

**Division:** RMS

**Location:** Washington, DC, via Work-in-Place at the Orange County, CA (ORA) Field Office

**When and where joined the FDIC:** October 23, 1989, ORA Field Office

**Career Highlights:**

- Visiting every Western state as a Director's College presenter.
- Going to NYC to participate in Shared National Credit (SNC) exams.
- Participating in exams in numerous cities across the country and Fort Lauderdale for the Real Estate Appraisal School.
- Learning a lot from examining and being EIC of problem banks during two banking crises.
- Graduating from the Stonier Graduate School of Banking with honors and having my thesis published.
- Obtaining my CISA certification and CPA license and serving as a FO IT and Accounting SME.
- Instructing at the ITEC school for eight years.
- Contributing to the Interagency

FIL 69-2001 "Authentication in an Electronic Banking Environment."

- Working on details as FO Y2K Coordinator and Acting SFRO Examination Specialist (IS) and in the RMS Technology Supervision Branch and RMS Policy and Program Development Section.

- Reaching my current grade without ever having to move!

**Retirement Date:** December 31, 2021

**Plans for retirement:** Learn Spanish and how to play the piano, play tennis and get back in shape, remodel my house, go on a Panama Canal cruise with my family, vacation in Europe, and volunteer in my community.

**Comments and thoughts:** My picture here is not the most recent but is my favorite among FDIC ID cards, harking from my glory days in the late 1990s. The best parts of my career were the great times I had with my colleagues in the San Francisco Region at Regional Training Conferences, Director's Colleges, RSA Conferences, FO holiday parties, and the bankers I met at graduate school. I was fortunate to have some excellent bosses during my career. The people I worked with in the ORA FO, LBS Horizontal Risk Management Section, and from



**Dorothy Endsley**

around the country on IT and SNC exams were exceptionally skilled and fun. I encourage you to do the occasional detail. You meet great people who help you and become friends. It also alerts you to new opportunities like my last position. 🏡

## MOVING ON

**Name:** Margaret A. Miller

**Most recent position:** Administrative Assistant, Salt Lake City and Billings Field Office

**Division:** RMS

**Location:** Salt Lake City Field Office

**When and where joined the FDIC:** I joined the FDIC in August 1990 at the Salt Lake City Field Office.

**Career Highlights:** While working in the Salt Lake City Field Office, I participated on several Regional CDAC Committees, twice as the Chairman. I was on the Executive CDAC Committee twice and participated in presenting employee issues to the Office of the Chairman. Some of these issues included benefits for partners, childcare at the Seidman Center, and increased detail availability for lower grade employees. It was very gratifying.

Being the support staff for the Salt Lake and Billings Office has been the best job I could ever have asked for - what wonderful people!

**Retirement Date:** December 31, 2021

**Plans for retirement:** My husband, Earl (35 years and still counting) and I plan to do the same things we do now, only with fewer restrictions, i.e. camping and skiing during the week when the crowds are smaller. We are big sports fans for the Utah Jazz and the University of Utah. We also love spending time with our grandkids...they are the best!

**Comments and thoughts:** I never dreamed when I started that I would stay more than 31 years. The Salt Lake City Field Office has been my second family for so long, I have watched my coworkers' kids grow up and become parents themselves. 🙏



**Margaret A. Miller**

**Name:** George Louis deVerges

**Most recent position:** Senior Attorney, Resolutions and Receiverships Unit

**Division:** Legal Division

**Location:** Dallas Regional Office

**When and where joined the FDIC:** I joined FDIC's Oklahoma City Office in 1991.

**Other experience:** I worked in the Westborough and Franklin Offices in Massachusetts from 1992-1999, returned to private practice, then returned to the FDIC to work as an anchor attorney at Franklin Savings Bank in Houston from 2008-2009. I served as a Section Chief of the Resolutions and Receiverships Section in the East Coast Temporary Satellite Office (ECTSO) from 2009 to 2012, followed by a transfer to the Dallas Regional Office in 2012, where I ended with the Resolutions and Receiverships Unit headed by Lee Van Fleet.

**Career Highlights:** Working as a Section Chief in the ECTSO was rewarding, especially since I have absolutely no native leadership or organizational skills. Everyday required learning the basics of management,

balancing competing client demands, and respecting and responding to the personal needs of the section members while getting the work done. Jim Barker and Herb Messite were of invaluable assistance and were available at any time. I made daily calls to Vicky Dancy on dozens of Bank Closing 101 issues, and to the extent there was an error I avoided it was due to Jim, Herb, Vicky and the other section chiefs (including Jamie Sheesley and Karren Prasifka) in ECTSO. I worked with attorneys and paraprofessionals who were as intelligent and hard-working as they were colorful, and I would like to thank each of them for all their help, and for the laughs they provided.

**Retirement Date:** December 31, 2021

**Plans for retirement:** I plan to visit my children and grandchildren, visit places I have not had the opportunity to visit, read novels, and to do as little as my wife Jolene will allow.

**Comments and thoughts:** Even if you are not a natural leader, think about the possibility that you might be called up to serve as a leader, formally or informally.



**George Louis deVerges**

I have also learned so much from my colleagues in the Legal Division, DRR, and other divisions of the FDIC by just asking questions and listening. For the most part my coworkers have been cooperative and generous in sharing their knowledge and insights. 🙏

## MOVING ON

**Name:** Yolanda L. Lawson

**Most recent position:** Human Resource Specialist

**Division:** DOA

**Location:** Headquarters (VASQ)

**When and where joined the FDIC:** I joined the FDIC on August 12, 1990 in Washington, D.C.

**Career highlights:** Meeting and working with a great group of people and receiving the Chairman's Annie D. Moore EEO, Diversity and Inclusion Award—Individual.

**Retirement Date:** January 15, 2022

**Plans for retirement:** To enjoy life, my family, and friends.

**Comments and thoughts:** I want to thank every one of my esteemed colleagues for their unconditional support and encouragement. I will definitely miss all the wonderful people I have been blessed to meet and collaborate with. 🏡



**Yolanda L. Lawson**

**Name:** Patricia Kay Grover

**Most recent position:** Senior Compliance Examiner

**Division:** DCP

**Location:** Madison, Wisconsin Field Office

**When and where joined the FDIC:** I joined the FDIC in November 1991 when they created the new Compliance Division. I was hired along with two other persons to specifically review compliance for the Chicago Region. I was assigned to work along with Art Khan in the Chicago South Field Office.

**Career highlights:** I often joked with my coworkers that every examination was a new adventure. The thing I loved about this career was that each examination was never the same review and it seemed that a new regulatory item would be identified which needed research. I missed the face-to-face contact with my friends/coworkers these past couple of

years. Working together in the banks was a great opportunity to share knowledge and discuss potential findings. Overall, the quality of examiners and wonderful friends that I worked with at the FDIC cannot be exceeded. I'm truly grateful for the friendships and for my career.

**Retirement Date:** January 21, 2022

**Plans for retirement:** Although I'm retiring from the FDIC, I'm transitioning to being a full-time farming partner with my husband on our 1,600 acre farm. We rotate-plant corn and soybeans. I'll be primarily driving the tractor, helping him prepare the ground for planting in the spring, and hauling wagons helping with the harvest in the fall. We plan to spend our winters in Casa Grande, Arizona where we purchased a second home.

**Comments and thoughts:** I am truly thankful for the friendships I made during my FDIC career. Although I'm very happy to retire, I'm also thankful



**Patricia Kay Grover**

that every day for the past 30 years I was happy (and fortunate) to work for the FDIC. 🏡