



**NCUA**  
National Credit Union Administration

# Diversity, Equity, Inclusion, and Accessibility Strategic Plan

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2024–2026

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## 2024–2026 Diversity, Equity, Inclusion, and Accessibility Strategic Plan

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## Message from the Chairman

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The commitment to diversity, equity, and inclusion runs deep within the credit union system and at the National Credit Union Administration. That commitment should come as no surprise to anyone familiar with the history of the credit union movement in the United States.

Since their earliest days more than a century ago, credit unions across our nation have focused on building more secure and brighter financial futures for their members. Often, people from under-resourced and marginalized communities came together to form credit unions by pooling their limited resources to create a financial institution that served their unique financial needs.

Today, that legacy of that diversity, equity, and inclusion remains a guiding force for the system. One in ten federally insured credit unions is a minority depository institution. And, even though these institutions average slightly more than \$100 million in assets, their return on average assets, as a group, is often on par with the largest credit unions with more than \$1 billion in assets. What's more, during the last year, one out of every ten federally insured credit unions submitted their responses to the voluntary credit union diversity self-assessment.

Credit unions of all types and sizes have also in recent years increasingly recognized the business proposition of diversity, equity, and inclusion. Credit unions that embrace these principles are more likely to have better earnings, greater consumer loyalty, and a higher-performing workforce. Each of those positive business outcomes, in turn, strengthens a credit union's performance.

Likewise, the NCUA seeks to draw strength from a broad range of talents and perspectives to create a diverse and inclusive environment where each member of our staff has the potential to make the most of opportunities, drive innovation, and, in turn, build a stronger agency. And, through initiatives like the NCUA's now annual industry-wide Diversity, Equity, and Inclusion Summit, grants and loans of the Community Development Revolving Loan Fund, and mentoring and support initiatives for minority depository institutions, the NCUA advances diversity, equity, and inclusion not only within the agency but also across the entire credit union system.

The NCUA must also lead by example when it comes to diversity, equity, and inclusion. To that end, this strategic plan outlines the agency's efforts regarding workforce diversity, employee inclusion, workplace resolutions, supplier diversity, and



credit union diversity that will support the NCUA’s strategic objectives over the next several years.

Specifically, the four strategic goals in this plan will guide the NCUA’s efforts and reinforce its commitment to ensuring diversity, equity, and inclusion is a business imperative for the agency and the credit union industry. In doing so, the agency—and the broader credit union community—will be well positioned for significant, long-term, and sustainable progress.

The plan’s activities will also foster diversity, equity, and inclusion practices throughout the agency’s recruitment and hiring processes and promote equity advancement opportunities for the agency’s employees. Moreover, this plan will foster the NCUA’s efforts to make data-driven decisions informed by diversity, equity, and inclusion principles, promote inclusive behaviors among the agency’s supervisors and employees, and communicate to staff the positive effects that diversity, equity, and inclusion has on the agency’s strategic objectives.

Lastly, the power of allyship and a culture of belonging are critical to achieving our collective diversity, equity, and inclusion goals. Together, they improve employee retention, empower employees to work and speak authentically, and encourage employees to become agents for positive change. By working together across the NCUA to be the best allies and partners we can, we will improve our performance and spur innovation and new ideas to ensure the credit union system is a vehicle for greater opportunity and inclusion for all Americans, especially those of modest means.

That legacy of advancing financial inclusion for *all* within the credit union system is one worth continuing to advance.

**Todd M. Harper**  
NCUA Chairman



## Message from the Office of Minority and Women Inclusion Director

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It is my great honor to present the NCUA’s 2024–2026 Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plan. This plan reflects our agency’s commitment to its core values of proficiency, integrity, accountability, transparency, and inclusion. In developing this plan, the Office of Minority and Women Inclusion (OMWI) conducted extensive research, evaluated a range of resources, and collaborated with industry professionals to ensure the NCUA’s strategic DEIA activities are informed and focused.

The NCUA recognizes and champions the pursuit of equity and inclusion for all, particularly those who have been historically marginalized. The NCUA’s commitment to create and sustain a workplace in which all employees can thrive is paramount. This DEIA strategy is built around four goals, one each to represent diversity, equity, inclusion, and accessibility.

DEIA activities are strategic business imperatives that remain integral to how the NCUA does business, allowing us to leverage the diversity of our employees to achieve the agency’s mission. Our strategy reflects the integration of mission-critical work into core activities that are intentionally designed to create meaningful positive change.

Beyond the mandates established in Section 342 of the [Dodd-Frank Wall Street Reform and Consumer Protection Act](#), OMWI’s work contributes to each employee’s experience and helps leaders create conditions that allow employees to deliver excellence across business lines. In addition to being the right thing to do, our work creates the conditions that drive better performance and—simply stated—makes good business sense.

The strategies and priorities described in this plan align with the [2022–2026 NCUA Strategic Plan](#) and are informed both by the agency’s accomplishments and opportunities to further advance the agency’s competency in sustaining a fair, safe, and sound credit union system. OMWI’s principal focus is to promote a culture of inclusion internally within the NCUA and externally in the credit union industry, with the goal of creating a broad sense of belonging for all individuals connected to the NCUA and the credit union industry.



The strategies in this plan will position the NCUA to build sustainable relationships with its workforce based on a sense of equity and belonging, with its vendors based on a sense of inclusion, and credit union members based on a sense of being valued and respected through equitable financial inclusion delivered by a fair, safe, sound, and evolving credit union industry.

A handwritten signature in black ink, which appears to read 'Miguel A. Polanco'.

Miguel A. Polanco  
Director  
Office of Minority and Women Inclusion





## Executive Summary

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This DEIA strategic plan represents a roadmap through which the NCUA can promote a culture of inclusion by leveraging existing initiatives and embracing new and innovative DEIA efforts and solutions. The plan aims to identify and adopt best practices to promote diversity and inclusion and mitigate any identified barriers to equity and accessibility. The agency’s goals guide our DEIA work toward excellence. Success will require significant partnership with the NCUA’s senior leaders, supervisors, and employees.

In practice, DEIA excellence requires whole-agency engagement in and commitment to strategic activities and behaviors. To facilitate that work, the agency and OMWI will adopt performance indicators and targets to measure progress. Robust data analysis will allow the agency to evaluate agency performance around DEIA goals and establish actionable plans to enhance leadership behaviors that promote a high-performing organization. This plan also reflects the flexibility necessary to address emerging challenges.

The NCUA’s vision is to strengthen communities and protect consumers by ensuring equitable financial inclusion through a robust, safe, sound, and evolving credit union system.<sup>1</sup> Ensuring equitable financial inclusion is possible when the agency recognizes that its success depends on—and is directly tied to—valuing and engaging the diversity of its leaders, employees, vendors, and the financial institutions that the NCUA oversees. The diversity, equity, inclusion, and accessibility principles align to the NCUA’s values:

<b>Integrity</b>	Adhere to the highest ethical and professional standards
<b>Accountability</b>	Accept responsibilities and meet commitments
<b>Transparency</b>	Be open, direct, and frequent in communications
<b>Inclusion</b>	Foster a workplace culture that values diverse backgrounds, experience, and perspectives
<b>Proficiency</b>	Deploy a workforce with a high degree of skill, competence, and expertise to maximize performance

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<sup>1</sup> See *NCUA Strategic Plan 2022–2026*, available at <https://ncua.gov/files/agenda-items/strategic-plan-20220317.pdf>.



The NCUA’s mission—“Protecting the system of cooperative credit and its member-owners through effective chartering, supervision, regulation, and insurance”—also aligns with embracing diversity, equity, inclusion, and accessibility. The NCUA mission requires that the agency effectively attract, retain, and develop a skilled, diverse workforce and provides an inclusive environment in which employees’ contributions are recognized and valued. The agency can deliver more fully on its mission when it commits to the strategies outlined in this plan.

The NCUA’s OMWI leads the agency’s efforts to advance DEIA and publicly reports performance in these efforts each year. Over the next four years, the NCUA will coordinate the implementation of activities built around four strategic goals:

<b>Strategic Goal 1</b>	Promote diversity
<b>Strategic Goal 2</b>	Eliminate barriers to equity
<b>Strategic Goal 3</b>	Cultivate a culture of inclusion
<b>Strategic Goal 4</b>	Promote and advance accessibility

With this plan, the NCUA will leverage the power of diversity to enhance the agency’s performance. Key performance indicators will track the agency’s progress toward meeting each DEIA strategic goal. The inaugural year of the strategic plan will serve as the baseline standard of measurement to assess agency performance in subsequent years. The initiatives described in this plan will support leaders’ work to create a workplace culture that is engaged in behaviors and processes to bring about positive employee experiences that lead to better and more consistent business outcomes.

In the broader sense, the agency’s mission and vision around DEIA will guide the agency in meeting the strategic objectives outlined in this plan.

### Strategic Plan Alignment

This plan supports the following strategic objectives outlined in the 2022–2026 *NCUA Strategic Plan* (see [Appendix](#)):

- **Strategic Objective 1.2:** Provide effective and efficient supervision
- **Strategic Objective 3.1:** Attract, develop, and retain an engaged, high-performing, diverse workforce within an inclusive, professional environment
- **Strategic Objective 3.3:** Ensure sound organizational governance



## NCUA DEIA Mission

Promote activities and behaviors that support diversity, equity, inclusion, and accessibility for all agency employees, credit unions, and our vendors, while actively identifying and eliminating obstacles that detract from a culture of inclusion and belonging.

## NCUA DEIA Vision

Achieve an organizational culture of inclusion, allyship, and belonging in which a diverse body of employees, vendors, and credit union members feel consistently included, respected, and valued.

## Background

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The NCUA reviewed the following foundational materials to provide general direction to the agency's DEIA efforts. These include:

- Section 342, [Dodd-Frank Wall Street Reform and Consumer Protection Act](#);
- Equal employment opportunity federal laws and regulations;
- [NCUA Strategic Plan 2022–2026](#);
- OMWI Annual [Report to Congress](#);
- NCUA [Federal Agency Annual EEO Program Status Report/Management Directive 715](#) report;
- the work of the NCUA's Culture, Diversity, and Inclusion (CDI) Council;
- [NCUA Strategic Human Capital Plan 2022–2026](#); and
- Human resources data including [Federal Employee Viewpoint Survey \(FEVS\) results](#), applicant flow data, and exit interviews.

The operational activities in this plan are designed to enhance the agency's workplace culture by promoting the consistent use of principle-based behaviors and processes that positively affect the experiences of agency staff and the credit unions they supervise.

Based on these sources—and on a comprehensive evaluation of external factors that affect the agency's DEIA work—the NCUA developed this DEIA Strategic Plan with a focus on four goals associated with the agency's broader strategic goals. The agency endeavors to provide a workplace in which employees can successfully apply their technical proficiency and excellence to support the agency's mission.



Numerous studies show that organizations in which employees are seen, valued, heard, and recognized achieve better business results. When organizations commit to consistently respecting and recognizing employees, [improved business outcomes ensue](#). Central to unlocking this potential is the recognition that [leaders' behaviors shape employee experiences](#). Likewise, employees' experiences lead them to develop beliefs, which manifest themselves as actions ultimately bringing about business results. A focus on managing the agency's culture by adopting DEIA behaviors and processes stands to create the positive cultural foundation to the agency's strategic objectives.

Over the next four years, the NCUA's DEIA efforts will focus on proven human-centered business management strategies. Each strategic goal and associated operational activities are described on the following pages.

## Strategic Goal 1: Promote Diversity

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In a competitive labor market, organizational success relies on attracting, developing, and retaining a high-performing staff. Consistently recruiting and hiring from a diverse pool of highly qualified applicants will ensure the agency's workforce is able to deliver the best mission outcomes through diversity of backgrounds, thoughts, and perspectives. That, in turn, will drive innovation. This success is dependent on developing and communicating the agency's value propositions effectively to attract qualified candidates.

As a regulator and insurer, the NCUA relies on effective, innovative, and adaptable employees who bring a full breadth of skills, perspectives, and approaches to their work. Retaining this talent will require agency leaders to intentionally engage and support staff by creating work conditions that allow for engagement, proficiency, and purpose.

### 1.1 Attract and retain diverse employees

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- Coordinate and execute evidence-based recruitment outreach to enhance the agency's recruitment footprint among diverse populations;
- Promote the NCUA as an employer of choice;
- Create developmental opportunities such as internship and mentorship opportunities, as well as employee resource groups;
- Promote and model expectations of agency conduct that promote respect, trust, and recognition as foundational agency conduct principles;
- Continuously improve the NCUA's adoption of evidence-based DEIA best practices and processes;



- Improve engagement and inclusion practices of NCUA managers and hiring officials;
- Effectively communicate business outcomes related to DEIA activities with NCUA leaders; and
- Develop measures to support diversity in the agency’s leadership pipeline, including career progression of diverse NCUA employees in mission-critical occupations.

**Leading Key Performance Indicator**

Increase the positive FEVS score for the DEIA Index: Diversity

## 1.2 Attract and retain diverse vendors

- Participate in minority- and women-owned business (MWOB) sourcing processes for competitive procurement actions;
- Evaluate vendors’ good-faith efforts to promote diversity; and
- Expand vendor awareness of the NCUA acquisition process and contracting opportunities through outreach to MWOBs.

**Leading Key Performance Indicator**

Track percentage of awarded MWOB contracts

## 1.3 Promote diversity in the credit union industry

- Develop training for credit union use in attracting and retaining diverse employees; and
- Develop training for credit union use in identifying MWOBs for contracting opportunities.

**Leading Key Performance Indicator**

Track number of credit union participating in training modules



## Strategic Goal 2: Eliminate barriers to equity

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Equity is defined as “the consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment...”<sup>2</sup> Conducting a comprehensive assessment of an organization’s policies, processes, and procedures is a best practice for identifying potential barriers to equity—both within the NCUA and the agency’s interactions with outside parties such as job applicants and credit unions.

As part of this assessment, the NCUA will engage in an annual process to identify barriers and offer recommendations and metrics to improve organizational equity in those areas. Further, a thorough understanding of DEIA practices promotes general cultural awareness and emotional intelligence. . “Highly skilled examiners” (as previously described in the [2022–2026 NCUA Strategic Plan](#)) should exhibit essential skills including emotional intelligence, cultural awareness, social sensitivity, and inclusive behavior—all of which drive positive connections and engagements with the credit unions in meeting the NCUA’s mission.

Effective supervision is best delivered within the context of a collaborative relationship. The objective of mitigating barriers to equity supports the agency’s [2022–2026 NCUA Strategic Plan](#) goal to “improve examination quality by incorporating relevant feedback from internal and external stakeholders.”<sup>3</sup>

Consistency in respectful exchanges in all agency interactions with credit unions and industry stakeholders builds trust and collaboration. Inviting and seeking feedback on the agency’s performance during credit union contacts stands to improve how the NCUA engages with credit unions and supports their compliance.

### 2.1 Eliminate barriers to equity for NCUA employees

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- Identify and implement solutions to improve workplace outcomes through data analytics, including data available from the following:
  - NCUA workforce data;
  - NCUA reports<sup>4</sup>; and

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<sup>2</sup> As defined in [Executive Order 13985](#).

<sup>3</sup> See Strategic Objective 1.2, Provide effective and efficient supervision.

<sup>4</sup> Such reports include the annual *OMWI Congressional Report*, the *Federal Equal Opportunity Recruitment Program (FEORP) Report*, the *Disabled Veterans Affirmative Action Program (DVAAP) Report*, the *Management Directive 715 Report*, the *Federal Managers’ Financial Integrity Act Section 2 Report*, the *Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002 Report (No FEAR Act)*, and the *Credit Union Diversity Self-Assessment Report*.



- Applicant flow data.
- Promote workplace equity by:
  - Carrying out the equal employment opportunity (EEO) program in accordance with federal statutes to achieve and sustain a model EEO program;
  - Promoting the EEO complaints and Alternative Dispute Resolution processes as fair, safe, and accessible tools to address workplace issues; and
  - Promoting the NCUA’s Anti-Harassment Program and Reasonable Accommodation program by including messaging in OMWI’s communications, as appropriate.

<b>Leading Key Performance Indicator</b>
Increase the positive FEVS score for the DEIA Index: Equity

## 2.2 Eliminate barriers to equity for vendors

- Identify and address potential areas for improvement in contracting and supplier diversity practices;
- Provide awareness, information sharing and transparency to minority- and women-owned businesses on how to access the NCUA’s contract opportunities;
- Assess procurement activities to ensure equitable treatment of agency vendors;
- Educate contracting officers, contracting officer representatives, and senior leaders about NCUA supplier diversity processes and supports; and
- Coordinate technical assistance events/activities for MWOBs.

<b>Leading Key Performance Indicator</b>
Survey responses from vendors rating NCUA technical assistance events as “helpful”

## 2.3 Address barriers to equity in the credit union industry

- Support credit union education on DEIA through participation in industry webinars and speaking engagements;
- Promote and advance minority depository institutions and overall financial wellness; and
- Deliver NCUA-generated DEIA content.

<b>Leading Key Performance Indicator</b>
Increase credit union participation in NCUA DEIA webinars and events, and increase views of NCUA DEIA content on the <a href="#">NCUA YouTube channel</a>



## Strategic Goal 3: Cultivate a culture of inclusion

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The agency’s proactive commitment to supplier diversity promotes inclusion by encouraging procurement of goods and services from businesses owned by individuals or groups that have been historically underrepresented. The NCUA’s supplier diversity program aligns with *Strategic Objective 3.3* of [2022–2026 NCUA Strategic Plan](#): “ensure sound organizational governance, to promote responsible management of the agency’s investments, assets, and other financial resources.” The agency fulfills its fiduciary responsibility of ensuring that the NCUA secures goods and services through a competitive process at a reasonable cost through the supplier diversity program.

### 3.1 Cultivate a culture of inclusion at the NCUA

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- Advance NCUA leaders’ adoption of DEIA practices;
- Advance and expand agency-wide inclusion programs; and
- Openly share DEIA information and data with agency staff.

<b>Leading Key Performance Indicator</b>
Increase the positive FEVS score for the DEIA Index: Inclusion

### 3.2 Cultivate a culture of inclusion for vendors

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- Provide supplier diversity market research services to identify qualified and responsive MWOBs for contracting opportunities;
- Facilitate introductions of MWOBs to NCUA program offices and agency’s contracting officers;
- Promote information on the NCUA website [Doing Business with the National Credit Union Administration](#) to drive an increase in knowledge about NCUA contracting opportunities.

<b>Leading Key Performance Indicator</b>
Track percentage of contract dollars executed with MWOBs each year



### 3.3 Promote a culture of inclusion in the credit union industry

- Promote opportunities for credit unions to initiate, cultivate, and sustain DEIA processes and practices, consistent with their fields of membership; and
- Improve participation in the Credit Union Diversity Self-Assessment to better promote DEIA principles across the credit union industry.

#### **Leading Key Performance Indicator**

Increase the number of credit unions submitting a voluntary CUDSA

## **Strategic Goal 4: Promote and advance accessibility**

[Strategic Goal 1](#) of the NCUA’s DEIA Strategic Plan seeks to attract and retain diverse talent. The agency’s success in achieving this goal depends largely on its ability to hire from a broad and diverse applicant pool. Accordingly, ensuring awareness by and participation of people with disabilities in the agency’s employment opportunities is critical.

The NCUA will achieve Strategic Goal 4 by ensuring it actively recruits the disability community, leverages special hiring authorities for individuals with disabilities, and continues to engage in effective programs and activities to retain employees with disabilities.

An essential element of accessibility is the effective deployment of Section 508 compliance and the need for NCUA’s documents, systems, and trainings to be accessible to all employees, as well as hardware and systems such as printers, phones, IT systems, applications, and other digital systems. The agency has an opportunity to emphasize training to all employees on Section 508 compliance and stress the importance that all employees have a responsibility to ensure compliance in all their work activities. To achieve this, OMWI contemplates broadening its partnership with the Office of External Affairs and Communications to highlight the importance of Section 508 compliance.

#### **Accessibility**

The design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including those with a disability, can fully and independently use them.



## 4.1 Promote and advance accessibility for NCUA employees and job applicants

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- Enhance targeted recruitment outreach to individuals with a disability and collaborate with the agency’s employee resource groups;
- Increase the use of special hiring authorities and resources to recruit and retain qualified candidates with disabilities;
- Identify and mitigate hiring manager biases faced by the disability community;
- Collaborate with NCUA offices to ensure individuals with a disability can independently access the NCUA’s content, tools, systems, and applications;
- Enhance training for all NCUA staff on Section 508 and the development of compliant documents, materials, and content;
- Support NCUA employees with disability resources and services; and
- Ensure equal access to employment and participation in activities for people with disabilities.

<b>Leading Key Performance Indicator</b>
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Increase the positive FEVS score for the DEIA Index: Accessibility
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## 4.2 Ensure NCUA vendors meet accessibility requirements

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- Conduct outreach to disabled-owned businesses and service-disabled veteran-owned businesses by attending national conferences for targeted diverse business owner communities; and
- Advocate for accessibility and Section 508 compliance to be a part of all NCUA contracts, including internal services, trainings, presentations, and other deliverables.

<b>Leading Key Performance Indicator</b>
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Increase compliance with Section 508 standards in services and materials provided by or to vendors
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## 4.3 Promote accessibility in the credit union industry

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- Advance credit unions' awareness and best practices in attracting and retaining individuals with disabilities.

<b>Leading Key Performance Indicator</b>
Track the number of credit union participants in the offered training module for attracting and retaining individuals with disabilities



## Appendix: 2022–2026 NCUA Strategic Plan Alignment

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The agency’s DEIA strategic plan acts as a pillar to support NCUA strategic goals and objectives in the [2022–2026 NCUA Strategic Plan](#) as outlined below.

### **NCUA Strategic Goal 1: Ensure a safe, sound, and viable system of cooperative credit that protects consumers**

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#### **Strategic Objective 1.2. Provide effective and efficient supervision**

Effective supervision is best delivered within the context of a relationship. DEI-supportive behaviors can help shape the approach NCUA employees take in addressing and interacting with credit unions in an equitable manner. These behaviors form part of the definition of “highly skilled examiners” as described in the NCUA Strategic Objective Overview for this objective, where requisite technical skills are enhanced by essential behaviors, such as cultural awareness and equitable and inclusive behaviors.

Advancing inclusive behaviors and enhancing emotional intelligence go a long way in creating and sustaining a collaborative relationship and avoiding an adversarial one no matter the situation. Per the NCUA strategic plan, improving in this area has the potential of meeting the performance goal of “improv[ing] examination quality by incorporating relevant feedback from internal and external stakeholders.” Studying feedback from credit unions related to respect, fairness, and equity will help calibrate more collaborative approaches with credit unions in future engagements.

### **NCUA Strategic Goal 3: Maximize organizational performance to enable mission success**

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#### **Strategic Objective 3.1 Attract, develop, and retain an engaged, high-performing, diverse workforce within an inclusive, professional environment**

The NCUA currently exists in a competitive labor market when it comes to acquiring the talent it needs to succeed. Notwithstanding, the agency must attract the right people with the right skills to fulfill the agency’s mission and deliver organizational excellence. Part of the right skills include having employees who are engaged, with the attitude, thoughtfulness, empathy, and professional demeanor to discharge their duties.



The goal emphasizes organizational excellence through effective, efficient, and inclusive recruiting, hiring, training, and both skills and career development processes that support and promote diversity within the workplace. This not only means sustaining high performance in the recruitment outreach and hiring processes, but also creating a best-in-class employee experience to ensure retention. OMWI’s focus on agency leaders delivering employee recognition and respect, competent inclusive behaviors, actionable self-awareness and thoughtful equity and empathy, will go a long way to delivering an enhanced employee experience. One of the NCUA’s performance goals is to “promote inclusive leadership that values diverse perspectives and maximizes employees’ contributions and fosters belonging.”

### **Strategic Objective 3.3 Ensure sound organizational governance**

The NCUA’s supplier diversity program promotes NCUA-wide responsible contract management and aligns with the strategic objective of promoting responsible management of the agency’s assets and other financial resources. Through this program, the agency fulfills its responsibility to the public of ensuring the agency secures goods and services to meet the NCUA requirements at a reasonable cost through a competitive process. The [2022–2026 NCUA Strategic Plan](#) calls for the agency to “Continue to ensure procurement practices are based on competitive processes and integrate supplier diversity best practices.” In this manner, OMWI promotes sound financial management and stewardship principles.



## Key Terms

<b>Accessibility</b>	The design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them. <sup>5</sup> Accessibility includes the provision of accommodations and modifications to ensure equal access to employment and participation in activities for people with disabilities, the reduction or elimination of physical and attitudinal barriers to equitable opportunities, a commitment to ensuring that people with disabilities can independently access every outward-facing and internal activity, and the pursuit of best practices such as universal design.
<b>DEIA</b>	Diversity, Equity, Inclusion and Accessibility
<b>Diversity</b>	The practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities. <sup>6</sup>  Diversity encompasses a broad spectrum of characteristics including race, skin color, ethnicity, national origin, gender, age, religion, language, disability, sexual orientation, gender identity, socioeconomic status, family structure, geographic differences, diversity of thought, life experiences and more. Simply put: Diversity is all the things that make us who we are. <sup>7</sup>
<b>EEO</b>	Equal Employment Opportunity (EEO) laws prohibit specific types of job discrimination in certain workplaces. The Equal Employment Opportunity Commission is an independent federal agency that promotes equal opportunity in employment through administrative and judicial enforcement of the federal civil rights laws and through education and technical assistance. <sup>8</sup>

<sup>5</sup> [Executive Order on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce | The White House.](#)

<sup>6</sup> [Executive Order on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce | The White House.](#)

<sup>7</sup> [https://ncua.gov/about/diversity-inclusion.](https://ncua.gov/about/diversity-inclusion)

<sup>8</sup> [https://www.eeoc.gov/overview.](https://www.eeoc.gov/overview)



<b>Equity</b>	The consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment. <sup>9</sup>
<b>ERG</b>	Employee Resource Group(s)
<b>FEVS</b>	The Federal Employee Viewpoint Survey (FEVS) is an annual survey administered by the U.S. Office of Personnel Management. It is a tool that measures respondents' perceptions of whether, and to what extent, conditions characterizing successful organizations are present in their agency. <sup>10</sup> In 2022, the FEVS added questions about diversity, equity, inclusion, and accessibility pursuant to <a href="#">Executive Order 14035</a> .
<b>Inclusion</b>	The recognition, appreciation, and use of the talents and skills of employees of all backgrounds. <sup>11</sup> Inclusion is cultivating an environment that connects each employee to the organization; encouraging collaboration, flexibility, and fairness so that all individuals are empowered to participate and contribute to their full potential. <sup>12</sup>
<b>MWOBs</b>	Minority- and Women-Owned Businesses as defined by Section 342(g)(4) and (g)(6) of the <a href="#">Dodd-Frank Wall Street Reform and Consumer Protection Act</a> of 2010.
<b>OMWI</b>	Office of Minority and Women Inclusion, established under Section 342 of the <a href="#">Dodd-Frank Wall Street Reform and Consumer Protection Act</a> . OMWI is responsible for all matters of the agency relating to diversity in management, employment, and business activities.

<sup>9</sup> See [Executive Order on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce | The White House](#).

<sup>10</sup> <https://www.opm.gov/fevs/about/>.

<sup>11</sup> [Executive Order on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce | The White House](#).

<sup>12</sup> <https://ncua.gov/about/diversity-inclusion>.