



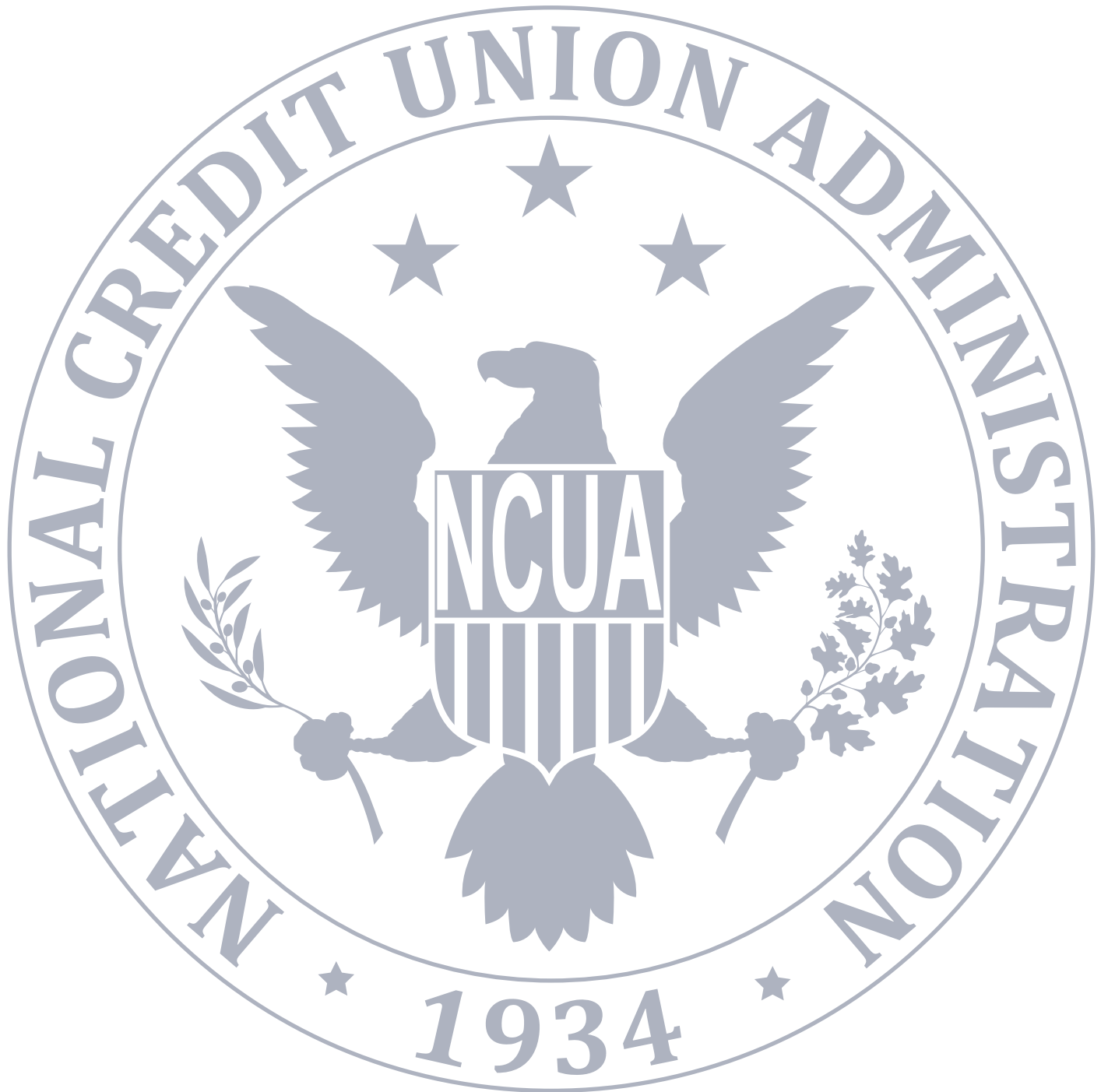
**NCUA**  
National Credit Union Administration

# Fiscal Year 2023 Office of Minority and Women Inclusion Annual Report to Congress

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March 2024

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## Message from the Chairman

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**Todd M. Harper**  
NCUA Chairman

At the NCUA, we believe that diversity, equity, inclusion, and accessibility (DEIA), along with the power of allyship and a culture of belonging, are strengths to be nurtured and supported. These strengths are represented in our workforce, our business activities, and within the credit union system. By communicating the external and internal best practices outlined in this report, we share our commitment to DEIA across the credit union system.

External initiatives like the agency’s Diversity Equity and Inclusion (DEI) Summit for credit unions, the credit union diversity self-assessment, and outreach to diverse suppliers advance DEIA values. The NCUA provides credit unions a tool to help measure their progress in applying DEIA principles — credit unions that complete a [diversity self-assessment](#) can evaluate and benchmark their efforts with peer institutions. And through outreach to a diverse pool of potential suppliers, the NCUA awarded almost half (47.5 percent) of our reportable contract dollars to minority-owned or women-owned businesses in fiscal year (FY) 2023.

Internal DEIA-related efforts are vital to strategy, sustainable growth, innovation, talent acquisition, and employee retention at the NCUA. This year Employee Resource Groups (ERGs) expanded their presence in the NCUA community — 41.4 percent of NCUA employees are members of an ERG. This focus on our people and cultivating our workplace culture is also reflected in the agency’s Federal Employee Viewpoint Survey results. The NCUA’s 2023 Global Satisfaction Index, which measures employees’ satisfaction with their job, their pay, and their organization, plus their willingness to recommend their organization as a good place to work, increased to 71.9 percent, up 6.6 percentage points from the previous year. Also, the NCUA’s 2023 DEIA Index, which measures employees’ perceptions of agency practices related to DEIA, reveals that 77.0 percent of NCUA respondents reported positive perceptions of agency practices related to DEIA. In comparison, the government-wide DEIA index average was 72 percent and 76 percent for equivalent medium-sized agencies in 2023.

These results show positive change. Advancing diversity, equity, inclusion, accessibility, plus allyship and belonging, in both the credit union system and the broader financial services sector, takes a concerted effort by all of us. As such, I would like to thank my colleagues, Vice Chairman Hauptman and Board Member Otsuka, and former Board Member Hood, for their support and promotion of DEIA initiatives at the NCUA.

A handwritten signature in blue ink, appearing to read "Todd M. Harper".

**Todd M. Harper**  
NCUA Chairman

# Introduction

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The NCUA's Office of Minority and Women Inclusion (OMWI) presents this annual Congressional report in accordance with Section 342 of the [Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010](#). As required, this report includes an overview of the agency's efforts to:

- Increase workforce diversity and build a more inclusive environment within its workplaces;
- Ensure fair and inclusive business practices in procurement, contracting, and other business activities; and
- Assess the diversity policies and practices of entities regulated by the NCUA.

## *Fiscal Year Reporting*

This report covers FY23 — the period of October 1, 2022–September 30, 2023. In previous years, the NCUA supplied calendar year data for this annual report. Beginning with this report, the NCUA will provide FY data to align workplace data more effectively with official records provided by the Office of Human Resources. Due to this adjustment, one quarter of data in this report (October 1, 2023–December 31, 2023) overlaps with the results provided in the NCUA's [2022 Office of Minority and Women Inclusion Annual Report to Congress](#). This overlap is unique to the 2023 Congressional report.

## National Credit Union Administration

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Created by the United States Congress in 1970, the [National Credit Union Administration \(NCUA\)](#) is an independent federal agency that insures deposits at federally insured credit unions, protects the members who own credit unions, charters and regulates federal credit unions, and promotes widespread financial education and consumer financial protection.

### NCUA Mission

Protecting the system of cooperative credit and its member-owners through effective chartering, supervision, regulation, and insurance.

### NCUA Vision

Strengthen communities and protect consumers by ensuring equitable financial inclusion through a robust, safe, sound, and evolving credit union system.

## Office of Minority and Women Inclusion

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OMWI is responsible for measuring, monitoring, and establishing policies for diversity and inclusion in the NCUA's management, employment, and business activities. OMWI programs and services comply with the requirements of the [Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010](#) to develop and promote standards for workforce diversity, supplier diversity, and equal employment opportunity and to assess the diversity policies and practices throughout the credit union industry. In addition, the office manages the agency's equal employment opportunity programs. As required by statute, the NCUA's OMWI Director reports directly to the NCUA Chairman.

Over the coming years, the agency will implement the NCUA's mission, vision and strategic objectives outlined in the NCUA's [2024–2026 DEIA Strategic Plan](#), to be shared in future annual reports.



# Workforce Diversity and Inclusion

## Demographics

The NCUA benchmarks its workforce composition against the national Civilian Labor Force (CLF) as defined by the U.S. Equal Employment Opportunity Commission (EEOC). The national CLF uses the most recently available U.S. Census data. The CLF includes people 16 years of age and older, employed or actively seeking employment but not serving in the military or institutionalized.

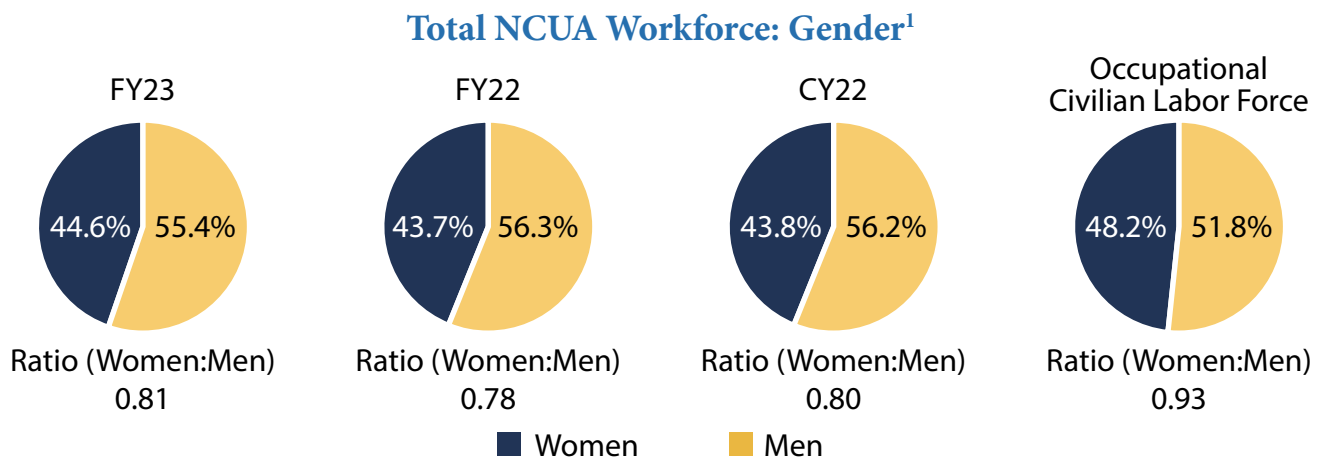
The NCUA also uses Occupational Civilian Labor Force (OCLF) data for benchmarking. The OCLF uses census data comparable to the occupational population of financial examiners, which is the largest portion of the NCUA's workforce. Although these measures are not exact comparisons to the NCUA's workforce, they provide a valid and widely accepted benchmark.

### NCUA Workforce

As of September 30, 2023, the NCUA workforce consisted of 1,225 employees. The agency continues to develop its workforce to supervise an evolving credit union environment.

#### Gender

As shown in [Figure 1](#), women represent 44.6 percent of the NCUA's workforce, up 0.9 percentage points from 2022. This level remains below the EEOC's CLF benchmark of 48.2 percent. The FY23 female-to-male ratio at the NCUA (0.81) continues to be below the CLF ratio (0.93). See [Appendix I](#) for detailed workforce diversity data.



**Figure 1: Total NCUA Workforce: Gender**

#### Race and Ethnicity

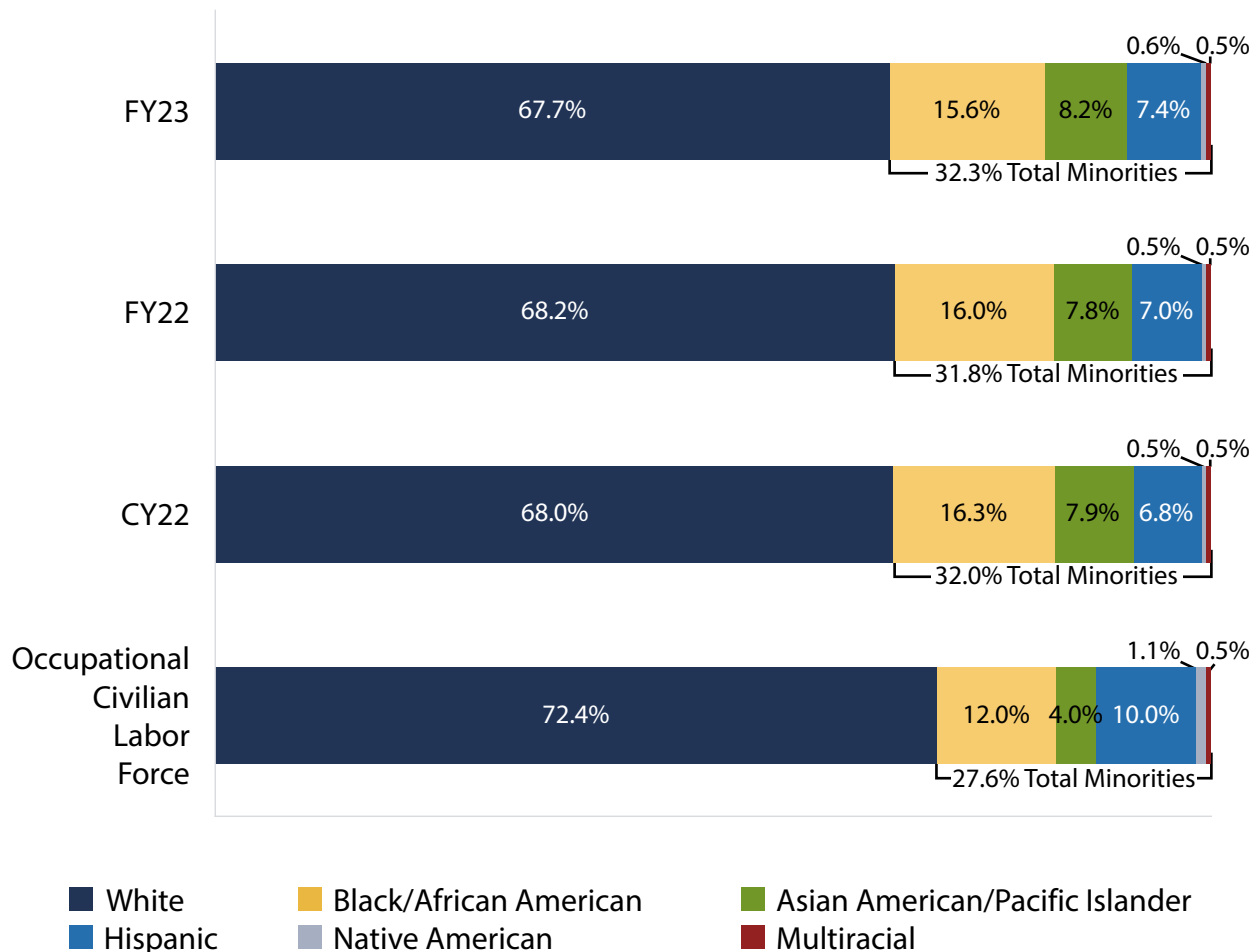
The NCUA's minority representation was slightly higher in 2023 (32.3 percent) compared to 31.8 percent in 2022 (see [Figure 2](#).<sup>2</sup> Notably, the NCUA continues to exceed the CLF in both Black/African American and

<sup>1</sup> Source: NCUA.

<sup>2</sup> Percentages may be +/-0.1 percentage points due to rounding.

Asian American and Pacific Islander representation. However, the agency’s Hispanic population continues to be underrepresented as compared to the CLF with 7.4 percent representation (up slightly from 7.0 percent in 2022).

### Total NCUA Workforce: By Race/Ethnicity<sup>3, 4</sup>



**Figure 2: Total NCUA Workforce: By Race/Ethnicity**

### Major Occupations

The credit union examiner job series (CU-0580) is the principal occupation at the NCUA and accounts for 68.4 percent of the agency’s workforce (838 out of 1,225 employees). This percentage has remained consistent across multiple reporting years.

Figure 3 and Figure 4 compare the percentages of examiners (employees in the CU-0580 series) based on gender and race or ethnicity, respectively. These figures compare the percentages of examiners against the OCLF, which provides an estimated relevant comparison of United States workforce occupations like those in the examiner job series.

<sup>3</sup> Source: NCUA.

<sup>4</sup> Includes Native Hawaiians and Other Pacific Islanders.



### Gender

Representation of women among examiners increased by 0.8 percentage points during the year (see Figure 3). The examiner workforce continues to have a lower female-to-male ratio of women (0.67) compared to the overall NCUA workforce (0.81).<sup>5</sup>

### Examiner Job Series (CU-0580): Gender<sup>6</sup>

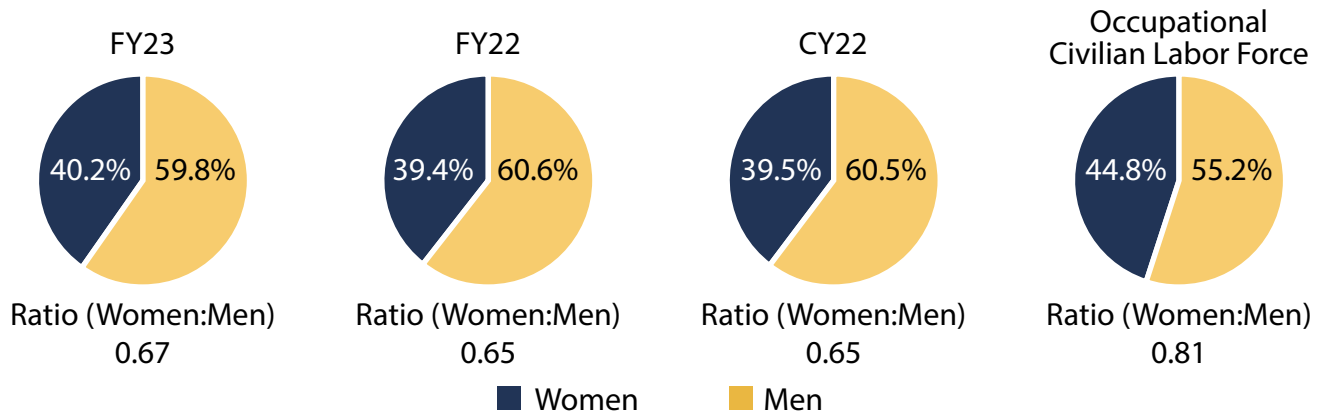


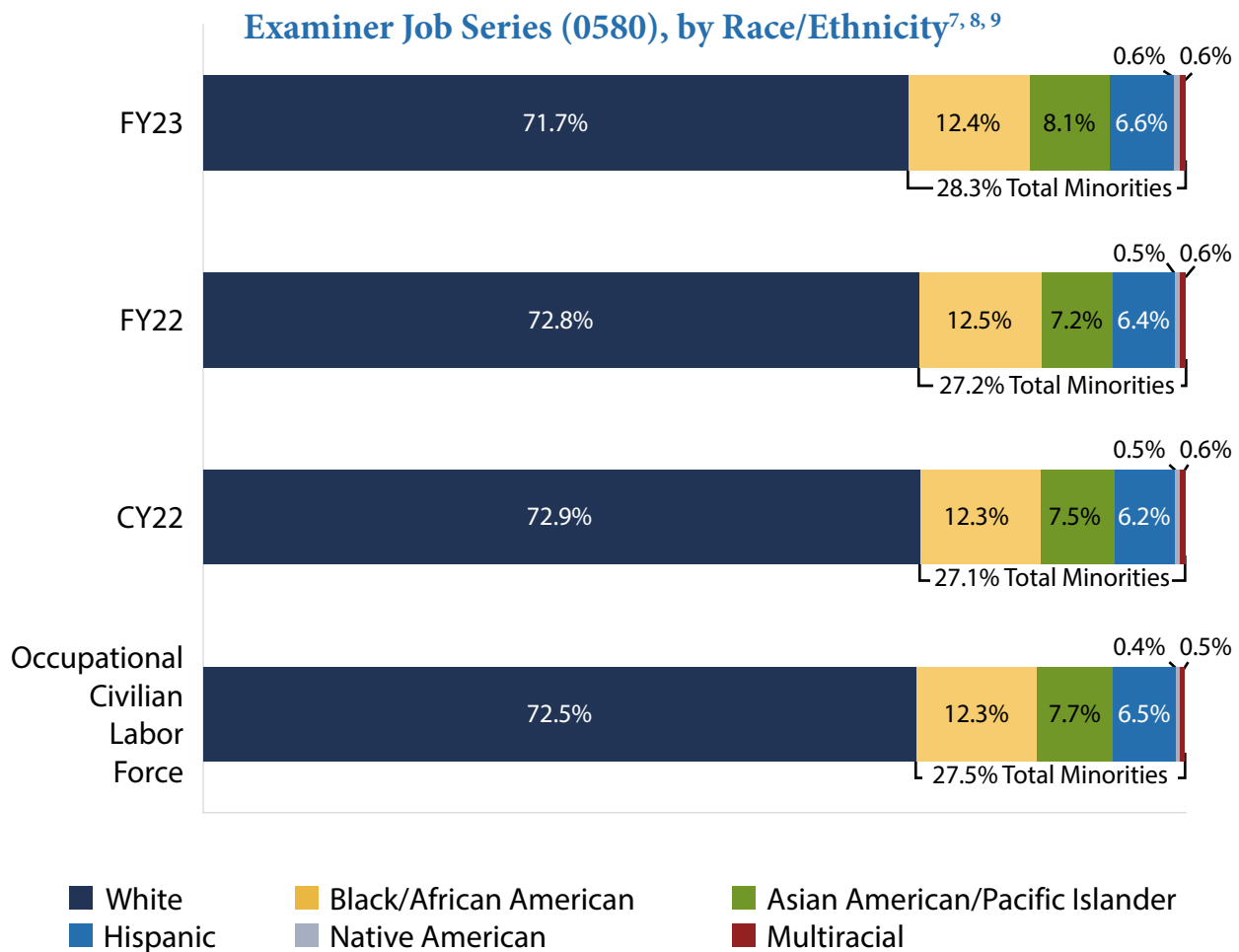
Figure 3: Examiner Job Series (CU-0580), by Gender

### Race and Ethnicity

At 28.3 percent in 2023, the minority population among credit union examiners is 4.0 percentage points lower than the total NCUA minority population of 32.3 percent. This still represents an increase of approximately five percentage points over the 27.2 percent reported in 2022. Compared to representation within the agency's total workforce, the examiner series has lower representation across most minority groups. However, that representation is at or near the OCLF for nearly all race/ethnicity categories, as shown in Figure 4.

5 At parity, the female-to-male ratio would be 1.0.

6 Source: NCUA.



**Figure 4: Examiner Job Series (0580), by Race/Ethnicity**

## Executives and Managers

**Executives** accounted for 57 employees (4.7 percent of the total workforce), a consistent percentage with 2022.<sup>10</sup> Representation of women in senior staff positions (SSPs) remained consistent from 2022 to 2023 at 49.1 percent, as shown in Figure 5.

Minority representation increased by 1.1 percentage points, from 18.2 percent in 2022 to 19.3 percent in 2023. The percentage of Black/African American SSPs increased by 1.4 percentage points, from 10.9 percent to 12.3 percent, while Hispanic SSPs as a percentage of all SSPs declined from 7.3 percent to 7.0 percent.

**Managers** accounted for 133 employees (10.9 percent of the total workforce) in 2023, a consistent percentage with 2022.<sup>11</sup> Women represented 39.8 percent of all managers in 2023, a decrease of 1.1 percentage points from 2022. Minorities represented 23.3 percent of managers, a decrease of 0.3 percentage points from 2022.

<sup>7</sup> Source: NCUA. Percentages may not total 100 percent due to rounding.

<sup>8</sup> Percentages may be +/-0.1 percentage points due to rounding.

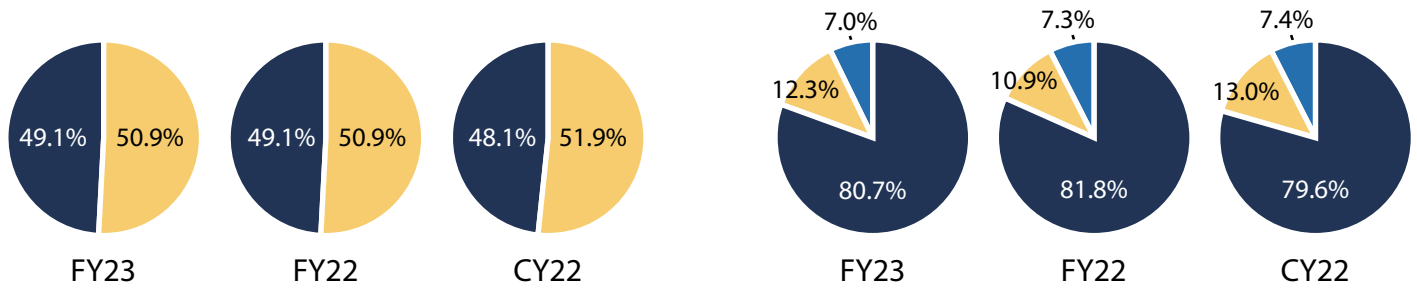
<sup>9</sup> Includes Native Hawaiians and Other Pacific Islanders.

<sup>10</sup> *Executives* are employees in positions identified as senior staff positions (excluding the agency's three Board Members).

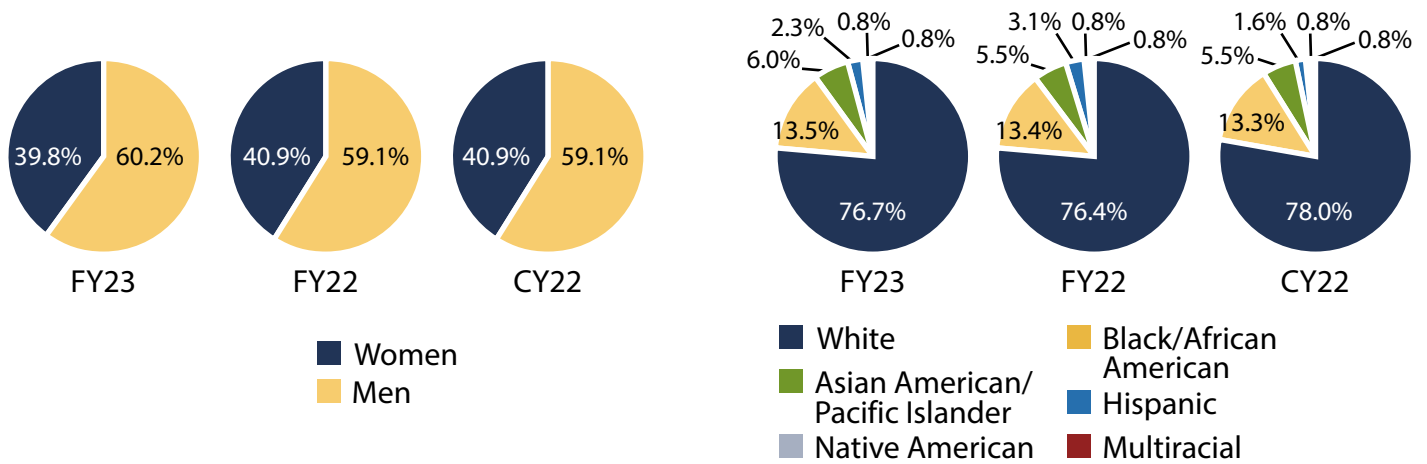
<sup>11</sup> *Managers* include all non-executive supervisory staff (these are supervisors who are part of the NCUA's CU pay scale versus SSP pay scale).

## NCUA Executives and Managers, by Gender and Race and Ethnicity<sup>12, 13</sup>

### Senior Staff Positions



### Managers



**Figure 5: NCUA Executives and Managers, by Gender and Race and Ethnicity**

### Leadership Pipeline Analysis

The NCUA routinely reviews the diversity of its staffing pipeline in three grade-range categories, as shown in Figure 6.<sup>14</sup> The percentage of minorities in positions at or below the CU12 grade level has trended upward since 2019. The percentage of minorities that comprise this group increased to 38.7 percent in 2023; the percentage of minorities in SSP positions increased slightly by 1.1 percentage in 2023.

The percentage of women in positions at or below the CU-12 grade level increased by 1.3 percentage points. While the number of female employees in CU-13 to CU-15 grade level positions grew year-over-year by 16, representation increased by 0.6 percentage points due to the larger pool of employees in this grade-range category.

<sup>12</sup> Source: NCUA (Managers – Supervisory Code 2; Senior Staff – Pay Plan SS).

<sup>13</sup> Includes Native Hawaiians and Other Pacific Islanders.

<sup>14</sup> The staffing pipeline is staff most likely next in line for a leadership position and includes those in CU-13, CU-14, and CU-15 roles.

The NCUA's Workforce Leadership Pipeline <sup>15</sup>							
CU-12 & below		FY23	FY22	CY22	CY21	CY20	CY19
Women	#	242	220	216	221	230	228
	%	43.9%	42.6%	43.1%	41.4%	42.4%	42.9%
Black/African American	#	101	99	97	98	97	92
	%	18.3%	19.2%	19.4%	18.4%	17.9%	17.3%
Asian American/ Pacific Islander	#	49	40	41	45	42	43
	%	8.9%	7.8%	8.2%	8.4%	7.7%	8.1%
Hispanic	#	57	47	46	41	40	32
	%	10.3%	9.1%	9.2%	7.7%	7.4%	6.0%
Native American	#	2	2	2	3	3	3
	%	0.4%	0.4%	0.4%	0.6%	0.6%	0.6%
Multiracial	#	4	5	5	6	5	5
	%	0.7%	1.0%	1.0%	1.1%	0.9%	0.9%
<b>Total Minorities</b>	#	<b>213</b>	<b>193</b>	<b>191</b>	<b>193</b>	<b>187</b>	<b>175</b>
	%	<b>38.7%</b>	<b>37.4%</b>	<b>38.2%</b>	<b>36.2%</b>	<b>34.5%</b>	<b>32.9%</b>
CU-13 to CU-15		FY23	FY22	CY22	CY21	CY20	CY19
Women	#	276	260	266	252	239	242
	%	44.7%	44.1%	44.1%	44.4%	43.2%	44.3%
Black/African American	#	83	81	84	78	71	73
	%	13.5%	13.8%	16.8%	13.7%	12.8%	13.4%
Asian American/ Pacific Islander	#	52	50	50	43	44	39
	%	8.4%	8.5%	10.0%	7.6%	8.0%	7.1%
Hispanic	#	30	30	29	29	31	31
	%	4.9%	5.1%	5.8%	5.1%	5.6%	5.7%
Native American	#	5	4	4	1	4	5
	%	0.8%	0.7%	0.8%	0.2%	0.7%	0.9%
Multiracial	#	2	1	1	4	2	2
	%	0.3%	0.2%	0.2%	0.7%	0.4%	0.4%
<b>Total Minorities</b>	#	<b>172</b>	<b>166</b>	<b>168</b>	<b>155</b>	<b>152</b>	<b>150</b>
	%	<b>27.9%</b>	<b>28.2%</b>	<b>33.6%</b>	<b>27.3%</b>	<b>27.5%</b>	<b>27.5%</b>

<sup>15</sup> Source: NCUA. Percentages may not total 100 percent due to rounding.

The NCUA's Workforce Leadership Pipeline <sup>15</sup>							
Senior Staff		FY23	FY22	CY22	CY21	CY20	CY19
Women	#	28	27	26	22	25	22
	%	49.1%	49.1%	48.1%	46.8%	50.0%	45.8%
Black/African American	#	7	6	7	6	7	7
	%	12.3%	10.9%	13.0%	12.8%	14.0%	14.6%
Asian American/ Pacific Islander <sup>16</sup>	#	0	0	0	0	0	0
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Hispanic	#	4	4	4	4	4	5
	%	7.0%	7.3%	7.4%	8.5%	8.0%	10.4%
Native American	#	0	0	0	0	0	0
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Multiracial	#	0	0	0	0	0	0
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Total Minorities</b>	#	<b>11</b>	<b>10</b>	<b>11</b>	<b>10</b>	<b>11</b>	<b>12</b>
	%	<b>19.3%</b>	<b>18.2%</b>	<b>20.4%</b>	<b>21.3%</b>	<b>22.0%</b>	<b>25.0%</b>

Figure 6: The NCUA's Workforce Leadership Pipeline

## New Hires

In 2023, the NCUA hired 143 new employees (compared to 126 new hires in CY22).<sup>17</sup> Of these new hires, nine (6.3 percent) were hired using the Schedule A hiring authority, up from 4.3 percent in 2022.<sup>18</sup> Sixteen new hires (11.2 percent) reported having a disability, up from 7.1 percent in 2022. Of the new hires in 2023, 43.4 percent were women (down 9.0 percentage points from 52.4 percent in 2022) and 42.0 percent were minorities (down 0.9 percentage points from 42.9 percent in 2022).

## Separations

There were 79 total separations from the NCUA workforce in 2023, including 70 voluntary and nine involuntary separations. The 70 voluntary separations accounted for 88.6 percent of total separations in 2023, up from 87.0 percent in 2022.<sup>19</sup> Out of the total, retirements accounted for 29 separations (36.7 percent, up from 32.4 percent in 2022). For the remaining non-retirement separations:

- 25.3 percent of all separated employees transferred to another government agency (up 9.6 percentage points from 15.7 percent in 2022);

<sup>16</sup> Includes Native Hawaiians and Other Pacific Islanders.

<sup>17</sup> Excludes student trainees/student interns.

<sup>18</sup> For more information about OPM's Schedule A hiring authority, see <https://www.opm.gov/policy-data-oversight/disability-employment/hiring/>.

<sup>19</sup> Voluntary separations include retirements, transfers to other agencies, and resignations.

- 26.6 percent resigned from federal service (down from 38.9 percent in 2022); and
- 11.4 percent were other involuntary separations.<sup>20</sup>

Separations included 15 individuals reporting a disability, representing 19.0 percent of departing employees. Women comprised 31.6 percent of total separations in 2023 (down 10.1 percentage points from 41.7 percent compared to 2022).

FY23 New Hires/Separations, By Gender and Race/Ethnicity <sup>21</sup>				
Demographic Group	New Hire Number	New Hire Percent	Separation Number	Separation Percent
Women	62	43.4%	25	31.6%
Men	81	56.6%	54	68.4%
White	83	58.0%	46	58.2%
Black/African American	20	14.0%	15	19.0%
Asian American/Pacific Islander <sup>22</sup>	21	14.7%	10	12.7%
Hispanic	18	12.6%	8	10.1%
Native American	1	0.7%	0	0.0%
Multiracial	0	0.0%	0	0.0%
<b>Overall Total</b>	<b>143</b>	<b>100%</b>	<b>79</b>	<b>100%</b>
<b>Total Minorities</b>	<b>60</b>	<b>42.0%</b>	<b>33</b>	<b>41.8%</b>

**Figure 7: FY23 New Hires/Separations, by Gender and Race/Ethnicity**

### Individuals with Disabilities

Since 2017, the NCUA has consistently exceeded the federal employment rate goals for employees with disabilities and for employees with targeted disabilities.<sup>23</sup> The federal goal is 12.0 percent for employees with disabilities and 2.0 percent for employees with targeted disabilities. The NCUA encourages employees to voluntarily review and update their disability status each year.

The percentage of individuals reporting disabilities for FY23 is 17.0 percent (a 0.3 percentage point increase from 16.7 percent in FY22); 4.7 percent reported targeted disabilities (an increase from 4.2 percent reported in FY22); see [Figure 8](#). The NCUA expects that continued outreach and encouragement for existing employees to voluntarily review and update their disability status will result in more representative data to inform the NCUA's programs.

<sup>20</sup> Involuntary separations include termination and removal. See: OPM's [Glossary of Terms Used in Processing Personnel Actions](#).

<sup>21</sup> Source: NCUA. Percentages may not total 100 percent due to rounding. Excludes student trainees.

<sup>22</sup> Includes Native Hawaiians and Other Pacific Islanders.

<sup>23</sup> Source: NCUA. Targeted Disabilities as indicated on [SF-256](#), Self-Identification of Disability. Source: Section 501 of the [Rehabilitation Act of 1973 \(Pub. L. 93-112\)](#), as amended.

The NCUA coordinates recruitment outreach events that target individuals with disabilities that have skills in finance, accounting, management, and human resources to ensure managers have access to a broad pool of qualified candidates.

Employees with Disabilities <sup>24</sup>								
		Federal Goal	FY23	FY22	CY22	CY21	CY20	CY19
Employees with Disabilities (Total)	#	---	208	194	198	200	177	141
	%	12.0%	17.0%	16.7%	17.1%	17.4%	15.4%	12.5%
Employees with Targeted Disabilities	#	---	57	49	50	52	48	34
	%	2.0%	4.7%	4.2%	4.3%	4.5%	4.2%	3.0%

**Figure 8: Employees with Disabilities**

## Accomplishments

### Equal Employment Opportunity Policy Statement

As required by the EEOC, NCUA Chairman Todd M. Harper confirmed his commitment to equal employment opportunity (EEO) by issuing the agency’s [annual EEO policy statement](#) to all NCUA employees in September 2023, as shown in [Appendix II](#).

### Culture, Diversity, and Inclusion Council

The Culture, Diversity, and Inclusion Council (CDI Council) assists in building an organizational culture in which shared values, beliefs, and behavioral norms around DEIA, engagement, and leadership align with the NCUA’s strategic priorities to optimize organizational performance. The CDI Council includes employee representatives at all levels (executives, supervisors, and non-supervisors from multiple grade levels) and a wide spectrum of functional areas (such as the examination program, legal, human resources, and information technology). The council reflects a diverse cross-section of the agency’s staff, including a representative from the National Treasury Employees Union. CDI Council membership also includes eight officers representing the agency’s ERGs. Continuing and new council members received training during the course of the reporting year.

In 2023, council working groups presented their proposed initiatives to the NCUA Chairman, in response to the opportunities identified in the culture and climate survey. The Chairman selected the top three initiatives that supported immediate action. The CDI Council continues its work on the implementation of three initiatives:

- Employee input mechanisms (means by which employees provide feedback to management and agency leadership);
- Ethics and employee conduct; and
- Employee safety.

<sup>24</sup> Source: NCUA. Targeted Disabilities as indicated on [SF-256](#), Self-Identification of Disability.

CDI Council working groups will be developing new initiatives, as well as continue advancing the implementation of culture and climate survey recommendations in the coming year.

## Employee Resource Groups

The NCUA established Employee Resource Groups to foster an inclusive environment where employees feel valued, respected, and engaged. ERGs help deepen employees' connections to each other and to the agency's mission through allyship and belonging. Employees and prospective employees can explore the NCUA's recognized ERGs by visiting [Workforce Diversity and Inclusion](#). Each ERG is open to all employees.

In FY23, ERGs expanded their membership from 336 members (29.0 percent of NCUA employees) at the beginning of the year to 507 members (41.4 percent of NCUA employees) by the end of the year. This continues to position the agency well above the industry-standard ERG membership goal of 10 percent of an organization's total workforce.

The agency's ERGs contribute in meaningful ways to support an inclusive work environment for all employees. In addition to providing essential tools and support to members, the ERGs engaged employees in more than 30 events designed to provide professional development, encourage networking, and retain employees. Also, ERGs regularly support the NCUA's special emphasis program (SEP) observances.

ERGs also participated at the NCUA's 2023 National Training Conference with exposition booths to showcase the groups to all employees, in the agency's Recruitment Outreach Working Group (ROWG) efforts, and engaged employees by providing resources, coordinating special presentations, and creating a support system. The following activities and efforts, coordinated and sponsored by ERGs, benefited the agency:

- Identifying and developing emerging leadership talent;
- Fostering a more inclusive work environment for employees;
- Improving working conditions by providing additional resources and support;
- Tackling agency-wide challenges identified by their members; and
- Supporting the 2023 Special Emphasis Program observances.

OMWI conducts an *ERG Annual Satisfaction Survey* to identify ways to increase support for more efficient and effective interactions with ERGs. Support includes:

- Extending ERG Diversity, Inclusion, and Partnership plans;
- Increasing the effectiveness of administrative documents and resources for ERG officers;
- Developing time management and membership engagement tools for ERGs;
- Increasing OMWI participation in officers' meetings for additional support; and
- Continuing to identify opportunities for recognizing and rewarding efforts.

On December 1, 2022, OMWI hosted the agency's third ERG awards ceremony to recognize the accomplishments of ERG officers, executive sponsors, and members with *Above and Beyond* awards. The NCUA recognized 50 employees for their contributions to the ERGs and for creating an inclusive environment at the NCUA. The awards are given in four categories:



- Professional development;
- Business strategies;
- Workplace culture; and
- NCUA community involvement.

## Disability Solutions Desk

OMWI established its Disability Solutions Desk in 2022 as a central point of access to address employee inquiries related to disabilities. Employees can send questions, express concerns and challenges, and offer recommendations related to disabilities. Dedicated OMWI staff review all requests and coordinate responses and support with appropriate program offices. The Disability Solutions Desk has been recognized by the Equal Employment Opportunity Commission as a “Best Practice.”

## Diversity and Inclusion Award

On May 24, 2023, the agency held its Chairman’s Outstanding Achievement Awards ceremony. Each year the Chairman recognizes two NCUA employees for their achievement in diversity and inclusion. For 2022, one honoree demonstrated organizational values and beliefs through continued efforts to promote and implement various programs, ERGs, and other DEIA initiatives. The second honoree contributed to making the NCUA’s information technology systems, websites, and resources more accessible to all agency employees.

## Employee Engagement

The NCUA continues its employee engagement planning efforts throughout the agency. Engagement action plans help the agency strengthen its workforce, develop employees’ leadership competencies, and attract, develop, manage, and retain the best workforce possible. NCUA offices develop an annual Workforce Engagement Action Plan using the results of the Federal Employee Viewpoint Survey (FEVS), which is administered by the U.S. Office of Personnel Management (OPM).

The FEVS’ Employee Engagement Index (EEI) measures conditions that are conducive to employee engagement. The EEI is comprised of three subindices:

- *Leaders Lead*: reflects employees’ perceptions of the integrity of leadership and leadership behaviors (such as communication and workforce motivation);
- *Supervisors*: reflects the interpersonal relationship between worker and supervisor including trust, respect, and support; and
- *Intrinsic Work Experience*: reflects employees’ feelings of motivation and competency relating to their work roles.

The NCUA’s 2023 EEI was 77.1 percent, a 1.1 percentage point increase from 2022. In comparison, the EEI score government-wide is 72 percent, and 76 percent for medium-sized agencies, respectively.<sup>25</sup>

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<sup>25</sup> Medium-sized agencies are 1,000-9,999 employees per OPM; see [Governmentwide Management Report: Results from the 2023 OPM Federal Employee Viewpoint Survey](#).

In 2023, 82.3 percent of NCUA employees submitted the FEVS, a slight decrease of 0.8 percentage points from 83.1 percent in 2022.<sup>26</sup> In comparison, the response rate government-wide was 39 percent, and the response rate for medium-sized agencies was 65 percent in 2023. [Figure 9](#) outlines the NCUA’s FEVS results on key indices in specific elements of the employee experience.

NCUA FEVS Results on Key Indices <sup>27</sup>			
FEVS Indices	2023	2022	2021
<b>Employee Engagement Index</b>	77.1%	76.0%	77.0%
Intrinsic Work Experience	76.1%	75.2%	76.0%
Leaders Lead	68.7%	65.3%	69.0%
Supervisors	86.5%	87.3%	85.5%
<b>Global Satisfaction Index</b>	71.9%	65.3%	73.0%
<b>Performance Confidence Index</b>	90.0%	89.5%	90.1%
<b>Diversity, Equity, Inclusion and Accessibility (DEIA) Index</b>	77.0%	76.5%	N/A
Diversity	83.0%	81.8%	N/A
Equity	72.8%	71.2%	N/A
Inclusion	79.6%	80.0%	N/A
Accessibility	73.0%	72.8%	N/A

**Figure 9: NCUA FEVS Results on Key Indices**

### ***DEIA Index***

OPM’s DEIA index assesses employee experiences with DEIA policies, practices, and procedures of the agency and its leaders. The DEIA Index aligns with [Executive Order 14035: Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce](#), which features four factors, which OPM measures in the FEVS through subindices: accessibility, diversity, equity, and inclusion.

The DEIA index reveals that 77.0 percent of NCUA respondents report positive perceptions of agency practices related to DEIA. In comparison, the government-wide DEIA index average was 72 percent and 76 percent for medium-sized agencies in 2023.

### ***Performance Confidence Index***

The FEVS Performance Confidence Index measures employees’ view that their work unit can achieve goals and produce work at a high level and, ultimately, provides insights into agency performance. The NCUA’s Performance Confidence Index for 2023 was 90.0 percent, a 0.5 percentage point increase from 89.5 percent in

<sup>26</sup> For more information on the OPM FEVS, visit <https://www.opm.gov/fevs/>.

<sup>27</sup> Source: OPM [Data Reports](#).

2022. In comparison, the government-wide index's average was 83.8 percent, and 89.2 percent for medium-sized agencies for 2023.

### **Global Satisfaction Index**

The FEVS Global Satisfaction Index is a combination of employees' satisfaction with their job, pay, and organization, plus their willingness to recommend their organization as a good place to work. The NCUA's Global Satisfaction Index for 2023 was 71.9 percent, up 6.6 percentage points from 65.3 percent in 2022. This compares to 63.8 percent government-wide and 69.7 percent for medium-sized agencies in 2023.

### **Engagement Action Plans**

The NCUA adopted the practice of developing employee engagement action plans in 2018 to plan and carry out activities that strengthen the workforce; grow and develop employees' leadership competencies; and ensure the agency can attract, develop, manage, and retain the best workforce possible. Each NCUA office develops a specific workforce engagement action plan using FEVS results each year. The NCUA continues its agency-wide employee engagement planning efforts.

### **Mentorship Program**

The NCUA's formal mentorship program provides mentees with a greater understanding of the organization's mission along with expanding their knowledge about the organization's structure, environment, and culture outside of their own areas of expertise. This proven best practice promotes unification across the organization, thereby increasing staff engagement.

This year's program yielded the highest number of mentorship pairings in the program's history — 47. OMWI incorporated program improvements based on input provided by current and past participants, enabling the program to grow and better suit the needs of its participants.

*“My mentor was very valuable to me during the mentoring process. She identified opportunities to aid me in learning more about the agency and introduced me to a colleague who previously worked in my office. My mentor was always available to me to discuss matters and provide advice when needed. I appreciate the bird’s-eye view of the agency that I developed through the mentoring process, which was exactly what I needed as a relatively new and remote employee. I am grateful for having had this opportunity.”*

— *Mentee feedback*

Program improvements in 2023 included expanding the number of situational mentors available to all employees and adding an interactive mentor café. The café was a facilitated gathering of program mentors approximately 3 months into the year's program, allowing for a safe space to discuss best practices, network, and offer recommendations to improve the program. The mentor café complements last year's addition of the mentee café.

*“I believe the mentoring program is a great asset to employees at the NCUA. Providing employees with a person outside of their chain of command who has the experience and knowledge equivalent to those in their chain of command allows them to discuss things they may be less comfortable bringing up. As a manager, I am also able to provide advice to a mentee on things I may not be able to advise on due to potential conflicts of interest if they came up within my own office. For example, I can provide more specific tips on interviewing and assisting with interview prep/job applications for those outside my region as I am not involved in the hiring decision even indirectly.”*

— Mentor feedback

## OMWI Talks

Since 2017, OMWI has hosted informal, facilitated discussions about DEIA-related topics. These conversations offer NCUA employees a safe space to discuss differences, broaden their awareness and understanding of others, and learn how to manage the challenges diversity can create in the workplace.

OMWI continues to leverage the *OMWI Talks* platform to engage employees in conversations on topics related to DEIA in the workplace. In 2023, the OMWI Talks series continued with conversations on the following topics, with each webcasted event attracting more than 200 participants:

- Financial Accessibility;
- Inclusive Leadership;
- Agency Disability Resources; and
- Generational Diversity.

## Special Emphasis Program

As required by the EEOC, the NCUA’s Special Emphasis Program (SEP) is a significant component of the agency’s effort to support a model EEO program. SEP events and observances helped build inclusion and understanding while supporting the following goals:

- **Workforce diversity:** Sustain a skilled, highly engaged, and diverse workforce at all levels, including leadership; and
- **Inclusion:** Cultivate an inclusive workplace where employees’ unique talents, skills, and perspectives are valued and leveraged.

SEP observances continued to raise awareness and provided employees the opportunity to appreciate diversity. During observances, OMWI highlighted achievements and addressed barriers, while commemorative activities were both educational and employment related.

The SEP series identifies speakers who can customize presentations to include topics on career retention, career development resources, strategies for attracting new talent, and cultural intelligence. For each observance, OMWI hosted guest speakers who shared their experiences and offered insights on how to be more intentionally inclusive in the workplace. SEP observances discuss:

- Historical events and lessons learned;

- DEIA efforts;
- Career development, retention, and recruitment efforts; and
- Cultural educational resources.

These events were also supported by the agency’s ERGs. ERG members developed observance-related newsletters, highlighted employees through the agency’s social media and intranet, and provided educational presentations and resources in alignment with each commemoration. Details of each event appear in [Figure 10](#).

FY23 NCUA SEP Observances	
Observance and Month	Event
<b>National Disability Employment Awareness Month</b> , October 2022 (established by Title 36, U.S. Code, Section 121)	Redefining Neurodiversity in the Workplace
<b>Veterans Day Observance</b> , November 2022 (established by Public Law 380-250)	Code Girls: The Untold Story of the American Women Code Breakers of World War II
<b>National American Indian/Alaska Native Heritage Month</b> , November 2022 (established by Public Law 103-462)	The Untold Story of the Civil War
<b>National Black History Month</b> , February 2023 (established by Public Law 99-244)	Madam C.J. Walker’s Gospel of Giving: Black Women’s Philanthropy during Jim Crow
<b>National Women’s History Month</b> , March 2023 (established by Public Law 100-9)	Founding Mothers: How Women Shaped the American Revolution
<b>Asian American and Pacific Islander Heritage Month</b> , May 2023 (established by Title 36, U.S. Code, Section 102)	The Latehomecomer: A Hmong Family Memoir
<b>Pride Month</b> , June 2023 (established by Proclamation 8387)	Allies at Work: Creating an LGBTQ+ Inclusive Environment
<b>National Hispanic Heritage Month</b> , September 2023 (established by Title 36, U.S. Code, Section 126)	How Latino Americans Shaped the United States and Fought for Acceptance

**Figure 10: FY23 NCUA SEP Observances**

### Barrier Analysis

The NCUA continues its barrier analysis work to identify barriers to employment that affect Hispanics and Latinos. Beginning in FY23, the barrier analysis included a comprehensive review of the NCUA’s workforce data and other relevant data sources, focus group interviews, and an agency wide “NCUA Barrier Analysis Survey.” The findings from this barrier analysis will continue to inform the NCUA’s human resources policies and practices in the future.

## Intern Programs

The NCUA benefits from the diverse perspectives, talent, skills, and experiences interns bring to the agency. Likewise, interns experience an enriching learning opportunity, gain experience in a federal government setting, and build professional experience as they support meaningful projects. The NCUA sponsored students in three distinct intern programs in 2023: contract interns, the OPM Pathways Program, and the Mayor Marion S. Barry Summer Youth Employment Program.

### *Contract Interns*

The NCUA has multi-year contracts with six intern-sponsoring organizations that serve underrepresented students. Through these contracts, the agency provides summer intern opportunities to college and university students in undergraduate, graduate, doctoral, and Juris Doctor programs. These interns work at the NCUA for 8–15 weeks.

In 2023, the NCUA hosted five summer interns from Minority Access, Inc., and the Thurgood Marshall College Fund.

### *OPM Pathways Program*

Through OPM's [Pathways program](#), the NCUA provides work assignments and developmental experiences to promote careers for individuals who have recently graduated from a qualifying educational institution or program. In 2023, the NCUA hosted 12 students through this program, attracting summer interns from various backgrounds.<sup>28</sup> Interns located throughout the United States participated in an entirely virtual program.

### *Mayor Marion S. Barry Summer Youth Employment Program*

The [Mayor Marion S. Barry Summer Youth Employment Program](#) gives students from economically disadvantaged backgrounds enrolled in targeted Washington, D.C., public and charter schools the opportunity to work, explore career paths, and understand federal agencies' missions. In partnership with the Office of the Comptroller of the Currency (OCC), the NCUA worked with the Washington, D.C. Department of Employment Services to host four summer high-school interns.<sup>29</sup> Summer interns were assigned NCUA offices and projects, and welcomed with a comprehensive program plan that included enrichment activities and recurring meetings with senior leaders and agency staff.

## Recruitment and Outreach

The NCUA continues exploring new methods to reach prospective applicants identified during recruitment outreach events, build a list of potential employment candidates, and provide useful resources. The NCUA conducted outreach and recruitment efforts in FY23, as required by Section 342 of the [Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010](#). The NCUA's sustained focus on recruitment resulted in an increase in participation in recruitment events and new outreach partnerships —NCUA employees attended 28 recruitment outreach and partnership events in FY23.

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<sup>28</sup> For more information, visit <https://www.opm.gov/policy-data-oversight/hiring-information/students-recent-graduates/>.

<sup>29</sup> The OCC coordinates intern participation for multiple federal agencies, including the NCUA. Under the OCC, the program is branded as the High School Scholars Intern Program, or HSSIP.

Most of the events and partnerships were with minority-serving institutions and organizations and candidates with skillsets in finance, accounting, management, and human resources to ensure a continual increase in talented and diverse applicants. Event highlights include:

- PROSPANICA: The Association of Hispanic MBAs & Business Professionals' National Career Expo;
- Hispanic Latino Professionals Association Recruitment Event;
- National Black MBA Association, Inc. National Conference and Career Expo;
- Student Veterans of America National Conference;
- CAREERS & the disABLED Virtual Career Fair;
- Women in Business & Technology Virtual Career Fair;
- Historically Black Colleges and Universities & Minority Serving Institutions Virtual Career Fair;
- Native American and Indigenous Workforce Virtual Career Fair; and
- Gallaudet University's Fall 2023 Internship & Job Fair.

In 2023, the NCUA partnered with a virtual platform vendor to establish and produce two successful targeted NCUA-only recruitment outreach events for Hispanics and women — a first for the agency. The events drew participants with backgrounds in finance, human resources, accounting, and management.

CULTURA and SWAN, two of NCUA's employee resource groups supporting Hispanic and female employees, respectively, also engaged with students and potential applicants in a Hispanic-Serving Institution (HSI) Virtual Career Fair and the Accounting & Financial Women's Alliance annual conference recruiting event.

### ***Hispanic Outreach***

OMWI intends to develop formal relationships with additional Hispanic Serving Institutions in the coming years. This new outreach initiative will forge a more formal relationship with one HSI with a 36 percent Hispanic population — the University of California, Riverside — introducing highly qualified and underrepresented talent to the agency. Ongoing outreach planned for 2024 includes continuing to connect with professional organizations such as the Hispanic/Latino Professional Association and other Hispanic professional organizations and HSIs, colleges, and universities with higher percentages of Hispanics and Hispanic student organizations. OMWI will also partner with the CULTURA ERG to establish professional relationships with HSIs to promote an increased pipeline of highly qualified Hispanic and Latino applicants to the agency's applicant pool.

### ***Disability Outreach***

In 2024, the NCUA will continue to conduct outreach and recruitment events focused on recruiting individuals with disabilities. The agency will contact professional and educational organizations focusing on advancing individuals with disabilities, such as the Student Veterans of America and the American Accounting Association, Gallaudet University, Rochester Institute of Technology, and participating in career fairs for people with disabilities supported by OPM.<sup>30</sup> OMWI continued its contract with a vendor that sends NCUA postings to its third-party clients all over the country, with specific filters for Schedule A candidates, among others.

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30 See: [OPM Chief Human Capital Officers' Shared List of People with Disabilities](#).

### ***Opt-In Job Opportunities Messaging***

Potential career candidates may opt-in to receive email notifications of the NCUA's job opportunities. These periodic emails promote agency vacancies that are open to the public and to those that qualify to be placed under the Schedule A or Veterans' hiring authorities, helping to increase the number of talented and diverse candidates in the agency's applicant pool.

## **Training**

The NCUA offered DEIA-related training opportunities in this past year as described in this section.

### ***Agency-Wide DEIA Training***

The NCUA incorporated standard DEIA training during the agency's 2023 National Training Conference, an event held periodically for all staff. Ninety-eight percent of NCUA employees received this DEIA training on-site at the training conference, *The Currency of Trust – How to Value, Build, Invest, and Spend It*.

Two additional DEIA training modules, *Workplace Diversity, Equity, and Inclusion in Action* and *Recognizing and Addressing Micro-behaviors in the Workplace*, are also available to employees in the agency's learning and managing performance system.

NCUA managers, plus employees in leadership programs, received interactive and team-building training to enhance both awareness and competence in DEIA principles. Required DEIA-related training for agency managers and new supervisors includes:

- *EEO and Preventing Discrimination in the Federal Workplace*;
- *A Roadmap to Success: Hiring, Retaining and Including People with Disabilities*;
- *Veterans Employment Training*;
- *Uniformed Services Employment and Reemployment Rights Act (USERRA): An Overview*; and
- Interactive training to help leaders build cultural awareness and recognize and mitigate barriers to inclusion.

In addition, the NCUA incorporated updated EEO and DEIA training into the agency's suite of employee development training for new employees, new credit union examiners, new supervisors, and reemployed annuitants. OMWI is developing voluntary inclusive leadership training for managers and supervisors, as well as new DEIA coursework channels in the agency's learning and managing performance system in conjunction with the Office of Human Resources.

### ***Leadership Development Programs***

The NCUA invests in employee development to prepare employees to take on leadership roles in the organization. Common elements of its leadership development programs include exposure and access to current management, formal coaching, peer support, and shared learning.



In 2023, 65 employees (5.6 percent of NCUA staff) participated in NCUA leadership development programs. As shown in Figure 11, 56.9 percent (37) of the participants were women, and 35.4 percent (23) were minorities. Six employees with disclosed disabilities (9.2 percent) also participated in such programs.<sup>31</sup>

FY23 NCUA Leadership Training Programs <sup>32</sup>											
Program	Targeted Grade Level	Participants	Women	Men	White	Black/African American	Asian American/Pacific Islander	Hispanic	Native American	Multiracial	Employees with Disabilities
New Leaders	7/9	4	3	1	3	0	0	1	0	0	0
Executive Leadership	11/12	6	5	1	4	1	0	1	0	0	0
Management Development	13/14/15	10	6	4	5	3	1	1	0	0	0
Excellence in Government	14/15	4	0	4	2	0	2	0	0	0	1
NCUA Executive Training	15/Sup	11	3	8	8	2	1	0	0	0	1
Leadership Coaching Program	Supervisor (CU12 to SSP)	30	20	10	20	7	0	3	0	0	4
<b>TOTAL</b>		<b>65</b>	<b>37</b>	<b>28</b>	<b>42</b>	<b>13</b>	<b>4</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>

Figure 11: FY23 NCUA Leadership Development Training Programs

## Opportunities

The NCUA will continue to enhance its existing programs and activities in 2024:

- Implement activities listed in the NCUA’s *2024–2026 DEIA Strategic Plan*;
- Close out the 2023 cycle for the formal mentorship program and plan for the launch of the 2024 program;
- Conduct a barrier analysis on women and employees with disabilities; and
- Continue recruitment outreach to Hispanic Serving Institutions.

31 This report indicates the number of employees active in each leadership development program in FY23. The agency’s leadership development programs last 18 months. Some employees may have participated in more than one leadership development program.

32 Source: NCUA.

## Supplier Diversity

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In 2023, the NCUA continued to successfully include minority- and women-owned businesses (MWOBs) in agency contracting opportunities. By fiscal year-end, the agency awarded 47.5 percent of reportable contract dollars to minority- and women-owned businesses.<sup>33</sup> This is an increase from the 44.3 percent for calendar year 2022. This performance represents a strong, sustained effort for the NCUA. Intentional and consistent efforts to include proven, qualified, and responsive minority- and women-owned businesses in the competitive procurement process have resulted in an effective business strategy to deliver innovation and value to the agency.

Now in its 12<sup>th</sup> year, the NCUA supplier diversity program benefits from continued application of contracting best practices ensuring minority- and women-owned firms were consistently included in the market research process and invited to participate in the agency's competitive contracting process. The agency researches and identifies top MWOBs to align with the agency's operational needs.

Key practices that further the success of the NCUA's supplier diversity program include:

- The *NCUA Acquisition Policy Manual* requires program offices to collaborate with OMWI to identify qualified MWOBs to participate in procurement efforts and actively directing NCUA offices to collaborate with OMWI early during the market research process;
- The agency requires each formal acquisition to have an acquisition plan signed by OMWI, ensuring involvement with contract actions valued above \$250,000;
- OMWI continues to leverage a market research process that identifies responsive MWOBs interested in and qualified to reply to agency requests for proposals; and
- Attracting interested and qualified MWOBs through the Requests for Information (RFIs) process increases the likelihood of a response to proposal requests.

## Contracting Metrics

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In 2023, the NCUA awarded \$34.0 million to MWOBs, representing 47.5 percent of the \$71.6 million total reportable contracting dollars, an increase from the prior year. The total for MWOB contract awards made in 2023 was \$1.2 million higher than in 2022. The agency's total reportable contract spending decreased from \$73.9 million in 2022 to \$71.6 million in 2023.

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<sup>33</sup> Reportable contract dollars" refers to contract award dollars obligated during FY23, including hotels and utilities. It excludes office leases, payments associated with real property (such as owner association fees, parking), and government payments. Reports prior to FY23 did not include hotels and utilities within the reportable contract dollars. As part of the agency's continuous improvement process to align its reporting with that of its sister agencies; moving forward, OMWI will include utility and hotel payments to the calculation of total reportable spend. Such amounts will not have a material impact on the calculation of the percentage of MWOB spend.

## Contract Awards

Contract dollars awarded to all firms designated as minority-owned decreased from \$14.4 million in 2022 to \$13.4 million in 2023.<sup>34</sup> Firms designated as women-owned had a small decrease in contract dollars awarded, from \$23.9 million in 2022 to \$23.7 million in 2023. [Appendix III](#) provides a historical report of the NCUA’s supplier diversity results.

Most contracting awards to MWOBs are related to information technology. In 2023, the NCUA awarded \$24.8 million, 49 percent, of the agency’s \$50.4 million in reportable technology contracts to MWOBs. [Figure 12](#) provides a comparison of the total dollars awarded to diverse vendors in FY23 and CY22.

NCUA Contract Award Comparison <sup>35</sup>				
Contract Awards	FY23	Percent of Total Contracts	CY22	Percent of Total Contracts
Minority-owned businesses	\$10,250,804	14.3%	\$8,885,603	12.0%
Women-owned businesses	\$20,583,909	28.8%	\$18,335,973	24.8%
Both Minority- and Women-owned businesses	\$3,156,492	4.4%	\$5,534,971	7.5%
Total minority-owned or women-owned businesses	\$33,991,205	47.5%	\$32,756,547	44.3%
<b>Total Contract Awards</b>	<b>\$71,580,795</b>		<b>\$73,944,162</b>	

**Figure 12: NCUA Contract Award Comparison**

## Contract Spending

The NCUA saw an increase in the percentage of contract payments made to MWOBs in 2023. While the overall percentage increased from the prior year, the total dollar value of contract payments to minority- and women-owned contractors decreased in line with a lower overall agency total for contract payments. Although the total dollar value of agency award payments went down by 24 percent, the dollar value of contract payments to MWOBs fell by only seven percent. [Figure 13](#) also shows that MWOBs captured 47.5 percent of the NCUA’s contract payments in 2023 versus 38.5 percent in 2022.

Payments to firms designated as minority-owned decreased from \$8.6 million in 2022 to \$7.2 million in 2023. Payments to women-owned firms decreased from \$18.3 million in 2022 to \$15.3 million in 2023. Total payments to MWOBs decreased from \$29.5 million in 2022 to \$27.4 million in 2023.<sup>36</sup>

34 The total FY23 spending of \$13.4 million on minority-owned businesses is equal to the sum of minority-owned businesses (\$10.3 million) plus the figure under “Both minority- and women-owned businesses” (\$3.2 million), as shown in [Figure 12](#). The same calculation was used to determine the total women-owned business sum of \$23.7 million in 2023.

35 Source: NCUA.

36 The total FY23 contract payments of \$27.4 million to minority or women-owned businesses is equal to the sum of minority-owned businesses (\$7.2 million), plus women-owned businesses (\$15.3 million), plus the figure under “Both minority- and women-owned businesses” (\$5 million), as shown in [Figure 13](#).

NCUA Contract Payments Comparison, FY23 and CY22 <sup>37</sup>				
Contract Payments	FY23	Percent of Total Payments	CY22	Percent of Total Payments
Minority-owned businesses	\$7,171,514	12.3%	\$8,611,785	11.2%
Women-owned businesses	\$15,273,461	26.2%	\$18,343,810	23.9%
Both Minority and Women owned businesses	\$4,989,684	8.6%	\$2,526,396	3.3%
Total payments to minority or women-owned businesses	\$27,434,659	47.1%	\$29,481,991	38.5%
<b>Total contract payments</b>	<b>\$58,286,947</b>		<b>\$76,783,100</b>	

Figure 13: NCUA Contract Payments Comparison, FY23 and CY22

## Market Research

One of the NCUA’s most successful methods of conducting MWOB outreach is to perform tailored market research for NCUA program offices. The NCUA does this by issuing RFIs for potential contract opportunities. The NCUA uses the RFI process to:

- Identify and educate minority- and women-owned businesses that may not have prior knowledge of or experience with the agency;
- Inform minority- and women-owned businesses of potential NCUA requirements; and
- Source capable and interested minority- and women-owned businesses for upcoming contract opportunities.

In 2023, the NCUA conducted tailored market research for 29 agency requirements to promote the inclusion of MWOB vendors in the agency procurement process. The agency contacted MWOBs throughout the year with invitations to respond to both informal and formal requests for information. Business needs reflected by these opportunities included information technology services and hardware; travel support staffing; Section 508 support; security guard services; workforce analysis support; leadership training; and more. This practice has effectively increased agency awareness of the availability and capabilities of a considerable cohort of MWOBs.

## Outreach and Partnerships

During 2023, the NCUA’s outreach strategy consisted of a mix of participation in external supplier diversity business conferences and targeted capabilities briefings based on agency market research needs. This outreach strategy has allowed the agency to communicate its mission and contracting needs, and to identify interested and capable diverse vendors.

<sup>37</sup> Source: NCUA.

External vendor outreach efforts in 2023 allowed the NCUA to reach diverse suppliers through agency involvement in the following events:

- National Small Business Conference;
- Women’s Business Enterprise National Council Conference and Business Fair;
- 32<sup>nd</sup> Annual Government Procurement Conference;
- CelebrAsian Business and Procurement Conference;
- U.S. Hispanic Chamber of Commerce National Conference;
- National Minority Supplier Development Council Conference and Exchange; and
- Veterans in Business National Conference.

Participation in national external events is a cost-effective way for the NCUA to optimize its outreach efforts, as the events attract thousands of business-ready diverse suppliers. Coupling business conference outreach with focused market research for contracts requirements has been a consistently effective approach for the NCUA for several years.

### Targeted Activity

Since 2012, OMWI has focused on creating opportunities for MWOBs to participate in NCUA contracts. OMWI’s strategy includes identifying the agency’s top 25 vendors by total annual contract award dollars. These contracts constituted approximately 80.3 percent of all contracts in 2023. OMWI then identifies and invites MWOBs to compete in providing the same services provided by the top 25 vendors.

As a result of this focus, the NCUA has established a successful supplier diversity program. In 2023, the NCUA’s top 10 and top 25 vendors accounted for \$45.0 million (62.9 percent) and \$57.5 million (80.3 percent), respectively, of all reportable 2023 awarded contract dollars. Five MWOBs in the top 10 vendors received contracts for 50.65 percent of that group’s contract dollars, while the 12 MWOBs in the top 25 vendors captured 51.4 percent of the corresponding contract dollars.

### National Association of Minority- and Women-Owned Law Firms

The NCUA leverages its relationship with the National Association of Minority- and Women-Owned Law Firms to avail itself of some of the nation’s top legal firms. This association leverages its database of diverse legal talent to market its members’ services to buyers of legal services and have them include their member law firms for participation in upcoming legal services contracting opportunities. In 2023, the NCUA’s Office of General Counsel posted \$22,593 in contract spending, with 50 percent awarded to MWOBs. The Office of Ethics Counsel awarded 11 percent of its \$111,160 in contract awards to minority- and women-owned law firms.

### Contractor Workforce Inclusion Good Faith Effort Reviews

The agency developed the NCUA contract clause, *Good Faith Effort (GFE) — Annual Certification Requirement*, to comply with Section 342I(3)(A) of the [Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010](#). The clause is included in all NCUA solicitations and contracts that exceed \$100,000 in total estimated value.<sup>38</sup>

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38 Except orders placed against NCUA indefinite delivery, indefinite quantity contracts, or blanket purchase agreements.

The NCUA requires contractors to insert the substance of the clause as a contractual condition in all subcontracts under their contract with the agency that have dollar values exceeding \$100,000. The NCUA GFE contract clause requires that contractors submit documentation demonstrating they have made good faith efforts to ensure the fair inclusion of minorities and women in their workforce. The NCUA developed a Contractor Diversity Profile form (OMB Control No. 3133-0196) that contractors can complete and submit in place of an EEO-1 report and affirmative action plan. OMWI reviews the submitted contractor GFE documentation to ensure compliance with the clause.

If OMWI determines a contractor has met the GFE requirements, the office provides a confirmation notice to the contractor. Pursuant to Section 342(c)(3) of the [Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010](#), the OMWI Director determines whether a contractor has made a good faith effort to include minorities and women in their workforce. Per Section 342(c)(3)(B)(ii) of the [Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010](#), failure to demonstrate such good faith efforts may be cause for termination of a contract, referral to the Office of Federal Contract Compliance Programs (OFCCP), or other appropriate action.

To reduce the administrative burden on small businesses and remain consistent with requirements from the OFCCP and its jurisdictional powers, the NCUA elected to solicit GFE information from contractors already required to have an affirmative action plan in place for their business. While contractors with fewer than 50 employees are exempt from the full GFE documentation requirement, they must respond to the NCUA's initial request for documentation to certify that their workforce is comprised of fewer than 50 employees to claim the exemption. Companies with 50 or more employees must submit the full requested GFE documentation.

OMWI conducted nine full GFE reviews and processed 14 exemptions for contractors with less than 50 employees in 2023. To date, no adverse determinations regarding the performance of a contractor have been made.

## **Asset Management and Assistance Center**

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The NCUA's Asset Management and Assistance Center (AMAC) manages the liquidation of federally insured credit unions. AMAC acts as a liquidating agent and oversees the liquidation of all assets and paying of all fees and expenses to administer the liquidation of the estate.<sup>39</sup> Due to the nature and purpose of its activities, AMAC has specific policies and procedures to cover procurement and expenses from liquidations. The agency records this business activity in a separate system under different delegations than other agency operations.

Whenever possible, AMAC considers supplier diversity in executing its mission. AMAC is responsible for limiting losses to the National Credit Union Share Insurance Fund. Liquidated credit unions may operate in small communities where geography and required services may limit vendor availability. AMAC must act in the hours and days immediately following a liquidation to obtain needed services in support of its mission.

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<sup>39</sup> Upon liquidation, a credit union is closed and becomes an Asset Management Estate (estate). AMAC is responsible for administering the NCUA's share insurance, managing the estate by collecting obligations due to the liquidated credit union, monetizing assets, and distributing amounts to claimants of the estate.

The liquidation process is time-sensitive and requires confidentiality. AMAC must move quickly to preserve assets and limit losses. There may be insufficient time to identify the type and location of required liquidation-related services prior to such an action. As a result, AMAC’s operational need to preserve credit union assets limits its ability to implement supplier diversity during these time-critical situations.

Many of AMAC’s payments to contracted vendors relate to the contractual relationships that pre-date a federally insured credit union’s liquidation. An existing vendor’s performance and contractual relationship with the liquidated credit union is a major consideration in selecting post-liquidation vendors.

### AMAC Contracting Metrics

In 2023, AMAC made \$7.1 million in reportable contract payments. Of this amount, \$4.4 million (62.6 percent) were payments to non-discretionary vendors, defined as either securities-litigation or legacy-related payments.<sup>40</sup> Payments to discretionary vendors selected by AMAC accounted for the remaining \$2.7 million (37.4 percent).

Out of the \$2.7 million in 2023 reportable discretionary vendor payments, \$742,459 (27.9 percent) went to MWOBs. [Figure 14](#) outlines AMAC’s FY23 and CY22 supplier diversity results.

AMAC Supplier Diversity Payments <sup>41</sup>				
	FY23 Dollars	FY23 Percent	CY22 Dollars	CY22 Percent
Minority-owned businesses	\$8,450	0.3%	\$30,177	1.9%
Women-owned businesses	\$703,832	26.5%	\$194,086	12.4%
Total payments to minority-owned or women-owned businesses <sup>42</sup>	\$742,459	27.9%	\$194,086	12.4%
<b>Total Payments<sup>43</sup></b>	<b>\$2,656,896</b>		<b>\$1,562,642</b>	

**Figure 14: AMAC Supplier Diversity Payments**

Between 2022 and 2023, AMAC’s reportable contract payments to vendors increased 70.0 percent, from \$1.6 million to \$2.7 million. This increase was a result of implementation of the Credit Union Examination Services (CUES) Pilot Program. Three Basic Ordering Agreements (BOAs) were awarded to MWOB vendors under the CUES pilot and 60 task orders were issued during FY23 with a total dollar value of just over \$1 million.

<sup>40</sup> Non-discretionary payment refers to payments to vendors selected by third parties under contracts predating Section 342 of the [Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010](#) and other legacy contracts inherited through the credit union liquidation process.

<sup>41</sup> Source: NCUA Asset Management and Assistance Center.

<sup>42</sup> Figure excludes duplicates for firms that are both minority-owned and women-owned.

<sup>43</sup> Excludes utilities, taxes, lease-related payments, certain fees to regulated entities related to processing liquidations, payments to employees, owner association fees, and other government entity fees.

AMAC's payments to MWOBs during that time increased considerably, from \$194,086 in 2022 to \$742,459 in 2023 (282.5 percent). Contract spending on legal services accounted for 10.1 percent of AMAC's vendor payments in 2023. During 2023, AMAC's total discretionary legal services expenditures decreased by 2.8 percent, from \$276,734 in 2022 to \$269,116 in 2023. [Figure 15](#) compares AMAC's discretionary spending on legal versus non-legal services.

FY23 AMAC Legal Payments <sup>44</sup>				
	Total	Percent of Total	MWOB	Percent of Total
Discretionary Legal	\$269,116	10.1%	\$123,167	45.8%
Discretionary Non-Legal	\$2,387,779	89.9%	\$619,292	25.9%
<b>Total</b>	<b>\$2,656,895</b>	<b>100.0%</b>	<b>\$742,459</b>	<b>27.9%</b>

**Figure 15: FY23 AMAC Legal Payments**

## AMAC Needs

In 2022, AMAC led a pilot effort to pre-deploy contract resources in support of the NCUA's examination program. Using its experience providing consulting resources to the agency's regions, AMAC collaborated with OMWI and the Office of Chief Financial Officer Division of Procurement and Facilities Management to develop a solicitation accessible to both large and small firms. The effort culminated in the award of CUES BOAs that supply on-demand support resources for examination staff nationwide. Three MWOB vendors were found to be the best value to the federal government and were thereafter awarded a BOA under the solicitation.

AMAC continues to manage the pilot program, and in 2023 MWOBs received 100 percent of the \$1.2 million awarded under the BOA.

## Opportunities

The coming year presents continued opportunities to promote supplier diversity in support of the NCUA's mission, including:

- Continuing outreach and targeted communications with MWOB vendors for market research purposes, including identifying and inviting MWOBs and diverse law firms to participate in the agency's contracting opportunities;
- Participating in business conferences hosted by organizations dedicated to reaching the MWOB community; and
- Developing and offering a virtual supplier diversity technical assistance event for MWOBs to increase awareness on how to access the NCUA's contracting opportunities.

<sup>44</sup> Source: NCUA Asset Management and Assistance Center.



# Regulated Entities

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## Federally Insured Credit Unions

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As of September 30, 2023, there were 4,645 federally insured credit unions with 138.8 million members.<sup>45</sup> The number of federally insured credit unions continues to decline because of the long-standing trend of consolidation across all types of depository institutions. This trend has remained constant across all economic cycles in both credit unions and banks for more than 40 years.

## Assessing Diversity Policies and Practices

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The NCUA's voluntary [credit union diversity self-assessment](#) helps credit unions assess their progress in implementing the diversity standards set forth in the *Interagency Policy Statement Establishing Joint Standards for Assessing the Diversity Policies and Practices of Entities Regulated by the Agencies*. The NCUA encourages credit unions to submit a self-assessment each year. The NCUA publishes an annual report of the self-assessment each calendar year; the *2022 Credit Union Diversity Self-Assessment Results Report* is currently available.

For survey year 2022, credit unions could submit their diversity self-assessment between October 1, 2022, and January 31, 2023. The NCUA distributes custom self-assessment links to each credit union CEO and Board Chair (as reported within the NCUA's Call Report for federally insured credit unions). The information a credit union shares through the self-assessment is confidential, non-attributable, and has no impact on its capital adequacy, asset quality, management, earnings, liquidity risk, and sensitivity to market risk (CAMELS) rating.

For the 2022 survey year, 481 credit unions participated in the diversity self-assessment — an all-time high. Of the 481 credit unions, 302 were federal, 178 were state-chartered, and one non-federally insured credit union completed an assessment.

Participating credit unions varied in the number of employees and asset size. Of the 481 participating credit unions, 303 had fewer than 50 employees, 43 had 50–100 employees, 107 had 101–500 employees, and 28 had more than 500 employees.

Asset sizes of responding credit unions in 2022 ranged from under \$1 million to nearly \$20 billion, with 229 of the 481 credit unions (47.6 percent) reporting \$100 million or more in assets.

Of the 481 participating credit unions, 111 also submitted in 2021, an increase of 28 credit unions over the previous year. Increasing the number of credit unions that submits each year consecutively provides an opportunity for the NCUA to develop trend data and metrics on the impact the self-assessment is having on credit unions that engage with the survey.

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<sup>45</sup> Source: [Quarterly Credit Union Data Summary 2023 Q3 \(ncua.gov\)](#). This includes 2,908 federal credit unions, 1,737 federally insured, state-chartered credit unions. This figure does not include the 11 corporate credit unions.

The self-assessment helps credit unions evaluate their practices in relation to five joint standards:

1. Leadership/Organizational Commitment to Diversity and Inclusion;
2. Proactive Implementation of Employment Practices that Expand Outreach Efforts to Diverse Individuals;
3. Consideration of Supplier Diversity in Procurement and Business Practices;
4. Promotion of Transparency of Diversity and Inclusion Practices; and
5. Monitoring and Assessment of Diversity Policy and Practices.

Each standard includes specific components that assess whether a credit union implements diversity and inclusion best practices, such as policies and practices to ensure equal employment opportunities, and whether a credit union evaluates its diversity and inclusion programs regularly to identify areas for improvement.

These standards are qualitative in nature, and the number of credit unions that report year-over-year is limited. While this data cannot currently be trended, the NCUA monitors it for insights. A detailed summary of each standard and component is provided in the [2022 Credit Union Diversity Self-Assessment Results Report](#).

The survey year 2023 diversity self-assessment submission window closed on February 15, 2024, and aggregate data will be reported the next iteration of the credit union diversity self-assessment results report.

## Education and Outreach

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### DEI Summit

The NCUA hosts a DEI Summit each year featuring keynote presentations, town hall sessions, panel discussions, calls to action for credit unions of all sizes, financial inclusion organizations and initiatives, academia, and provides networking opportunities for credit union professionals. Previous DEI Summit presentations are available for viewing on the [NCUA's YouTube channel](#).

## Opportunities

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The NCUA will continue outreach efforts to promote its programs and further engage the credit union industry:

- Host an in-person DEI Summit in July 2024;
- Analyze and report on the data for the 2023 credit union diversity self-assessment;
- Facilitate DEIA resources to credit unions; and
- Participate at relevant credit union conferences as speakers, panelists, or exhibitors.



## Economic Equity

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While credit unions serve the needs of their members and promote financial literacy in the communities they serve, the NCUA works to reinforce credit union efforts, empower credit union member owners with financial education resources to make well-informed financial decisions, and increase access to safe, fair, and affordable financial products and services. The NCUA Chairman is also a member of the national financial literacy initiatives [Financial Literacy and Education Commission](#), an interagency group created by Congress to improve the nation's financial literacy and education.

The NCUA has various initiatives to foster economic equity and address the financial disparities experienced by minority, underserved, and unbanked populations. These initiatives help to develop policies and programs in support of economic equity within the NCUA and the credit union system by addressing the financial services and financial literacy needs of underresourced, underserved, and unbanked communities. This section describes the NCUA's economic equity efforts over the past year.

### Partnerships and Outreach Events

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In 2023, the NCUA collaborated with various national organizations and government partners to support nationwide financial literacy campaigns, hosted virtual events, and led digital outreach to promote the agency's financial literacy and economic equity programs and initiatives.

#### Partnerships

##### *Financial Literacy and Education Commission*

The NCUA continues to support the [U.S. National Strategy on Financial Literacy](#) through the agency's strategic goals and by the Chairman's participation on the Financial Literacy and Education Commission and by contributing to work on FLEC workgroups and subcommittees.

The NCUA participated in a working group to develop a pilot project called Bankable Moments for Community Colleges as part of the FLEC's Post-Secondary Working Group, aiming to connect students to financial institutions and financial education. This project leverages the U.S. Department of Education's Office of Career, Technical, Adult Education relationships with community colleges.

#### Outreach Events

The NCUA attended the following events to support and network with non-profit organizations that shape diversity, equity, and inclusion in the credit union system. The Financial Literacy and Outreach team developed a video loop presentation to showcase financial literacy tools and resources provided by the NCUA:

- HUD Path to Homeownership event at Harris-Stowe University, April 2023;
- Inclusiv Annual Conference, May 2023; and
- African American Credit Union Coalition (AACUC) Annual Conference, July 2023.

The NCUA also hosts webinars, roundtables, and training for credit unions and other financial education practitioners to deepen their knowledge of financial topics and consumer trends. Events in FY23 included:

### ***How Credit Unions Serve and Empower Hispanic Consumers and Communities***

On October 6, 2022, the NCUA brought together leaders within the credit union industry for a moderated discussion on advancing safe, fair, and affordable financial access to Hispanic consumers, particularly those who are unbanked or underserved.

### ***Expanding Consumer Credit Options for Households with Disabilities***

On February 21, 2023, the NCUA provided a presentation during this Federal Deposit Insurance Corporation (FDIC)-hosted webinar highlighting the NCUA's Payday Loan Alternative Program and discussed how the NCUA is driving financial inclusion through financial education and consumer protection.

### ***Closing the Wealth Gap: A Conversation on Black Wealth and Increasing Financial Equity***

This event brought together credit union leaders, federal government officials, and financial education stakeholders on February 23, 2023, for a virtual discussion to inform credit unions about the historical and systemic challenges that impact financial mobility, raise awareness about the importance of advancing financial inclusion, and provide resources and share best practices to engage with consumers better.

### ***Financial Capability Month: Understanding Your Credit and Debt***

On April 6, 2023, the NCUA's Financial Literacy and Outreach team provided a webinar for Architect of the Capitol employees covering credit reports, credit scores, and managing debt.

### ***African American Credit Union Coalition Commitment to Change Conversation: Why Financial Literacy Matters***

On April 21, 2023, this webinar examined the disparity in the rates of financial literacy across different racial and ethnic groups and how expanding access to financial education can reduce the racial wealth gap.

### ***Reframe the Shame: A Conversation About Financial Crimes Against Older Adults***

On May 18, 2023, in recognition of Older Americans Month, the NCUA partnered with AARP and the Consumer Financial Protection Bureau (CFPB) to host a webinar that addressed how society views and talks about financial crimes against older adults. The NCUA and CFPB shared best practices and resources available to raise awareness.

### ***Discovering Minority Depository Institutions (MDIs): The Key to Building a Strong and Inclusive Financial System***

On June 8, 2023, the Financial Literacy and Outreach program supported the NCUA's Credit Union Resources and Expansion in a discussion on how MDI credit unions focus on helping minority communities find affordable financial services and promote greater financial security.

### ***Expanding Homeownership Opportunities by Combating Appraisal Bias***

On June 21, 2023, in recognition of National Homeownership Month, the NCUA hosted a webinar to discuss efforts to combat bias in home valuations and increase homeownership opportunities.

### ***Northwest Juntos Avanzamos Roundtable and Celebration***

OMWI and Fintech and Access participated in the inaugural Northwest Juntos Avanzamos Roundtable, held on August 21-22, 2023. The roundtable explored strategies to empower and link Hispanic communities to the financial mainstream. Discussions included Individual Taxpayer Identification Number (ITIN) lending, DEIA-related topics, building partnerships with community organizations, and technology platforms to connect with Hispanic and immigrant communities and meet their needs. Juntos Avanzamos is a designation for credit unions committed to serving and empowering Hispanic and immigrant consumers. More than 130 credit unions in 28 states, Washington, D.C., and Puerto Rico have earned this designation.

### ***Make a Difference in Your Community by Supporting the Internal Revenue Service (IRS) VITA Program***

This September 7, 2023, webinar featured an IRS presentation outlining the ways credit unions can get involved in free tax preparation, plus a moderated panel discussion with credit unions supporting Volunteer Income Tax Assistance programs in their communities.

### ***Louisiana Homeownership Think Tank***

On September 8, 2023, the Fintech and Access team coordinated with the Louisiana Housing Corporation, OCC, the FDIC, and the U.S. Department of Housing and Urban Development to co-host the Louisiana Statewide Homeownership Think Tank Roundtable. The event promoted homeownership opportunities and paid tribute to Southern University's legacy of promoting equal opportunities during National Historically Black Colleges and Universities Week. The event encompassed a day of interactive educational presentations and resources for the purpose of elevating the understanding of the homebuying process, down payment and closing cost resources, and financial services and products. In addition, the roundtable spurred the creation of a millennials and Gen Z peer-to-peer focus group that has registered for the Breaking Barriers workstream for the purpose of promoting financial education and home ownership across various universities and high schools.

### ***Fintech and Access: Future Possibilities for Enhancing Financial Inclusion Through the Use of Technology***

On September 28, 2023, the Fintech and Access team discussed opportunities and challenges in adopting technology to promote greater inclusion.

## **National Campaigns**

The NCUA participates in the following national campaigns and initiatives to promote financial literacy and consumer financial protection resources, expand consumer access to safe, fair and affordable financial services, and encourage credit union financial literacy and financial inclusion activities:

- Jump\$tart Coalition's Financial Fridays;
- [National Consumer Protection Week](#);
- Older Americans Month;
- [Military Consumer Month](#);
- [National Preparedness Month](#);
- [National Financial Capability Month](#);
- National Homeownership Month;
- [National Cybersecurity Awareness Month](#); and
- [America Saves Week](#).

Of note for [America Saves Week](#), the NCUA was [recognized](#) as one of 20 organizations by the Consumer Federation of America as a "Savings Champion" based on its significant efforts to promote savings during the campaign.

## Digital Engagement

The NCUA updated its [website](#) in late 2022 to raise awareness and direct credit union officials to current NCUA financial inclusion related resources, so that credit unions can easily locate guidance and support in incorporating economic equity and outreach initiatives.

The NCUA's consumer financial protection public website, [MyCreditUnion.gov](#), provides timely and practical financial tips, interactive learning tools, fraud prevention information, and financial resources relevant to various life events like starting a first job, opening a savings or checking account, and obtaining a loan.

The following content was added to [MyCreditUnion.gov](#) during the reporting period:

- *Money Basics Guides* – A series of learning tools developed to assist financial educators, credit unions, and other financial institutions in their efforts to promote financial literacy in the communities they serve. These guides are also for consumer who want to build their financial knowledge with practical skills they can use to manage their money. They are a great resource for group and individual learning. Future guides will cover the basics of common financial topics, as well as emerging issues of consumer finance.
  - [The Money Basics Guide to Budgeting and Savings](#). Developing a budget can be daunting for many consumers. It requires consumers to be proactive about their financial situation and, for many people, that can be hard to face. This guide empowers consumers with tools and information to help them keep track of their income and expenses, manage their money, stay out of debt, and build wealth.
  - [Money Basics Guide to Savings and Checking Accounts](#). Savings and checking accounts are typically the first step in establishing a financial foundation for consumers. This guide discusses the benefits of having savings and checking accounts, the difference between the two types of accounts, and how to sign up for and maintain a checking or savings account.
- Resources for Older Americans – The NCUA partnered with the CFPB's Office for Older Americans to co-brand materials that help caregivers and older consumers keep their money safe:
  - [Considering a Financial Caregiver](#)
  - [Managing Someone Else's Money](#)
  - [Protect Your Money with a Trusted Contact](#)
- Fair Housing – Federal laws prohibit discrimination in all actions relevant to the sale, refinancing, and purchase of a home. The NCUA Chairman is a member of the Property Appraisal and Valuation Equity Task Force, an interagency initiative to address inequities in home appraisals.
  - [Residential Property Appraisals](#)
  - [How to Challenge a Home Appraisal](#)
- Student Loan Repayment – The NCUA launched a social media campaign and [new content](#) on [MyCreditUnion.gov](#) to help the 45+ million borrowers prepare for student loan repayments, which resumed in October 2023.

- Military Consumers – Servicemembers and military families make enormous sacrifices for our nation while facing unique financial challenges that make them prime targets for identity theft, fraud, scams, and expensive financial products and services.
  - [Military Consumer Month](#)
  - [Financial Readiness Resources for Servicemembers and their Families](#)
- The [NCUA's Fraud Prevention Center](#) – The center provides information to help consumers recognize and protect themselves against fraud, scams, and identity theft, such as:
  - [Avoid Fraud and Scams When Using Person-to-Person \(P2P\) Payment Apps; and](#)
  - [Buy Now Pay Later.](#)
- [Saving and Investing](#) – Saving money helps consumers build financial stability and security because these funds can be used for emergencies, major purchases, and long-term goals like retirement. This page provides tips to help consumers develop a savings habit.
- [Financial Preparedness in a Disaster](#) – Because natural disasters can happen at any time and place, the NCUA provides resources to help consumers prepare and protect themselves before and during disasters.
- [Buy Now Pay Later \(BNPL\)](#) – The program offers a deeper understanding of how BNPL services work and other lending alternatives.
- [Resources for Credit Unions](#) – The NCUA's Financial Literacy and Outreach program created a Financial Education Materials list for credit unions and other financial educators, which includes:
  - [How to Develop a Financial Education Program at Your Credit Union; and](#)
  - [Social Media Toolkit.](#)

## Consumer Tips from the NCUA

In 2023, added to its series of videos to address financial topics, trends, and frequent money management misconceptions. These are available on the [NCUA's YouTube channel](#) and [MyCreditUnion.gov](#) for credit unions to embed into their outreach materials and link to on their websites:

- [NCUA Consumer Tips: Appraisals and Appraisal Bias; and](#)
- [NCUA Consumer Tips: Protect Your Money with a Trusted Contact.](#)

## Opportunities

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In 2024, the NCUA plans to develop and leverage strategic partnerships with other federal agencies and nonprofit organizations to increase its outreach and connection to consumers, including:

- Releasing a *Money Basics Guide to Credit* designed to help consumers understand more about their credit report and credit score, and how these factors impact their access to fair and affordable credit;

- Updating the existing Money Basics Guides for specific populations, including high school students and formerly incarcerated individuals:
  - Continuing initiatives to foster economic equity and address the financial disparities experienced by minority, underserved, and unbanked populations;
  - Identifying regions where credit union services are limited or where particular demographics are underserved; and
  - Performing outreach to credit unions and their member owners in various communities in 2024.





## APPENDIX I: Workforce Diversity Data

NCUA Workforce Data (FY22-23 and CY19-22) <sup>46</sup>							
Demographic Group		FY23	FY22	CY22	CY21	CY20	CY19
Women	#	546	507	508	495	494	492
	%	44.6%	43.7%	43.8%	43.0%	43.0%	43.6%
Men	#	679	653	653	657	655	637
	%	55.4%	56.3%	56.2%	57.0%	57.0%	56.4%
White	#	829	791	790	793	799	791
	%	67.7%	68.2%	68.0%	68.8%	69.5%	70.1%
Black/ African American	#	191	186	189	183	175	168
	%	15.6%	16.0%	16.3%	15.9%	15.3%	14.9%
Asian American/ Pacific Islander <sup>47</sup>	#	101	90	91	88	86	75
	%	8.2%	7.8%	7.9%	7.6%	7.5%	6.6%
Hispanic	#	91	81	79	74	75	68
	%	7.4%	7.0%	6.8%	6.4%	6.5%	6.0%
Native American	#	7	6	6	7	7	6
	%	0.6%	0.5%	0.5%	0.6%	0.6%	0.5%
Multiracial	#	6	6	6	7	7	21
	%	0.5%	0.5%	0.5%	0.6%	0.6%	1.9%
<b>Total Minorities</b>	#	<b>393</b>	<b>366</b>	<b>371</b>	<b>359</b>	<b>350</b>	<b>338</b>
	%	<b>32.3%</b>	<b>31.8%</b>	<b>32.0%</b>	<b>31.2%</b>	<b>30.5%</b>	<b>29.9%</b>
<b>Total Employees</b>	#	<b>1,225</b>	<b>1,160</b>	<b>1,161</b>	<b>1,152</b>	<b>1,149</b>	<b>1,129</b>

Figure 16: NCUA Workforce Data (FY22-23 and CY19-22)

<sup>46</sup> Source: NCUA.

<sup>47</sup> Includes Native Hawaiians and Other Pacific Islanders.

## APPENDIX II: Annual Equal Employment Opportunity Policy Statement

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### Annual Equal Employment Opportunity Policy Statement

September 2023

Equal employment opportunity (EEO) requires an organization to take proactive steps to afford both existing employees and applicants an equal opportunity to attain or maintain employment. Each of us has a fundamental responsibility for ensuring that the NCUA is a model employer by adhering to EEO statutes and by advancing diversity, equity, inclusion, and accessibility values within the agency. These practices align with the law and, more importantly, with [the NCUA's values](#) of integrity, inclusion, and accountability.

We all deserve to work in an environment in which we are treated fairly and equitably, and where we can participate fully in all benefits of employment including recruitment, hiring, compensation, appraisals, awards, training, promotions, and career development programs. All NCUA employees must follow EEO laws, regulations, and policies in their daily conduct and business practices. Likewise, senior leaders, managers, and supervisors must monitor the work environment and ensure it is free of unlawful employment discrimination in all management practices and decisions.

Both NCUA employees and applicants for employment are protected by federal laws and Executive Orders designed to safeguard from discrimination on the basis of race, color, religion, sex (including gender identity, pregnancy, transgender status, and sexual orientation), national origin, age (40 or older), disability (physical or mental), or genetic information (including family medical history). Discrimination based on political affiliation, parental and marital status, military service, or any other non-merit-based factor is also prohibited at the NCUA. Consistent with these obligations, the NCUA provides [reasonable accommodations](#) to employees and applicants with disabilities and for sincerely held religious beliefs, observances, and practices.

To provide a safe environment for all employees and applicants, the NCUA does not tolerate retaliation against an individual who engages in a protected activity such as reporting discrimination or harassment, participating in the EEO process, [whistleblowing](#), or exercising any appeal or grievance right provided by law. Further, the NCUA prohibits sexual harassment and harassment of all kinds.

NCUA employees and applicants who believe they have been subjected to discrimination, unlawful harassment, or retaliation should contact the NCUA's EEO Intake Line at 703.518.6325 or [EEOMail@ncua.gov](mailto:EEOMail@ncua.gov) within 45 days of the employment action or event they believe is discriminatory. Also see [Workplace Resolutions](#). Individuals may, as appropriate, contact the Office of Special Counsel at 202.804.7000 or the Merit Systems Protection Board at 202.653.7200.

Employees who experience or observe harassment should report it to any manager, supervisor, and/or to the NCUA's [Office of Ethics Counsel \(OEC\)](#). Managers and supervisors are responsible for ensuring lawful employment practices and must act appropriately to prevent retaliation against employees who report

harassment. Managers and supervisors are required to take immediate and corrective action when unlawful workplace practices occur, and they must report any instance of harassing conduct or report of harassment within three business days by contacting the OEC's Anti-Harassment Coordinator at 703.518.6613 or [AntiHarrassment@ncua.gov](mailto:AntiHarrassment@ncua.gov).

As Chairman of the National Credit Union Administration and on behalf of the NCUA Board, I reaffirm the agency's collective commitment to a workplace free of unlawful discrimination, harassment, and retaliation.



**Todd M. Harper**  
Chairman

## APPENDIX III: Supplier Diversity Data

		NCUA Contract Awards <sup>48</sup>				
		FY23	CY22	CY21	CY20	CY19
Minority- OR women-owned	\$	\$33,991,205	\$32,756,547	\$28,308,500	\$22,443,092	\$30,791,743
	%	47.5%	44.3%	36.8%	33.2%	43.0%
Minority-owned	\$	\$10,250,804	\$8,885,603	\$8,109,286	\$5,628,934	\$9,232,095
	%	14.3%	12.0%	10.5%	8.3%	12.9%
Women-owned	\$	\$20,583,909	\$18,335,973	\$18,365,760	\$12,909,153	\$17,521,713
	%	28.8%	24.8%	23.9%	19.1%	24.5%
Minority- AND women- owned	\$	\$3,156,492	\$5,534,971	\$1,833,454	\$3,905,005	\$4,037,935
	%	4.4%	7.5%	2.4%	5.8%	5.6%
Asian/Pacific Islander <sup>49</sup>	\$	\$2,813,099	\$2,920,976	\$3,032,595	\$5,279,420	\$7,183,304
	%	3.9%	4.0%	3.9%	7.8%	10.0%
Black/African American	\$	\$8,721,687	\$7,063,990	\$5,490,650	\$2,887,326	\$5,609,710
	%	12.2%	9.6%	7.1%	4.3%	7.8%
Hispanic/Latino	\$	\$1,319,200	\$4,332,701	\$1,362,889	\$1,367,193	\$114,062
	%	1.8%	5.9%	1.8%	2.0%	0.2%
American Indian/ Alaska Native	\$	\$0	\$0	\$0	\$0	\$362,954
	%	0%	0%	0.0%	0.0%	0.5%
Other Minority	\$	\$553,310	\$102,906	\$56,606	\$0	\$0
	%	0.8%	0.1%	0.1%	0.0%	0.0%
<b>Total Awards</b>	<b>\$</b>	<b>\$71,580,795</b>	<b>\$73,944,162</b>	<b>\$76,907,313</b>	<b>\$67,517,190</b>	<b>\$71,633,906</b>

Figure 17: NCUA Contract Awards

48 Source: NCUA. Minority-owned breakdown by race also includes vendors that are both minority-owned and women-owned.

49 Includes Native Hawaiians and Other Pacific Islanders.

NCUA Contractor Payments <sup>50</sup>						
	FY23	CY22	CY21	CY20	CY19	
Minority- OR women- owned	\$	\$27,434,659	\$29,481,990	\$25,874,147	\$21,369,650	\$31,724,606
	%	47.1%	38.5%	39.4%	33.4%	42.8%
Minority- owned	\$	\$7,171,514	\$8,611,785	\$7,440,214	\$5,791,141	\$11,957,939
	%	12.3%	11.2%	11.3%	9.1%	16.1%
Women- owned	\$	\$15,273,461	\$18,343,810	\$17,477,500	\$12,411,306	\$16,783,551
	%	26.2%	24.0%	26.6%	19.4%	22.6%
Minority AND women- owned	\$	\$4,989,684	\$2,526,396	\$956,433	\$3,167,203	\$2,983,116
	%	8.6%	3.3%	1.5%	5.0%	4.0%
<b>Total Paid</b>	<b>\$</b>	<b>\$58,286,947</b>	<b>\$76,580,383</b>	<b>\$65,741,270</b>	<b>\$63,980,996</b>	<b>\$74,138,580</b>

**Figure 18: NCUA Contractor Payments**

<sup>50</sup> Source: NCUA.

## APPENDIX IV: Key Terms and Acronyms

Term	Definition
Asian American/Pacific Islander	Race/national origin identifier that includes Native Hawaiians and Other Pacific Islanders
AMAC	NCUA's Asset Management and Assistance Center
APIC	Asian Pacific Islander Connection, the NCUA ERG for Asian Americans, Hawaiians, Pacific Islanders, and allies
CLF	Civilian labor force
CDI Council	NCUA Culture, Diversity, and Inclusion Council
CUDSA	NCUA Credit Union Diversity Self-Assessment
CULTURA	Creating Unity, Learning to Understand, Recognizing All, the NCUA ERG for Hispanic and Latino employees and allies
DEIA	Diversity, equity, inclusion, and accessibility
Diversity, Equity, Inclusion and Accessibility (DEIA) Index	OPM developed the new <a href="#">DEIA Index</a> for the 2022 OPM FEVS. This measure was specifically designed to align with <a href="#">Executive Order 14035</a> , which features four distinct factors: diversity, equity, inclusion, and accessibility, included as subindices in the survey.
EEOC	<a href="#">Equal Employment Opportunity Commission</a>
ERG	Employee resource group
FEVS	<a href="#">Federal Employment Viewpoint Survey</a>
FLEC	<a href="#">Federal Literacy and Education Commission</a>
GFE	Good Faith Effort
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, and those for whom LGBTQ does not accurately represent or reflect their identity and includes, but is not limited to, asexual, intersex, gender queer, non-binary, pansexual, and transsexual individuals
MWOB	Minority- and Women-Owned Business, defined by Section 342(g)(4) and (g)(6) of the Dodd Frank Act

Term	Definition
MPower	NCUA ERG for employees with disabilities, targeted disabilities, and allies
NCUA	<a href="#">National Credit Union Administration</a>
NCUA PRIDE	NCUA People Recognizing Individual Differences Equally, the NCUA ERG for LGBTQ+ community and allies
NEON	New Employees Of NCUA Employee Resource Group
OCC	<a href="#">Office of the Comptroller of the Currency</a>
OCFO	NCUA Office of the Chief Financial Officer
OCFP	NCUA Office of Consumer Financial Protection
OCIO	NCUA Office of the Chief Information Officer
OCLF	Occupational civilian labor force
OHR	NCUA Office of Human Resources
OFCCP	<a href="#">Department of Labor Office of Federal Contract Compliance Programs</a>
OMB	<a href="#">White House Office of Management and Budget</a>
OMWI	NCUA Office of Minority and Women Inclusion
OPM	<a href="#">Office of Personnel Management</a>
ROWG	NCUA Recruitment Outreach Working Group
RFI	Request for information
Schedule A	Schedule A of 5 CFR 213.3102(u) is an excepted service appointing authority for hiring people with severe physical disabilities, psychiatric disabilities, and intellectual disabilities. Schedule A, 5 CFR 213.3102(II) can be used to appoint readers, interpreters, and personal assistants for employees with severe disabilities as reasonable accommodations.
SEP	Special Emphasis Program
SSP	NCUA Senior Staff Positions

Term	Definition
SWAN	Supporting Women At NCUA, NCUA ERG for women employees and allies
Targeted disabilities	Disabilities the government emphasizes in hiring because they pose the greatest barriers to employment (such as blindness, deafness, paralysis, convulsive disorders, and mental illnesses, among others). Term is defined by EEOC in the Rehabilitation Act, <a href="#">29 CFR Part 1614.203(a)(9)</a> .
Umoja	Unity, the NCUA ERG for Black and African American employees and allies
VANS	Veterans At NCUA Serving, the NCUA ERG for veteran employees and allies





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