



Understanding Diversity in Credit Unions Starts with Self: A Deep Dive Into the NCUA Annual Voluntary Credit Union Diversity Self-Assessment

Stakeholder Report
01.28.21

Filene  **i³**



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Getting Started

Who We Are and How We Got Here

Hello! Meet the i³ team.



Kathy Chicas
Farmers
Insurance
Federal Credit
Union



**Mallory
Dimitruk**
Chartway
Federal Credit
Union



Dohnia Dorman
Suncoast
Credit Union

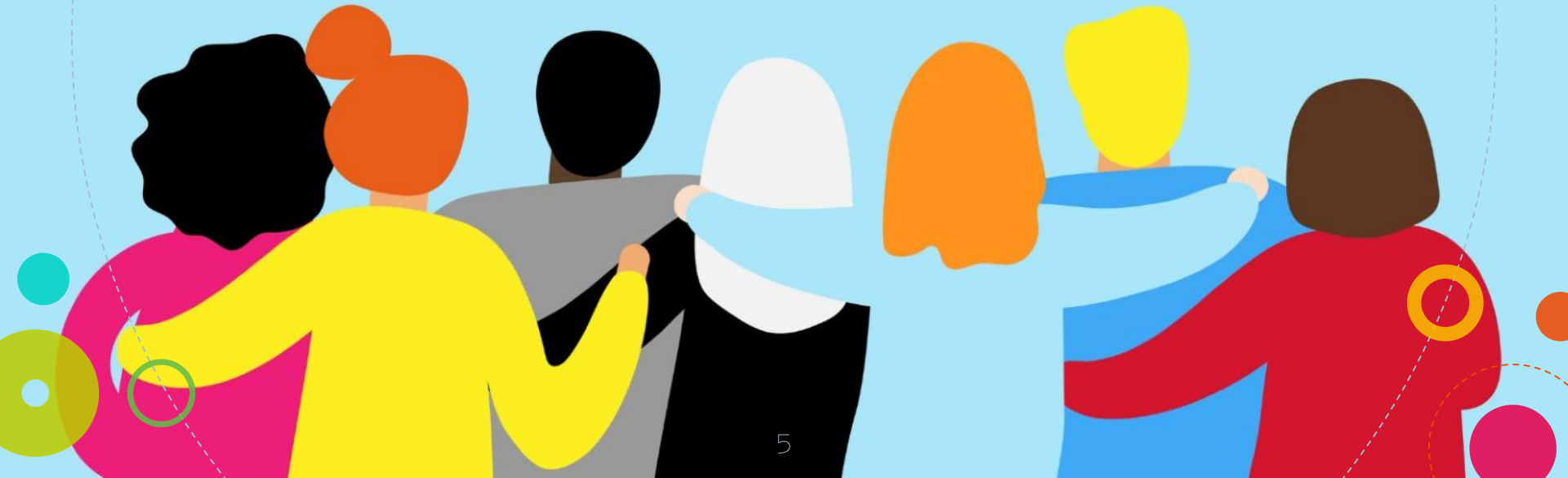


Brad Hickey
American
Airlines Federal
Credit Union



Aubrey Ward
Credit Union
National
Association

We're super passionate about DEI and getting stuff done.



Our Hopes

Credit unions hope to truly fulfill the 8th credit union cooperative principle by being inclusive, diverse and equitable.

Our team hopes credit unions want to prioritize DEI.

Our team hopes credit union executives become believers that DEI can impact their business outcomes and culture.



Our Fears

Credit unions may fear where to start when it comes to DEI.

Credit unions fear they are not doing enough or are not far enough on their DEI journey.

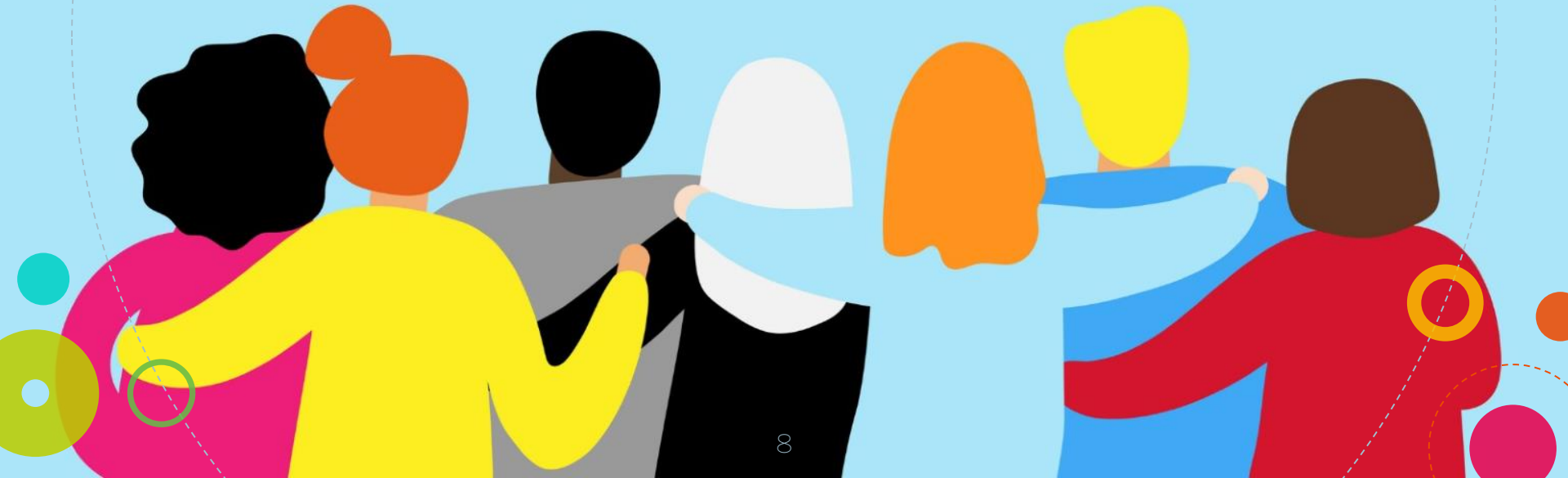
Credit unions may be fearful of what the NCUA will do with their DEI data, and therefore may not trust the NCUA.

Our team fears credit unions will approach DEI by simply “checking the box.”



The Elephant in the Room

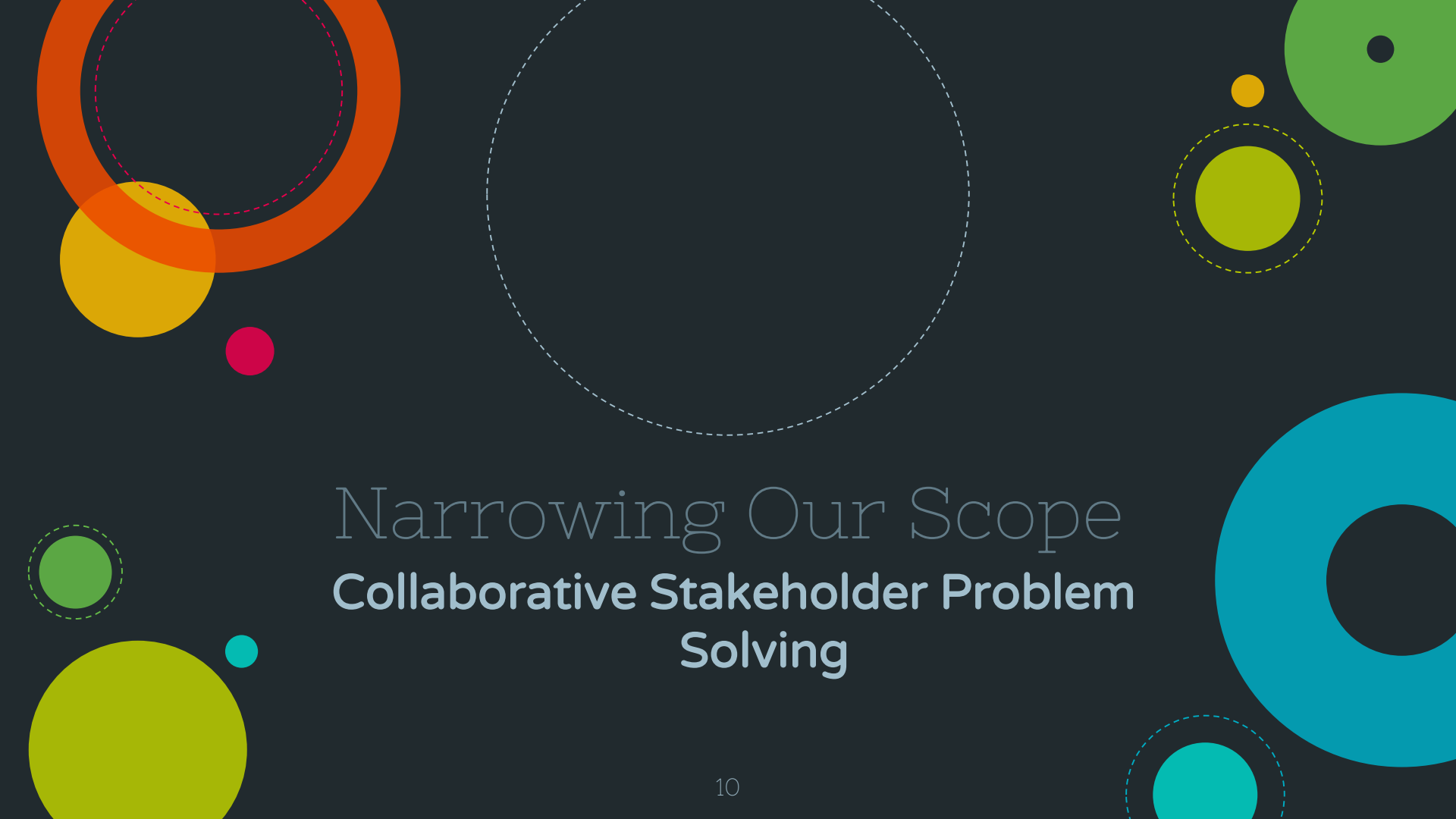
Many credit unions view NCUA as a regulatory agency and not as a value-add partner in contributing to their credit union's DEI transformation.



What's at Risk


If credit unions do not embrace DEI initiatives, then DEI will be transactional and not transformational, and therefore not as meaningful or sustainable in our credit unions and communities.



The background is a dark charcoal gray. It is decorated with several geometric shapes: a large orange ring in the top left, a yellow circle below it, a small pink circle further down, a green circle with a dashed outline in the bottom left, a large yellow circle in the bottom left, a small cyan circle next to it, a large cyan ring in the bottom right, a yellow circle with a dashed outline in the top right, a small orange circle above it, a green circle with a black dot in the top right, and a cyan circle with a dashed outline in the bottom right. A large, faint white dashed circle is centered in the upper half of the slide.

Narrowing Our Scope

Collaborative Stakeholder Problem Solving



Diversity is a HUGE topic.
How do we not boil the ocean?
As a project team, how do we start something that can then be
built upon for generations to come?

We found clarity through Collaborative Problem Solving
with DEI stakeholders to define the project challenge
through diverse perspectives.



Monica Davy
Director, Office of
Minority & Women
Inclusion
NCUA



Cathie Mahon
President/CEO
Inclusiv



Ronaldo Hardy
Owner/Chief Diversity &
Inclusion Officer
CU Strategic Planning



DEI Gumbo Analogy from Ronaldo Hardy

Diversity (or difference):

Ingredients on the counter

Inclusion (or the intentional engagement of that difference):

Ingredients off the counter and into the pot

Equity:

Equitable distribution of chicken and sausage in each serving



Aha Moments from our Collaboration with the NCUA Office of Minority & Women Inclusion and Inclusiv

The NCUA Annual Voluntary Credit Union Diversity Self-Assessment (self-assessment) quickly became our focal point for the greatest impact for our project.

TRUST

Credit unions likely do not trust reporting their DEI efforts to the NCUA for fear of exam implications.

STEWARD

As part of the Dodd-Frank Act, Congress simply needs to know the state of diversity in the industry. NCUA is the conduit to assess the data but does not have to administer the voluntary self-assessment.

TRANSFORMATION IS IN THE PROCESS

Inclusiv's Juntos Avanzamos certification is a transformational process for credit unions. The application allows credit unions to assess internal and external opportunities and essentially provides a framework for enhancing this DEI-related competency.



118

Credit unions completed the self-assessment in 2019

81

Credit unions completed the self-assessment in 2018

7

Credit unions completed every year since 2016



More Insights from our Collaboration with NCUA OMWI and Inclusiv

Self-assessment results

When completed multiple years, credit unions saw improvements in all five categories.

Holistic approach

DEI efforts must examine credit union practices and policies internally and externally.

Business case for DEI

DEI directly ties to a credit union's growth and performance.

Fear for monetization

The concept of “monetizing DEI” may have a negative effect, where credit unions would simply “check the box.”

Wouldn't it be cool if...

We could take credit unions through a step-by-step process over a year that starts with completing the self-assessment and incorporates webinars and applicable action plans?

Data synergy

Inclusiv's CDFI Financial Inclusion Report is a good source of data and helps credit unions set themselves up for future success. This data coupled with the self-assessment data could provide deeper insights.



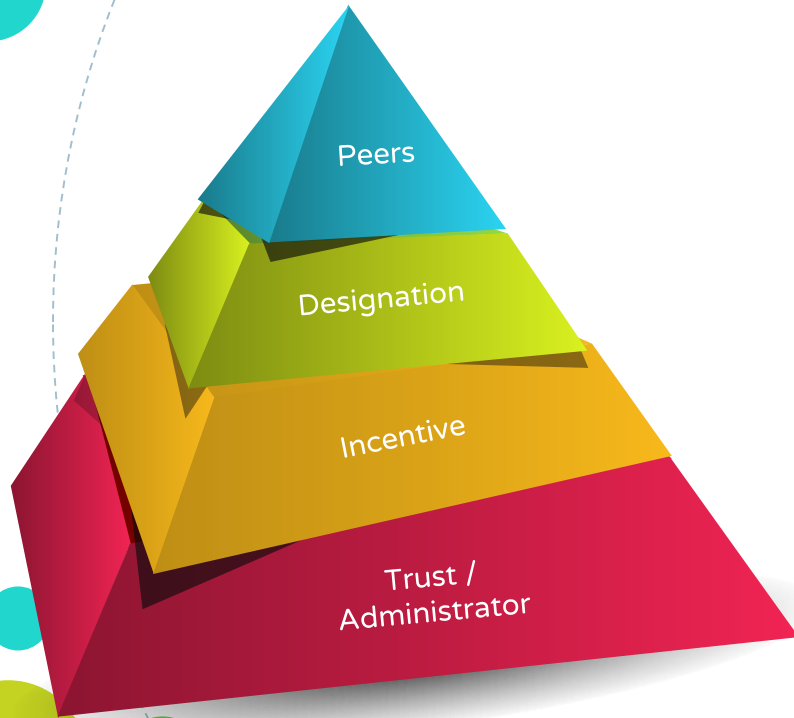
Problem Statements from our Collaboration

- ◎ How might the NCUA gather more self-reporting data to analyze and provide to Congress?
- ◎ How might credit unions improve their DEI competencies through experiential based learning and a certification or designation?
- ◎ How might credit unions operationalize their DEI strategy to drive high performing business outcomes?



Additional Research Questions

- ② Why don't more credit unions complete the NCUA self-assessment?
- ② How have credit unions who have submitted the self-assessment multiple times seen improvement in their credit union? How can credit unions who have submitted the self-assessment multiple times and seen improvement in their DEI outcomes help champion the self-assessment?
- ② Would a scorecard incentivize credit unions to complete the self-assessment?
- ② How might the self-assessment data be more widespread and available?
- ② How can we leverage the Juntos Avanzamos designation as a framework for a potential DEI designation in conjunction with the self-assessment and experiential learning? Do credit unions know how to operationalize the findings from the self-assessment?
- ② Are credit unions aware of opportunities to increase diversity within their vendor supply chain?



Key Hypotheses and Assumptions to Test

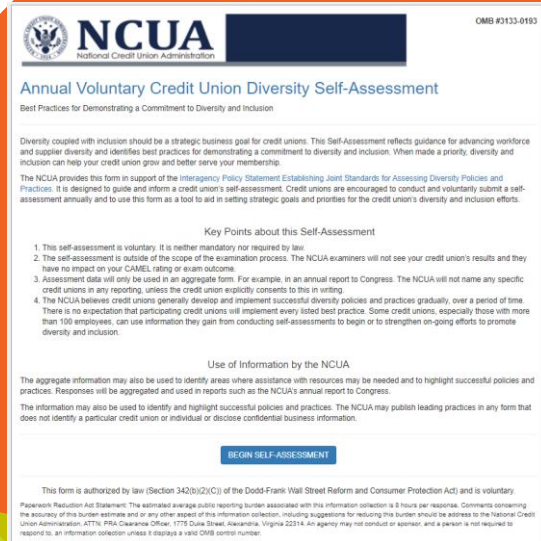
- Credit unions do not trust submitting their DEI data to the NCUA for various reasons.
- Credit unions are not aware of the self-assessment.
- Credit unions who have completed the self-assessment and seen improvements would be willing to share their best practices.
- A scorecard comparing two credit union's growth/performance – one that has completed the self-assessment and another that has not – would motivate the organization to complete the self-assessment.
- Transferring the ownership of the self-assessment to a trusted credit union partner, removing respondents' anonymity and adding peer benchmarking analysis will provide greater opportunities for data collection.



Self-Assessment Sidebar

NCUA and FDIC Background

NCUA Diversity Self-Assessment



OMB #3133-0183

NCUA
National Credit Union Administration

Annual Voluntary Credit Union Diversity Self-Assessment
Best Practices for Demonstrating a Commitment to Diversity and Inclusion

Diversity coupled with inclusion should be a strategic business goal for credit unions. This Self-Assessment reflects guidance for advancing workforce and supplier diversity and identifies best practices for demonstrating a commitment to diversity and inclusion. When made a priority, diversity and inclusion can help your credit union grow and better serve your membership.

The NCUA provides this form in support of the Interagency Policy Statement Establishing Joint Standards for Assessing Diversity Policies and Practices. It is designed to guide and inform a credit union's self-assessment. Credit unions are encouraged to conduct and voluntarily submit a self-assessment annually and to use this form as a tool to aid in setting strategic goals and priorities for the credit union's diversity and inclusion efforts.

Key Points about this Self-Assessment

1. This self-assessment is voluntary. It is neither mandatory nor required by law.
2. The self-assessment is outside of the scope of the examination process. The NCUA examiners will not see your credit union's results and they have no impact on your CAMEL rating or exam outcome.
3. Assessment data will only be used in an aggregate form. For example, in an annual report to Congress. The NCUA will not name any specific credit unions in any reporting, unless the credit union explicitly consents to this in writing.
4. The NCUA believes credit unions generally develop and implement successful diversity policies and practices gradually, over a period of time. There is no expectation that participating credit unions will implement every listed best practice. Some credit unions, especially those with more than 100 employees, can use information they gain from conducting self-assessments to begin or to strengthen on-going efforts to promote diversity and inclusion.

Use of Information by the NCUA

The aggregate information may also be used to identify areas where assistance with resources may be needed and to highlight successful policies and practices. Responses will be aggregated and used in reports such as the NCUA's annual report to Congress.

The information may also be used to identify and highlight successful policies and practices. The NCUA may publish leading practices in any form that does not identify a particular credit union or individual or disclose confidential business information.

BEGIN SELF-ASSESSMENT

This form is authorized by law (Section 342(b)(2)(C) of the Dodd-Frank Wall Street Reform and Consumer Protection Act) and is voluntary.

Payment Reduction Ad Statement: The estimated average public reporting burden associated with this information collection is 8 hours per response. Comments concerning the accuracy of this burden estimate and/or any other aspect of this information collection, including suggestions for reducing this burden, should be addressed to the National Credit Union Administration, ATTN: PRA Clearance Officer, 1775 Duke Street, Alexandria, Virginia 22314. An agency may not conduct or sponsor, and a person is not required to respond to, an information collection unless it displays a valid OMB control number.

Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010 requires Office of Minority and Women Inclusion agencies to report on the diversity self-assessment data received from their respective regulated institutions annually to Congress.

- ⦿ The self-assessment is designed to help credit unions assess existing diversity and inclusion policies and practices, and identify opportunities to implement best practices in diversity and inclusion.
- ⦿ The NCUA uses the self-assessment data to monitor progress and trends in credit union diversity-related activities. The Office of Minority and Women Inclusion aggregates the data and only shares the results anonymously, primarily in the NCUA's annual OMWI Congressional Report and in a separate annual report detailing the self-assessment results.
- ⦿ The self-assessment data also informs the NCUA of ways in which OMWI can support diversity and inclusion in the credit union system and of areas where additional guidance would be useful.
- ⦿ The number of credit unions submitting the self-assessment increases each year: 35 in 2016, 64 in 2017, 81 in 2018 and 118 in 2019. However, there are 5,100 total credit unions. The highest response rates have come from credit unions with more than 500 employees.

Source: <https://www.ncua.gov/about/diversity-inclusion/credit-union-diversity/voluntary-credit-union-diversity-self-assessment>



3%



17%

DEI Self-Assessment Response Rates in 2019

Total population for NCUA: 5,000+ credit unions.
Total population for FDIC: 784 financial institutions.

FDIC Diversity Self-Assessment

- During the 2018 reporting year, the FDIC invited 784 of its regulated institutions to participate in conducting their annual diversity self-assessment. From the 784 institutions, 133 (16.9%) responded with their voluntary submissions.
- The compiled results are aggregated and shared anonymously to provide opportunities for the financial community to develop or enhance their diversity and inclusion policies to help them achieve their strategic goals.
- The self-assessments received have also enabled OMWI to identify exemplary practices that financial institutions have implemented as part of their workforce recruitment, supplier diversity procurement, and training practices.

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Surveying Credit Unions

- Our project team determined the best way to validate our hypotheses was to survey credit unions across the country who may or may not have submitted the self-assessment.
- The survey was shared with various networks including team members' social networks, credit union professional groups, CEO and COO roundtables and leagues between December 10, 2020 and January 21, 2021.
- Dynamic responses were used to trigger different questions for credit unions who have submitted the NCUA self-assessment and those who have not.
- We received 178 responses to the survey, which is higher than the number of credit unions that have submitted the NCUA self-assessment in 2019.
- One-third of the respondents identified as Executive/Senior Management, one-quarter Middle Management and the remaining as President/CEO.
- With respect to asset size, nearly half (48%) of responses were from \$1B and larger credit unions, followed by:
 - 21% from \$100M-\$499M
 - 14% from \$500M-less than \$1B
 - 10% from less than \$50M
 - 7% from \$50M-\$99M

A decorative graphic featuring several overlapping circles in orange, yellow, green, and blue. Some circles have dashed outlines. A large, light blue dashed circle is centered at the top, containing the number 1.

1

Trust & Administrator

Credit unions that have completed the self-assessment were more likely to respond to keep the NCUA as the administrator, while credit unions that have not completed it were more likely to choose a CU organization or independent research and polling organization over the NCUA.

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2

Incentive

Whether the credit union had completed the self-assessment or not, the general consensus was opposition to “more likely to complete the self-assessment if they received an incentive.”

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3

Designation




Whether the credit union had completed the assessment or not, the general consensus was agreement for “more likely to complete the self-assessment if they received a DEI designation.”



4

Peers

Whether the credit union had completed the assessment or not, the general consensus was agreement for “more likely to complete the self-assessment if they saw where their peers ranked.”



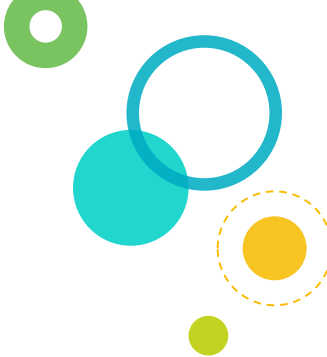
Our 4 Key Questions – Majority Responses

	Submitted the NCUA Self-Assessment	Have Not Submitted the NCUA Self-Assessment
"I would be more likely to complete the voluntary diversity self-assessment if __ administered it."	Keep it with NCUA	CU organization (like Filene)
More likely to complete the assessment if they received an incentive for completion	Disagree	Disagree (more neutral responses than other group)
More likely to complete the assessment if they received DEI designation for completion	Agree (more affirmative responses than other group)	Agree
More likely to complete the assessment if they saw where their peers ranked for completion	Agree (more affirmative responses than other group)	Agree



Insights from Credit Unions that Have Completed the NCUA Self-Assessment

- ◎ An equal portion of respondents were neutral (45%) or agreed (45%) that the self-assessment has positively impacted their DEI strategy.
- ◎ More than half (58%) have seen improvements in their DEI efforts since completing the self-assessment.
- ◎ An overwhelming majority would recommend other credit unions submit the self-assessment (87%)
- ◎ Most common steps taken since submitting the self-assessment*:
 - ◎ Gained buy-in from management (57%)
 - ◎ Incorporated findings into business strategy (54%)
 - ◎ Created DEI council or dedicated role (46%)
 - ◎ Gained buy-in from the Board of Directors (46%)

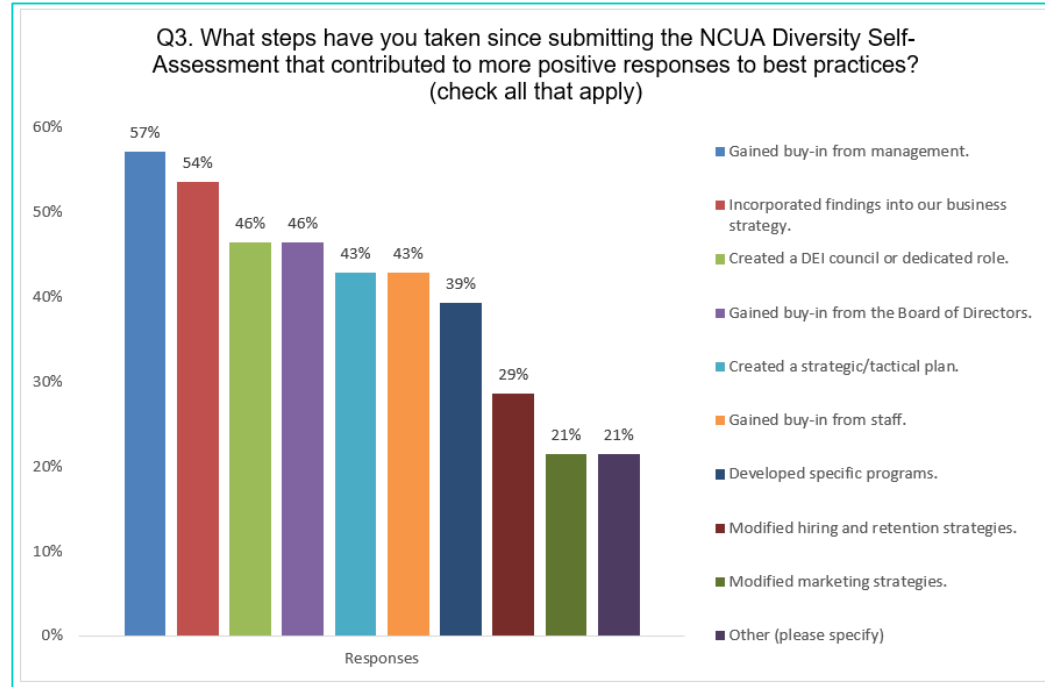


“Accelerated our DEI work that we’ve long done.”

“We were making progress on DEI goals before NCUA launched its first survey. I think the survey helps keep us on our toes, but we would be committed to the work even without the survey. Thank you!”

*Complete chart available on page 30.

Insights from Credit Unions that Have Completed the NCUA Self-Assessment

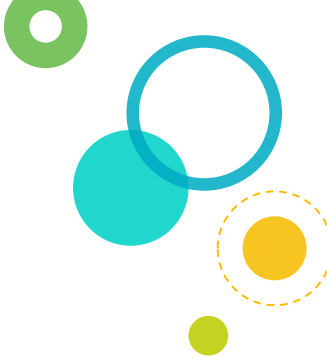


*List of "Other" responses available on page 48.



Insights from Credit Unions that Have Not Completed the NCUA Self-Assessment

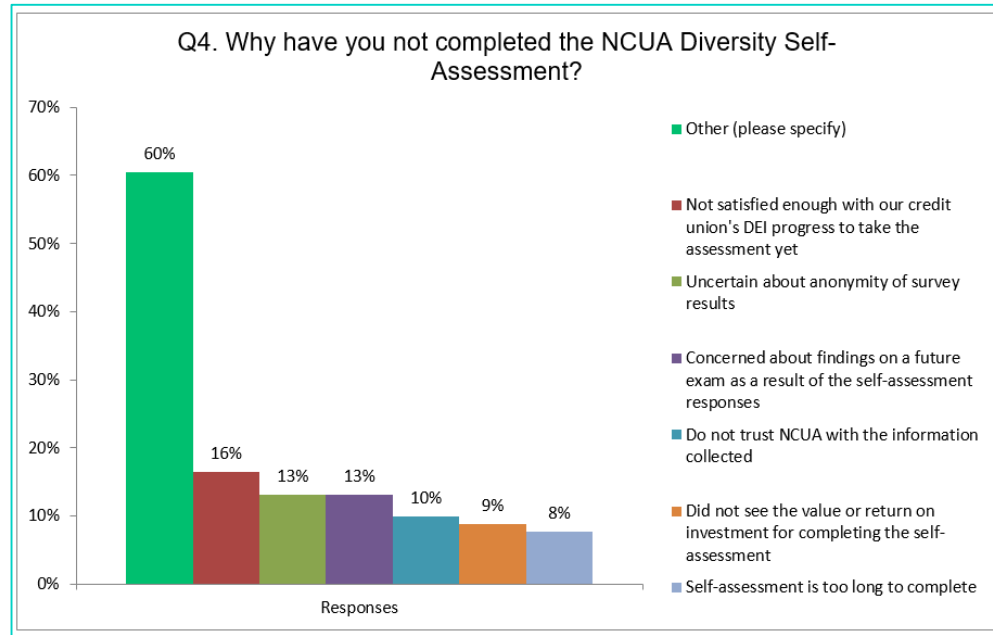
- ◎ Four out of 10 have reviewed the self-assessment for internal conversations even though they have not submitted it to NCUA.
- ◎ Even though they have not submitted the self-assessment, more than half (52%) believe it would positively impact their DEI strategy and a majority (73%) would likely incorporate best practices in their business strategy.
- ◎ Most common reasons they have not submitted the self-assessment*:
 - ◎ Not satisfied enough with CU's DEI progress to take assessment yet (16%)
 - ◎ Concerned about findings on a future exam as a result of the self-assessment responses (13%)
 - ◎ Uncertain about anonymity of survey results (13%)
 - ◎ Do not trust NCUA with the info collected (10%)
 - ◎ Did not see value or ROI for completing assessment (9%)
 - ◎ Self-assessment is too long to complete (8%)



"We have been operating under a non-discriminatory fashion for 25 years and don't need government telling what is right and wrong."

*List of "Other" responses available on page 50.

Insights from Credit Unions that Have Not Completed the NCUA Self-Assessment



*List of "Other" responses available on page 50.

Reasons Credit Unions Have Not Completed the Self-Assessment

Ease of use/Tactical
18%

Data/Strategic
30%

Belief/Diplomacy
12%

Trust/Logistical
40%

Trust/Logistical

- Concerns for future exam findings 13%
- Uncertain about anonymity of results 11%
- Don't trust NCUA with the info collected 10%
- Concerns for how data would be used 6%

Data/Strategic

- Lack of assessment awareness 17%
- Not satisfied enough with CU's DEI progress 13%

Ease of Use/Tactical

- Internal prioritization constraints 7%
- Self-assessment is too long to complete 6%
- Internal resource constraints to submit 3%
- Reviews internally but does not submit 2%

Belief/Diplomacy

- Didn't see value or ROI for submitting 9%
- Feel it is not needed/unnecessary 3%

Why have you not completed the NCUA Diversity Self-Assessment?

It comes when we're swamped and if it says optional, it sometimes gets prioritized lower.

It's very unclear what NCUA will do with the information. So it's not that we don't trust NCUA with the information, it's that we don't see the "what for." Why collect the data, if you're not going to anything with it?

DEI is not a safety and soundness issue.

Didn't feel it was necessary.

Never heard of it.

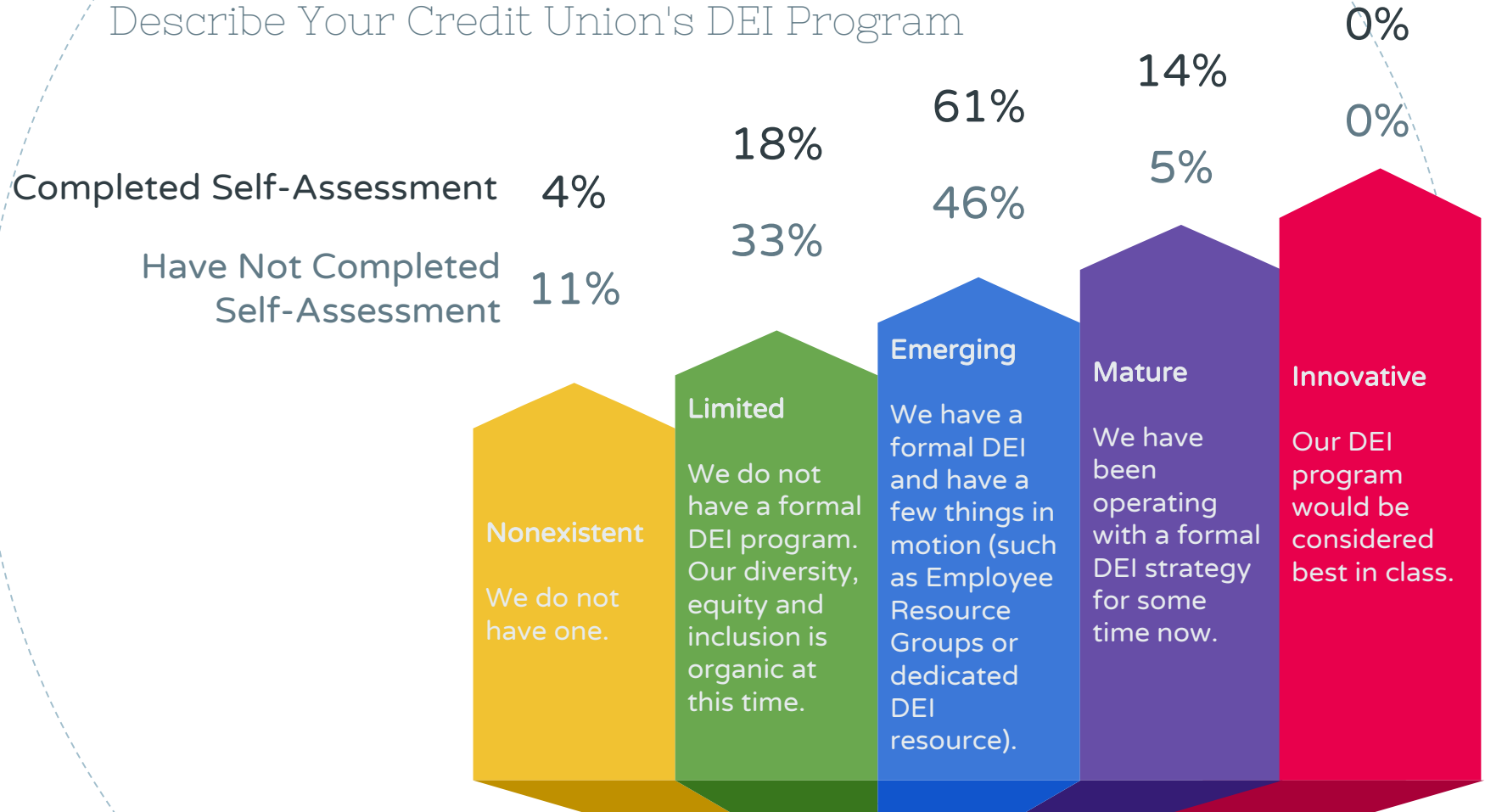
We hire and promote the qualified person regardless of race, and we have a highly diverse workforce.

It's on a list of things to do.

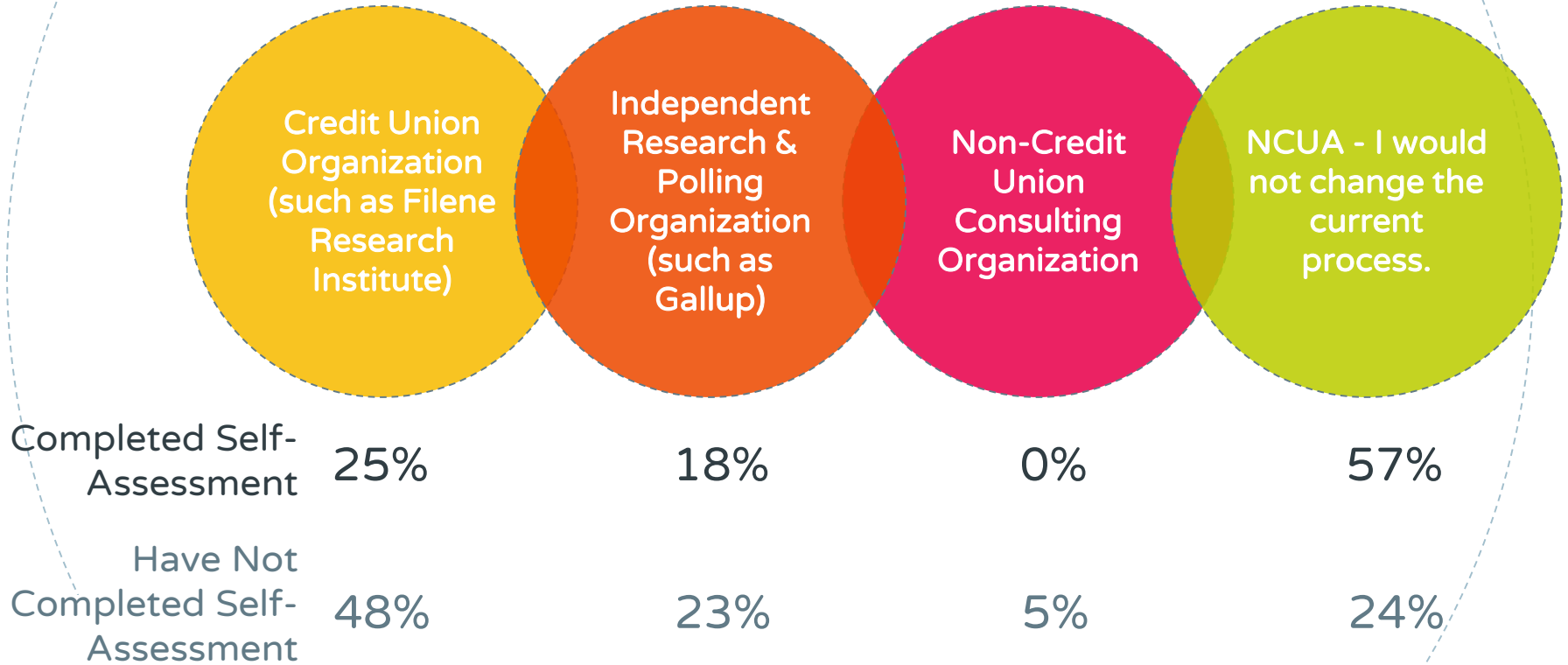
We complete it each year to assess our progress but do not submit.

Hired an external firm to assist with internal analysis and establishing a proper DE&I plan. Due to this commitment did not feel the investment in time/resources to complete the NCUA assessment was justified.

Describe Your Credit Union's DEI Program



"I would be more likely to complete the voluntary diversity self-assessment if ____ administered it."



CU DEI Collective Pledge

	Submitted the NCUA Self-Assessment	Have Not Submitted the NCUA Self-Assessment
Have Signed	12 out of 28	31 out of 80
Have Not Signed	8 out of 28	27 out of 80
Unsure	8 out of 28	22 out of 80



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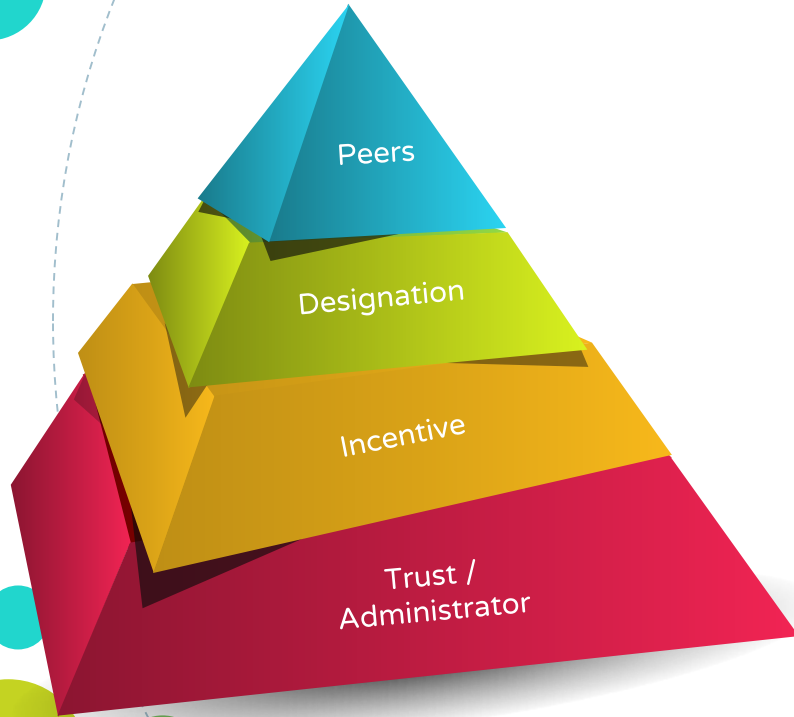
Key Learnings

Validated Assumptions



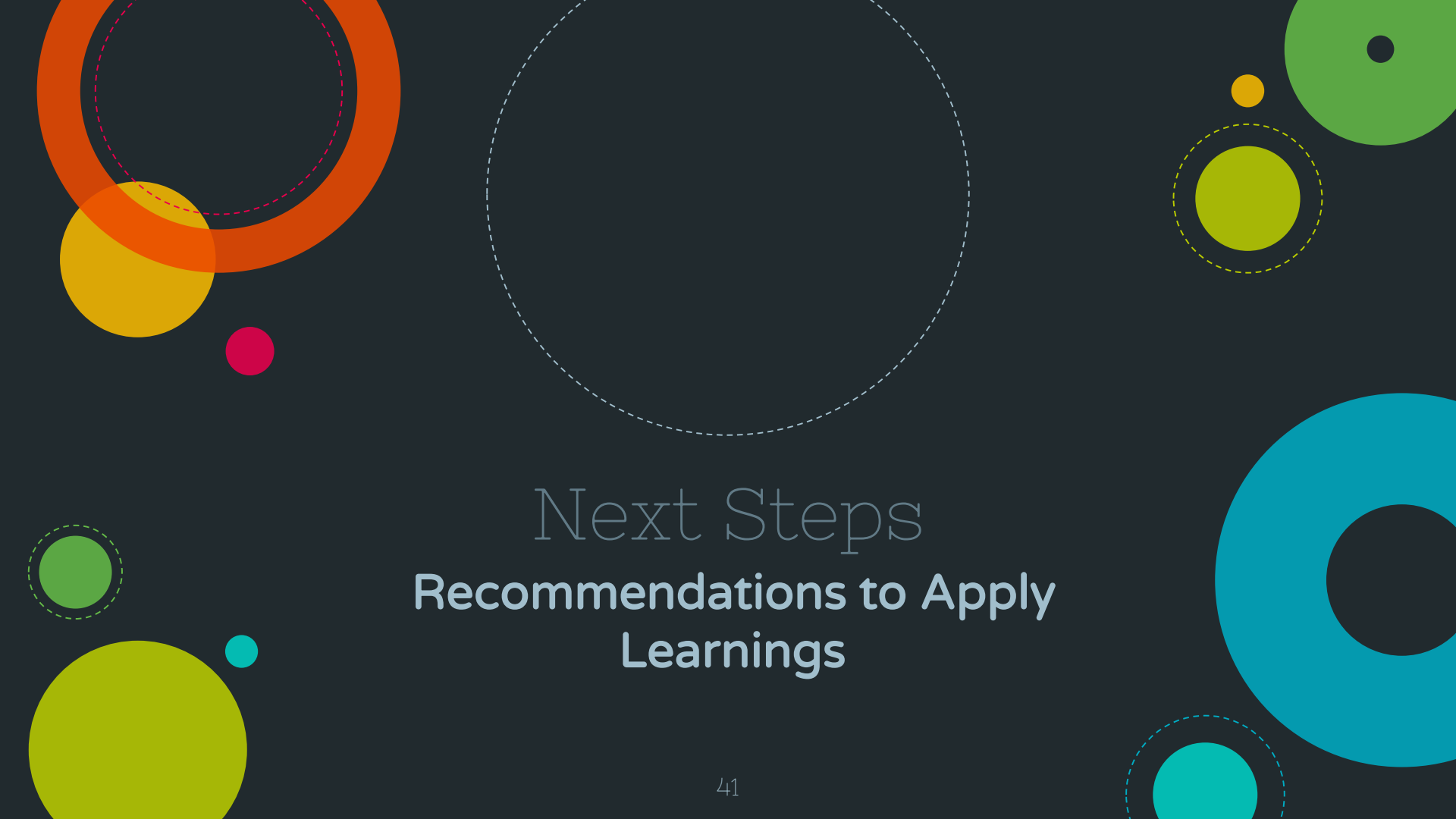
So what did we learn?

- ◎ Trust is key. Knowing how the data will be used is critical for credit unions to submit the self-assessment.
 - ◎ Since a majority of credit unions that have completed the self-assessment suggest keeping it with the NCUA, why do they have more confidence in the NCUA with their DEI data than the other group?
 - ◎ What type of public relations messaging campaign could NCUA deploy to inform how they have not shared credit unions' data and have not had any exam findings related to CUs' DEI self-reporting?
 - ◎ How might credit unions that have submitted the self-assessment contribute to the campaign as ambassadors?
 - ◎ How can OMWI better explain "The Why" behind collecting the data to instill more understanding, trust and acceptance?
- ◎ There is some intrinsic value in the self-assessment as is given the number of credit unions that complete and review it internally but do not submit it.
- ◎ Credit unions are competitive. Knowing how their peers rank is motivation enough to submit the self-assessment.
- ◎ There is merit to the attainment of a DEI designation for completing the self-assessment.



Key Hypotheses and Assumptions to Test

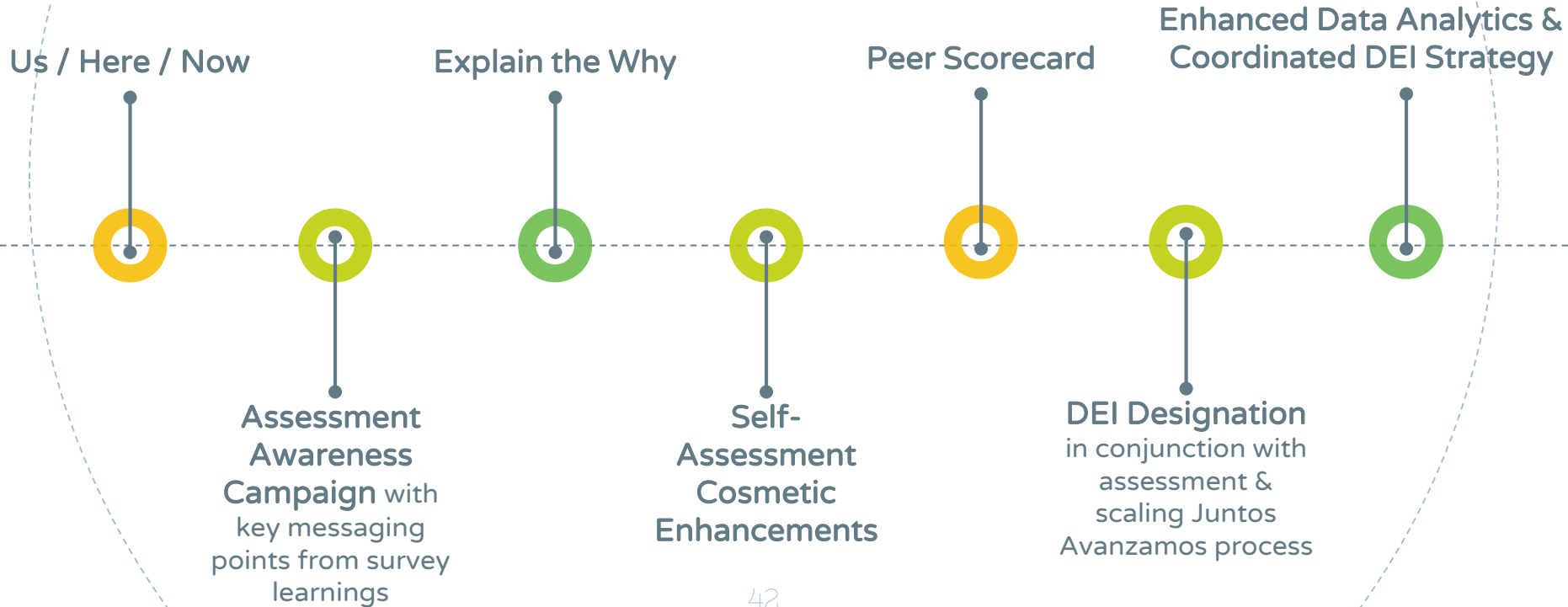
- ✓ Credit unions do not trust submitting their DEI stats to the NCUA for various reasons.
- ✓ Credit unions are not aware of the survey.
- ✓ Credit unions who have completed the assessment and seen improvements would be willing to share their best practices.
- ✓ A scorecard comparing two credit union's growth/performance – one that completed the assessment and another that has not completed the assessment -- would motivate the organization to complete the assessment.
- ✓ Transferring the ownership of the self-assessment to a trusted credit union partner, removing respondents' anonymity and adding peer benchmarking analysis will provide greater opportunities for data collection.

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Next Steps

Recommendations to Apply Learnings

Just like DEI is a journey for a credit union, changing the world is a journey, too. Our project goal is to hand-off our work for another group of inspired individuals to take the ball and run with it. Below are possible milestones and opportunities.





Where do we go from here? Recommended Tactics for NCUA OMWI

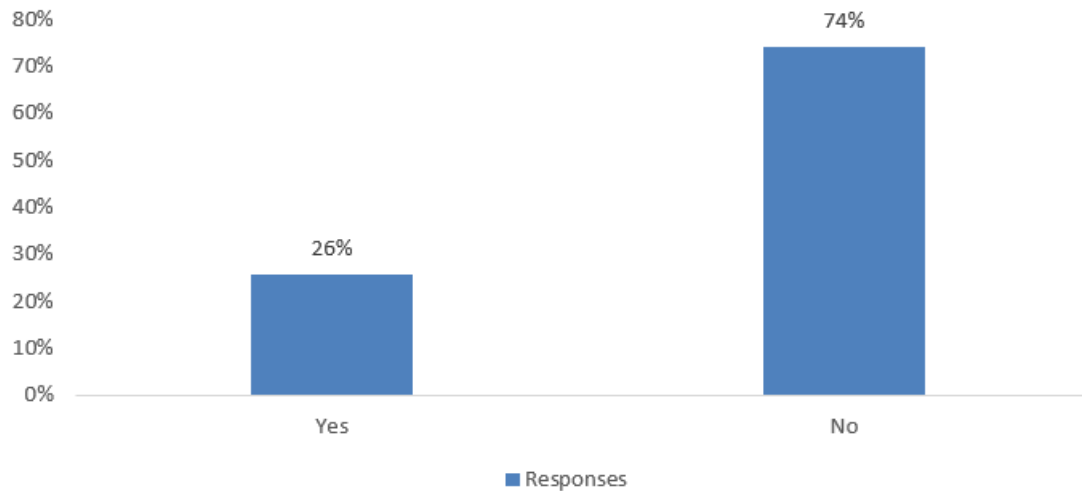
- ◎ Individual (employee) DEI designation
- ◎ Credit union DEI designation
- ◎ Cosmetic changes to the NCUA self-assessment
- ◎ Cosmetic changes to the “Invitation to Complete the Self-Assessment”
- ◎ Peer scorecard
- ◎ Promotional video encouraging participation to submit the self-assessment and leveraging credit union testimonials
- ◎ Awareness campaign that includes “The Why” and benefits of submitting the self-assessment
- ◎ A confirmation email from NCUA OMWI upon submitting the self-assessment with recommended next steps
- ◎ Re-evaluate the self-assessment submission deadline
- ◎ Lead with “Office of Minority and Women Inclusion” rather than “NCUA” to better associate the self-assessment with that division rather than NCUA/examiners
- ◎ Instructional video – “how to complete the self-assessment”

The background is a dark gray-blue color. It is decorated with several geometric shapes: a large orange ring in the top-left, a large yellow circle below it, a small pink circle to the right of the yellow one, a large dashed white circle in the top-center, a large green circle in the top-right, a small yellow circle above a larger yellow circle in the middle-right, a large blue ring in the bottom-right, a large yellow circle in the bottom-left, a small cyan circle to the right of the bottom-left yellow circle, a small green circle in the middle-left, and a small cyan circle in the bottom-right. Dashed lines in various colors (red, yellow, white, blue) outline some of the circles and rings.

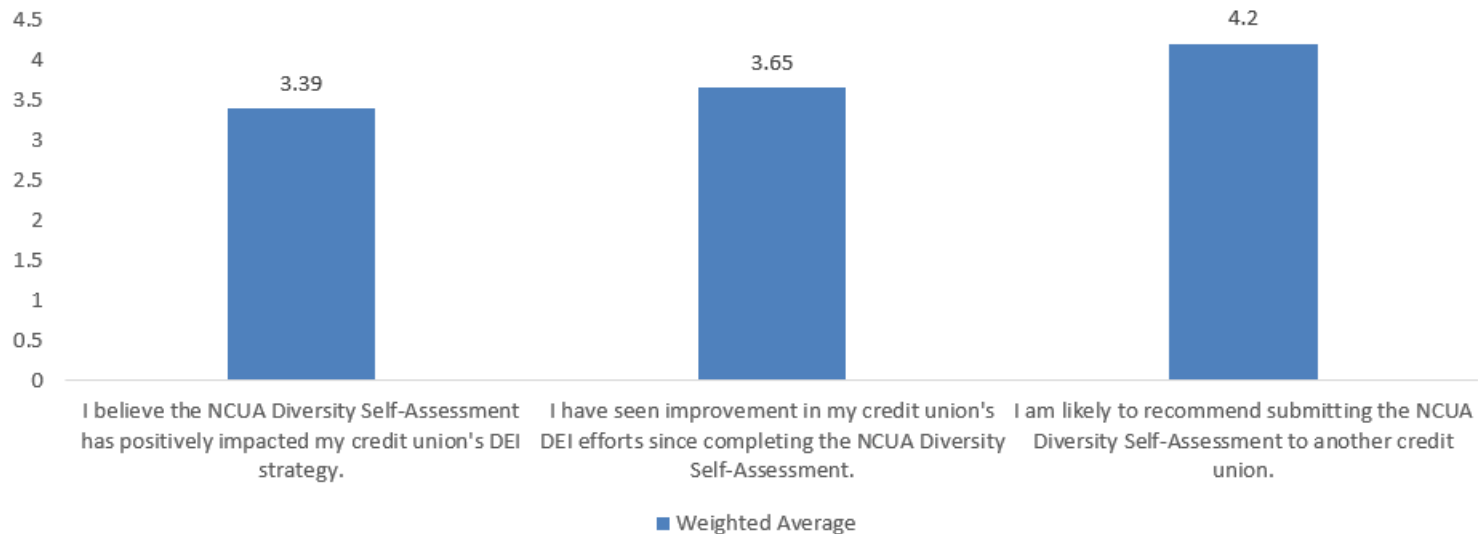
Survey Charts

Comparison by Assessment Submission

Q1. Has your credit union ever submitted the NCUA
Annual Voluntary Credit Union Diversity Self-
Assessment?

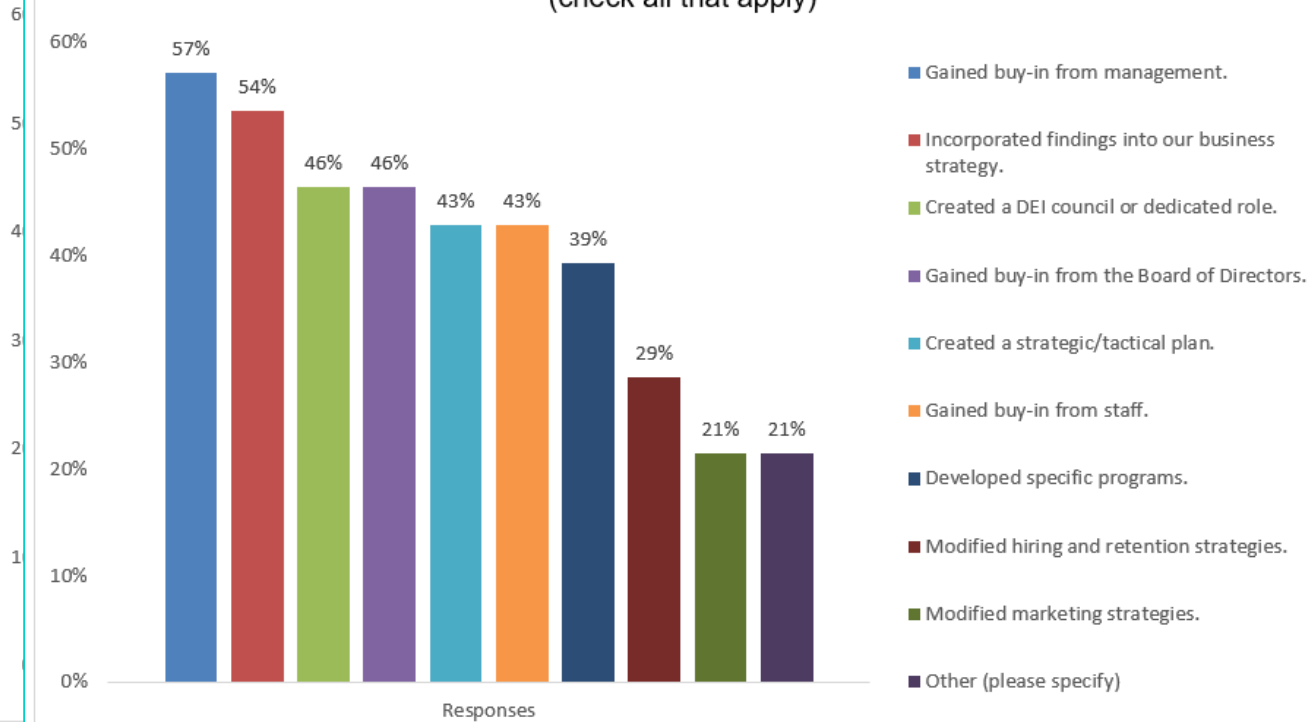


Q2. Please indicate the extent to which you agree or disagree with each of the following statements.



Responded YES to Q1

Q3. What steps have you taken since submitting the NCUA Diversity Self-Assessment that contributed to more positive responses to best practices?
(check all that apply)



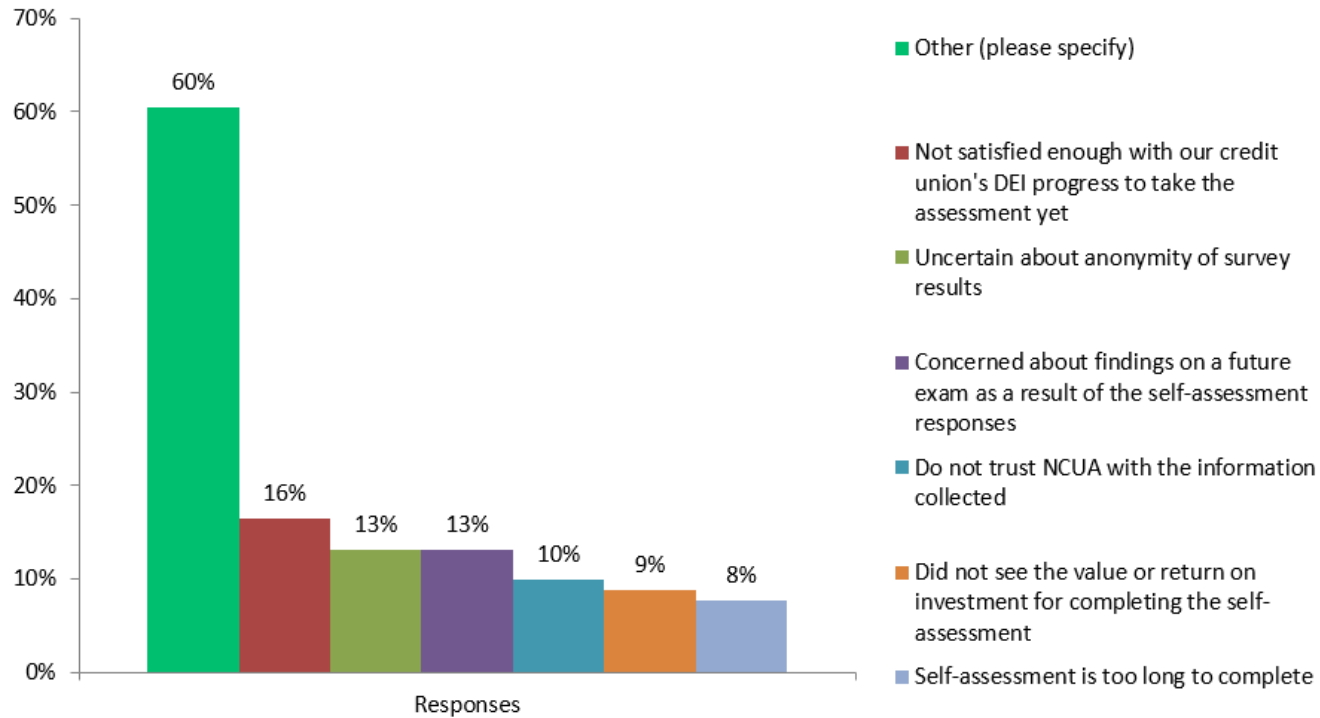
Responded YES to Q1

Q3. What steps have you taken since submitting the NCUA Diversity Self-Assessment that contributed to more positive responses to best practices? (check all that apply)

Other Responses

- Made a more specific goal for Director recruitment.
- None
- Accelerated our DEI work that we've long done.
- We were making progress on DEI goals before NCUA launched its first survey. I think the survey helps keep us on our toes, but we would be committed to the work even without the survey. thank you!
- We were doing all this long before the NCUA got involved
- Working on the modifying of policies, procedures and recruitment strategies

Q4. Why have you not completed the NCUA Diversity Self-Assessment?



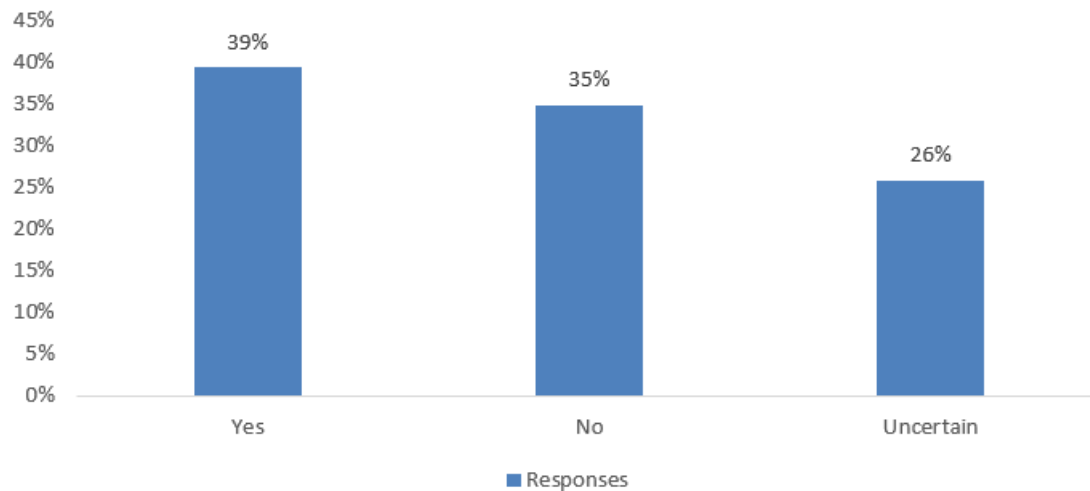
Responded NO to Q1

Q4. Why have you not completed the NCUA Diversity Self-Assessment?

Other Responses

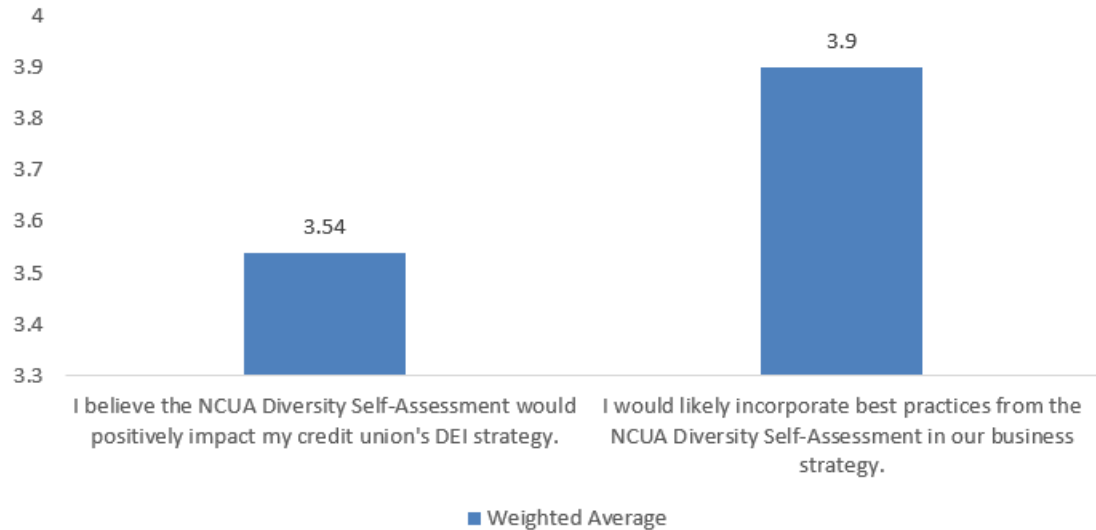
- Unaware of the option to do so
- passed it on to my CEO but he did not complete it
- I can't recall timing of when we would have received this to complete. We do other EEO1 reporting additionally.
- We were unaware
- The NCUA survey is focused on policies and documentation and the very last portion of it asks about the actual make up of your Credit Union team. We don't feel that the survey is genuine. Our Credit Union will be reaching out to NCUA about this.
- DEI efforts
- I don't know
- Considering completing it.
- We are just getting started with a DEI programs and are having discussions, etc. regarding a program. Filling out the self assessment is on the list for us to complete
- Concerned about discoverability I. Case of litigation
- Was never sent the survey
- Never heard of it
- Did not know about it
- New hire
- We are a CUSO and not a CU.
- Self-Assessment was reviewed and it was determined to have an internal discussion on the steps we are currently doing and areas of what can be approved upon
- Not sure why they never did it in the past
- Did not know about this assessment.
- It's on a list of things to do
- No owner identified.
- Unaware of the self-assessment
- Was not aware that the assessment existed
- I don't submit this
- Didn't know it existed
- I'm uncertain if this has been completed by my CU before
- Not required for our company
- Just have not gotten to it!
- Not familiar with assessment
- Was not sure about the time and resources that needed to be dedicated for an optional assessment when time is scarce
- Uncertainty of public disclosure and use of information
- Did not receive
- Didn't feel it was necessary
- Hired an external firm to assist with internal analysis and establishing a proper DE&I plan. Due to this commitment did not feel the investment in time/resources to complete the NCUA assessment was justified. Also there is concern with what the NCUA would do with the results.
- Execs were unaware of this assessment until I brought it to their attention. DEI program was also non-existent until very recently
- We are a state league
- Unsure because I am not the person responsible for completing those evaluation
- We were taxed with available resources and it was too long.
- We complete it each year to assess our progress but do not submit
- Our DEI committee is fairly new and the committee chair hasn't requested that this self-assessment be taken.
- Not enough knowledge of this assessment to complete
- Not previously aware of same
- By any measure, our staff is already quite diverse
- we hire and promote the qualified person regardless of race and we have a highly diverse workforce.
- Simply haven't gotten around to it.
- I was unaware of this assessment maybe because we are privately insured.
- Unfamiliar it was available
- It comes when we're swamped and if it says Optional, it sometimes gets prioritized lower
- Unclear how the data will be used
- It's very unclear what NCUA will do with the information. So it's not that we don't trust NCUA with the information, it's that we don't see the what for. Why collect the data, if you're not going to anything with it?
- DEI is not a safety and soundness issue
- Did not know it existed
- Assessment started but not finished by leadership parties that needed to provide additional information
- It's on the list for next year
- Had not been made aware of it.

Q5. Have you reviewed the NCUA Diversity Self-Assessment for internal conversations even if you have not submitted it?



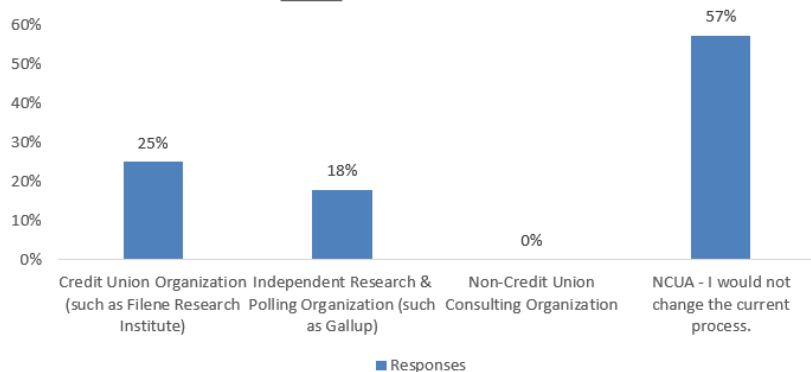
Responded NO to Q1

Q6. Please indicate the extent to which you agree or disagree with each of the following statements.



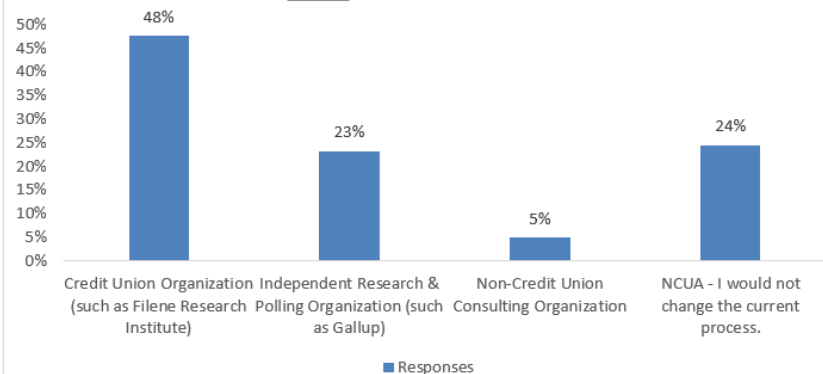
Responded NO to Q1

Q7. Please fill in the blank. "I would be more likely to complete the voluntary diversity self-assessment if _____ administered it."



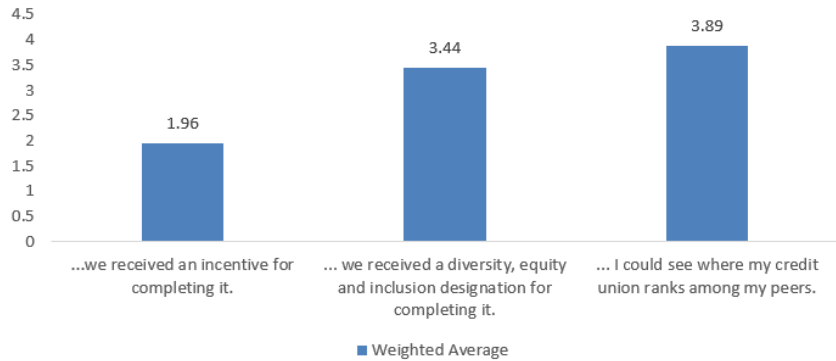
Responded YES to Q1

Q7. Please fill in the blank. "I would be more likely to complete the voluntary diversity self-assessment if _____ administered it."



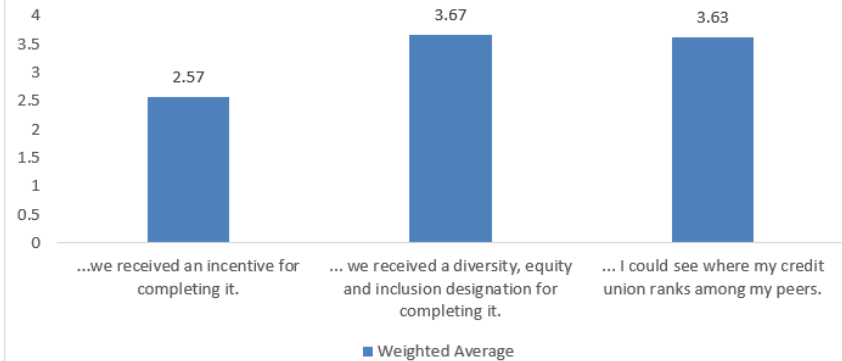
Responded NO to Q1

Q8. Please indicate the extent to which you agree or disagree with each of the following statements. "I am more likely to complete a voluntary diversity self-assessment for my credit union if..."



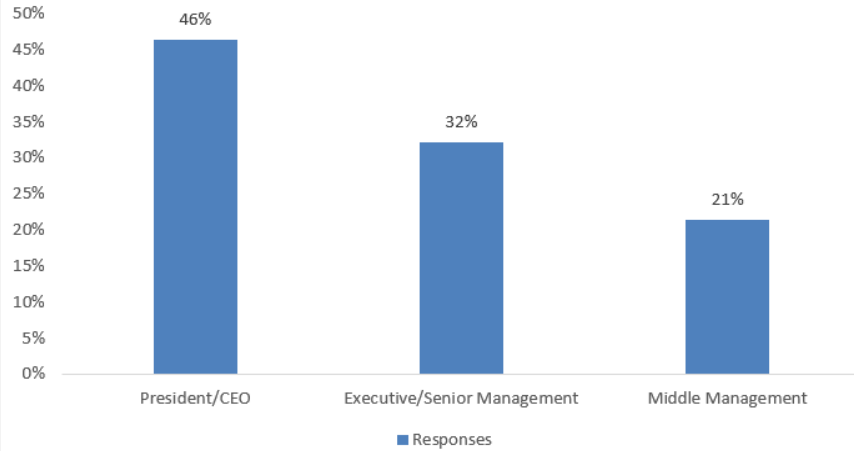
Responded YES to Q1

Q8. Please indicate the extent to which you agree or disagree with each of the following statements. "I am more likely to complete a voluntary diversity self-assessment for my credit union if..."



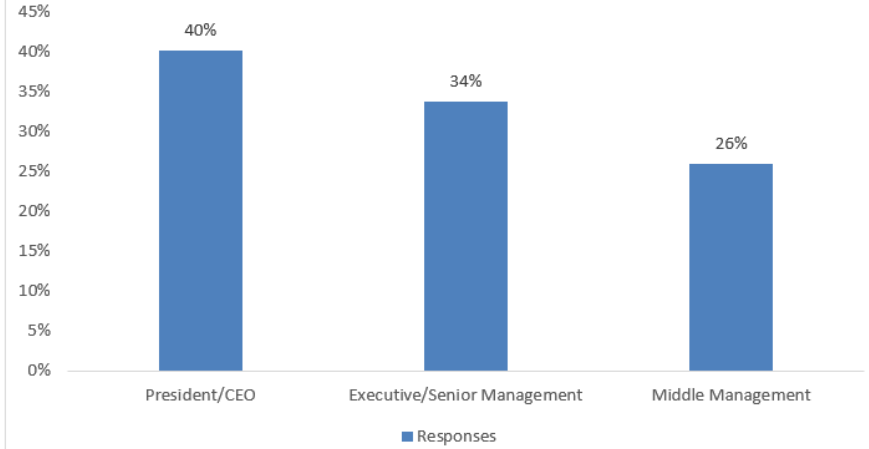
Responded NO to Q1

Q9. What role best describes you?



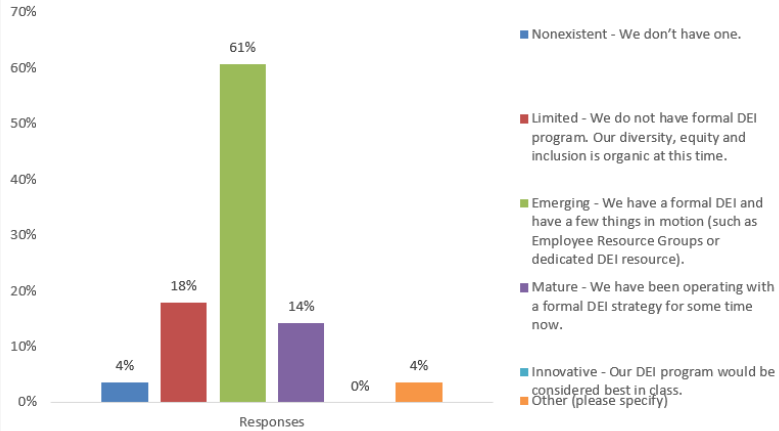
Responded YES to Q1

Q9.What role best describes you?



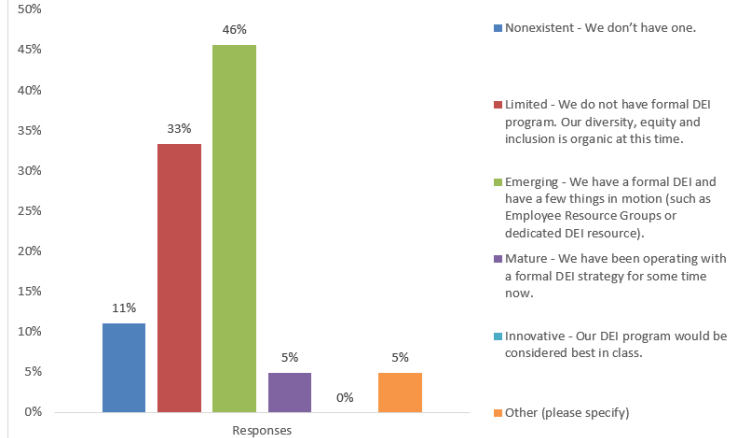
Responded NO to Q1

Q11. Which of the following best describes your credit union's DEI program?



Responded YES to Q1

Q11. Which of the following best describes your credit union's DEI program?



Responded NO to Q1

Q11. Which of the following best describes your credit union's DEI program?

Other Responses

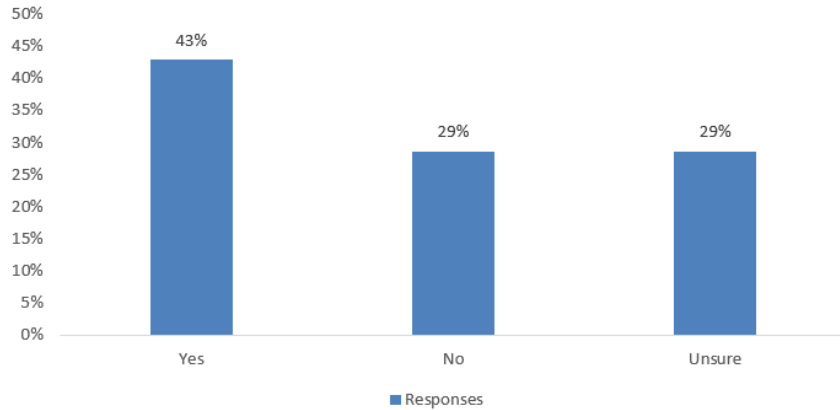
Responded YES to Q1

- I can't say we have a DEI official strategy but by nature we already practice it

Responded NO to Q1

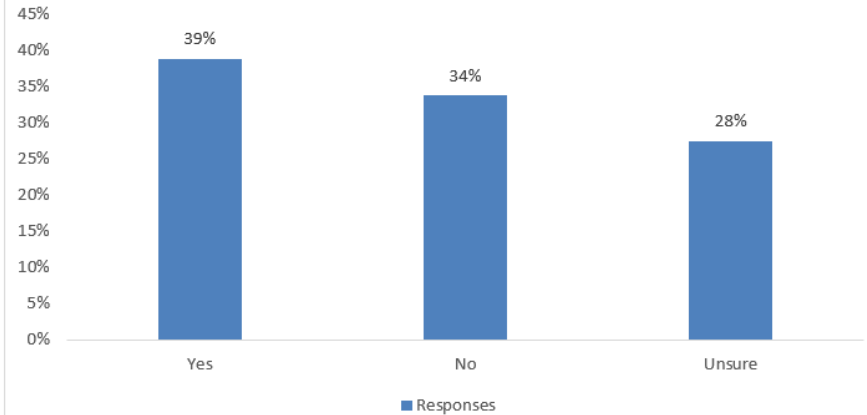
- Given the options I would answer mature because we are diverse and value diversity. We have chosen in the past not to document it to just be it. We are working on documenting it now.
- We have been operating under a non-discriminatory fashion for 25 years and don't need government telling what is right and wrong.

Q12. Has your credit union signed the CU DEI Collective Commitment to Change Pledge to Action?



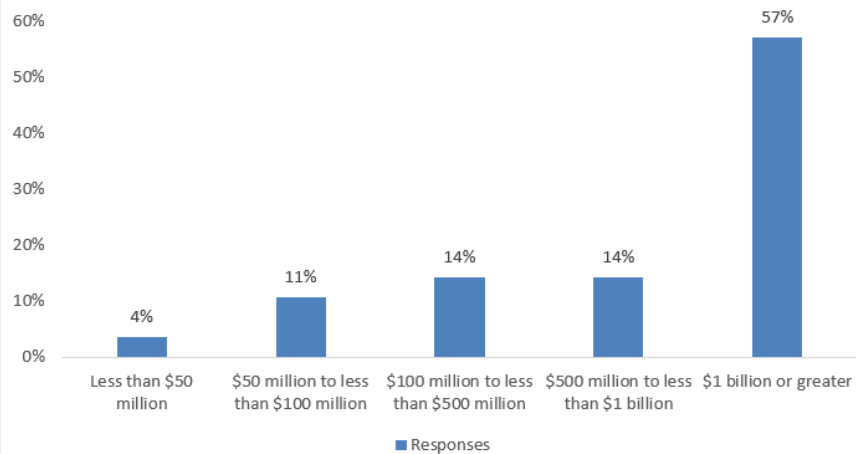
Responded YES to Q1

Q12. Has your credit union signed the CU DEI Collective Commitment to Change Pledge to Action?



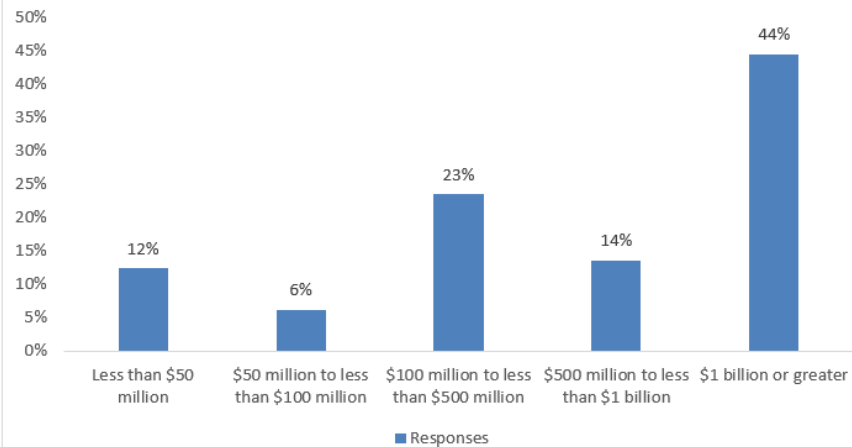
Responded NO to Q1

Q13. What is your credit union's current asset size?



Responded YES to Q1

Q13. What is your credit union's current asset size?



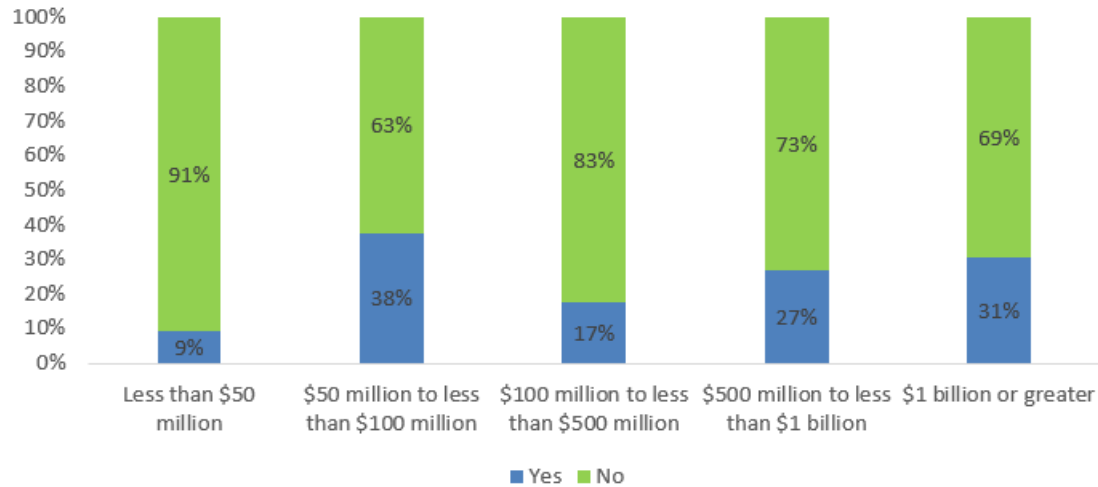
Responded NO to Q1



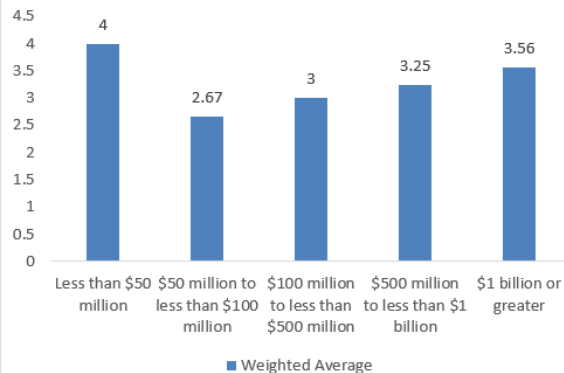
Survey Charts

Comparison by Asset Size

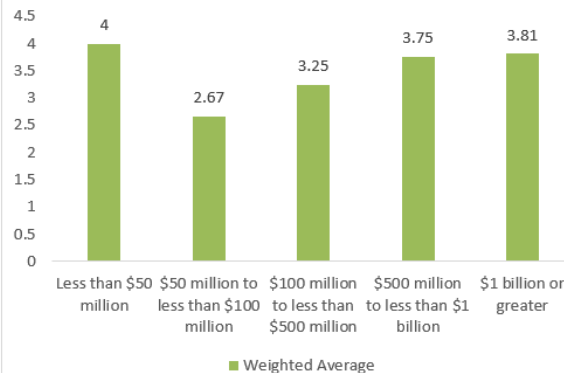
Q1. Has your credit union ever submitted the NCUA
Annual Voluntary Credit Union Diversity Self-
Assessment?



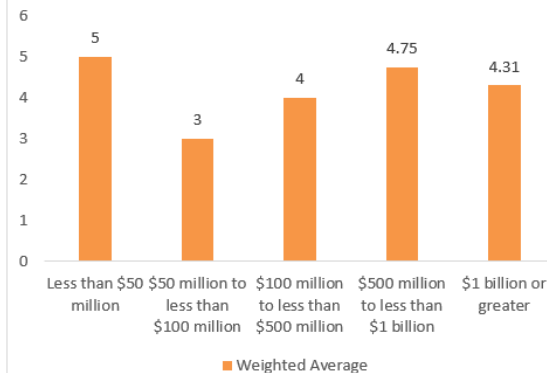
Q2. I believe the NCUA Diversity Self-Assessment has positively impacted my credit union's DEI strategy.



Q2. I have seen improvement in my credit union's DEI efforts since completing the NCUA Diversity Self-Assessment.

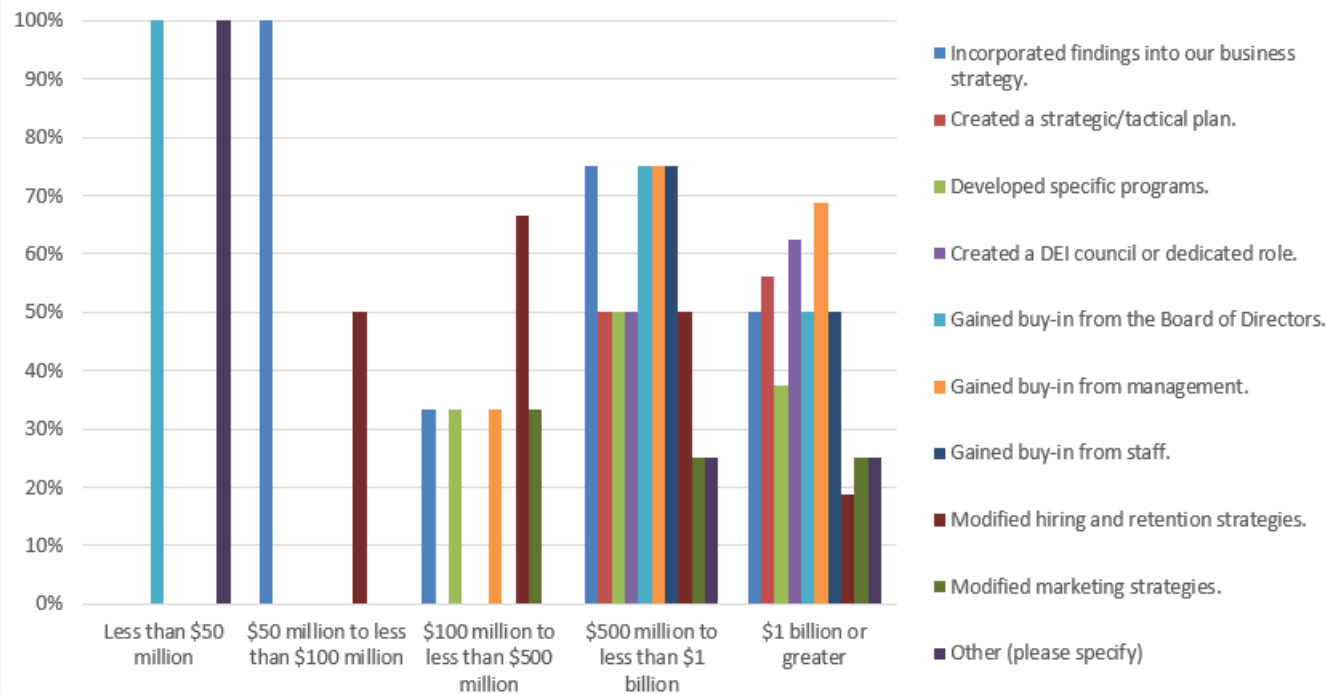


Q2. I am likely to recommend submitting the NCUA Diversity Self-Assessment to another credit union.



Responded YES to Q1

Q3. What steps have you taken since submitting the NCUA Diversity Self-Assessment that contributed to more positive responses to best practices? (check all that apply)



Responded YES to Q1

Q3. What steps have you taken since submitting the NCUA Diversity Self-Assessment that contributed to more positive responses to best practices? (check all that apply)

Other Responses

Less than \$50M

- Made a more specific goal for Director recruitment.

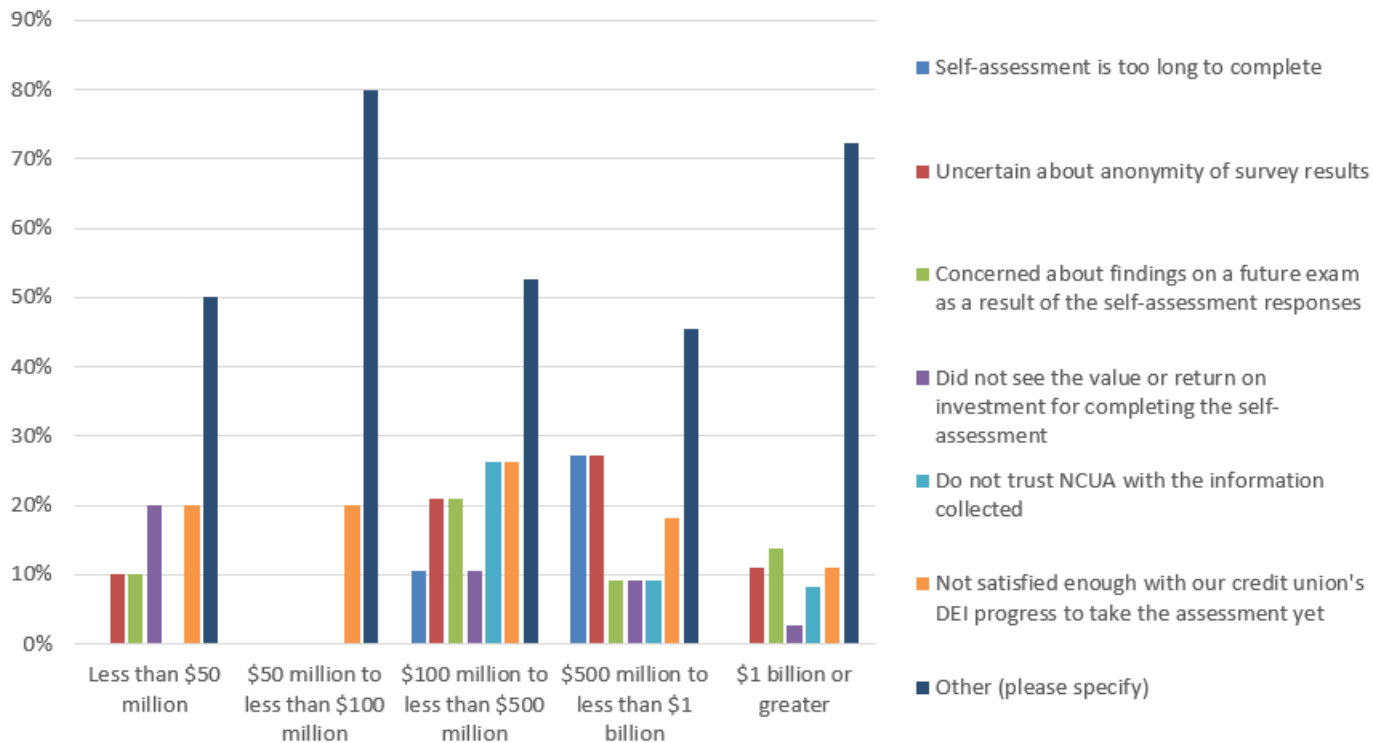
\$500M to less than \$1B

- We were doing all this long before the NCUA got involved

\$1B or greater

- Accelerated our DEI work that we've long done.
- We were making progress on DEI goals before NCUA launched its first survey. I think the survey helps keep us on our toes, but we would be committed to the work even without the survey. Thank you!
- working on the modifying of policies, procedures and recruitment strategies

Q4. Why have you not completed the NCUA Diversity Self-Assessment?



Responded NO to Q1

Q4. Why have you not completed the NCUA Diversity Self-Assessment?

Other Responses

Less than \$50M

- New hire
- Not required for our company
- Not previously aware of same

\$50M to less than \$100M

- Did not know about it
- Was not aware that the assessment existed
- We are a state league
- Did not know it existed

\$100M to less than \$500M

- We are just getting started with a DEI programs and are having discussions, etc. regarding a program. Filling out the self assessment is on the list for us to complete
- Was never sent the survey
- Self-Assessment was reviewed and it was determined to have an internal discussion on the steps we are currently doing and areas of what can be approved upon
- Unaware of the self-assessment

- Just have not gotten to it!
- Didn't feel it was necessary
- We were taxed with available resources and it was too long.
- By any measure, our staff is already quite diverse
- Simply haven't gotten around to it.
- I was unaware of this assessment maybe because we are privately insured.

\$500M to less than \$1B

- Passed it on to my CEO but he did not complete it
- No owner identified.
- Was not sure about the time and resources that needed to be dedicated for an optional assessment when time is scarce
- We hire and promote the qualified person regardless of race and we have a highly diverse workforce.
- It's on the list for next year

\$1B or greater

- Unaware of the option to do so

- I can't recall timing of when we would have received this to complete. We do other EEO1 reporting additionally.
- We were unaware
- The NCUA survey is focused on policies and documentation and the very last portion of it asks about the actual make up of your Credit Union team. We don't feel that the survey is genuine. Our Credit Union will be reaching out to NCUA about this.
- DEI efforts
- I don't know
- Concerned about discoverability I. Case of litigation
- We are a CUSO and not a CU.
- Did not know about this assessment.
- It's on a list of things to do
- Didn't know it existed
- I'm uncertain if this has been completed by my CU before
- Not familiar with assessment
- Did not receive

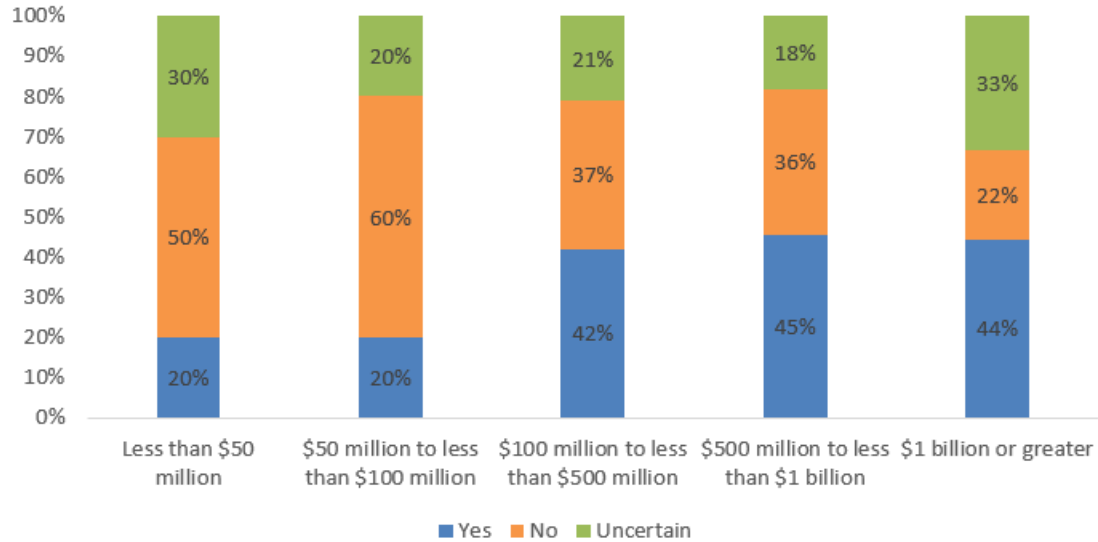
Q4. Why have you not completed the NCUA Diversity Self-Assessment?

Other Responses Cont.

\$1B or greater cont.

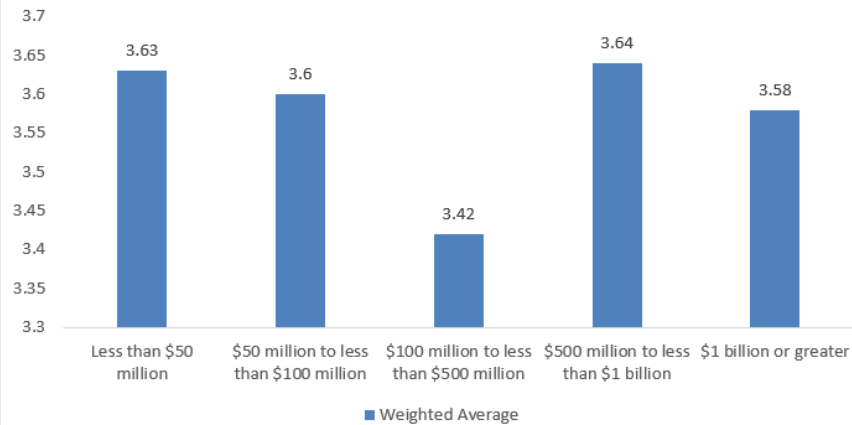
- Hired an external firm to assist with internal analysis and establishing a proper DE&I plan. Due to this commitment did not feel the investment in time/resources to complete the NCUA assessment was justified. Also there is concern with what the NCUA would do with the results.
- Execs were unaware of this assessment until I brought it to their attention. DEI program was also non-existent until very recently
- Unsure because I am not the person responsible for completing those evaluation
- We complete it each year to assess our progress but do not submit
- Our DEI committee is fairly new and the committee chair hasn't requested that this self-assessment be taken.
- Not enough knowledge of this assessment to complete
- Unfamiliar it was available
- It comes when we're swamped and if it says Optional, it sometimes gets prioritized lower
- Unclear how the data will be used
- It's very unclear what NCUA will do with the information. So it's not that we don't trust NCUA with the information, it's that we don't see the what for. Why collect the data, if you're not going to anything with it?
- DEI is not a safety and soundness issue
- Had not been made aware of it.

Q5. Have you reviewed the NCUA Diversity Self-Assessment for internal conversations even if you have not submitted it?

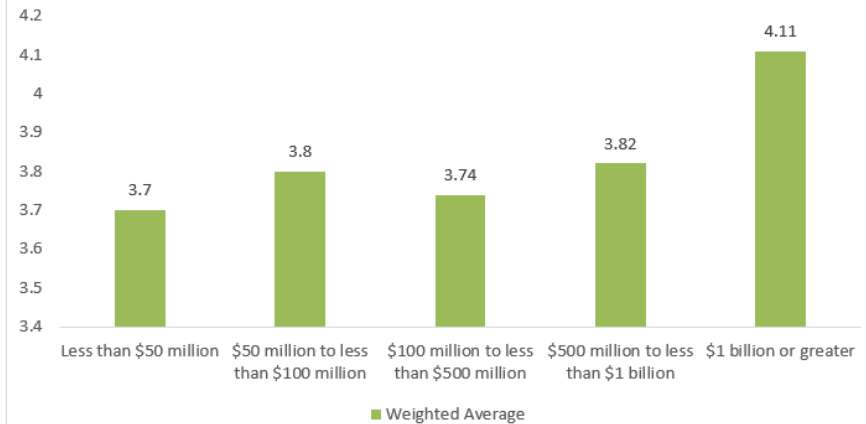


Responded NO to Q1

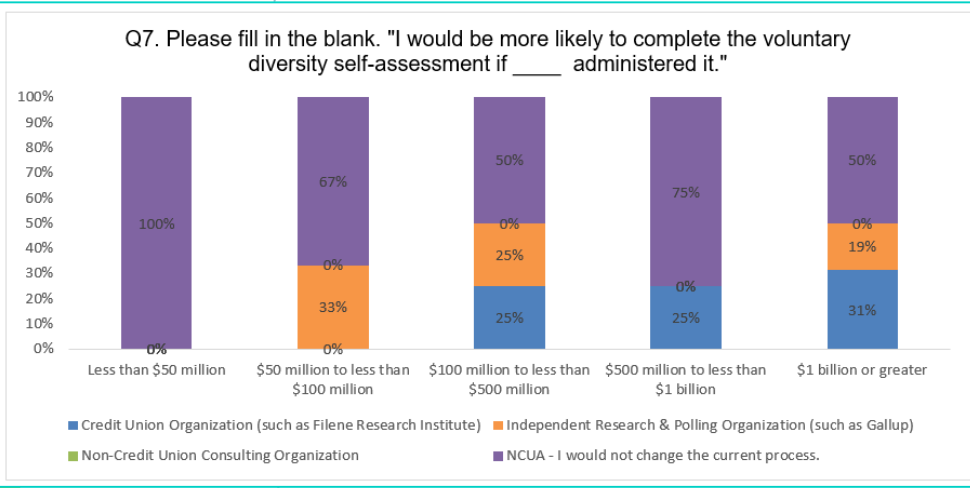
Q6. I believe the NCUA Diversity Self-Assessment would positively impact my credit union's DEI strategy.



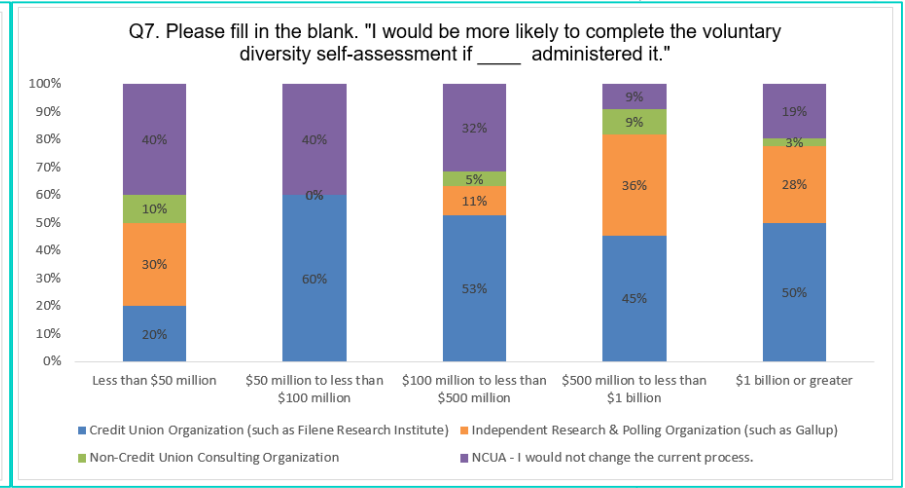
Q6. I would likely incorporate best practices from the NCUA Diversity Self-Assessment in our business strategy.



Responded NO to Q1

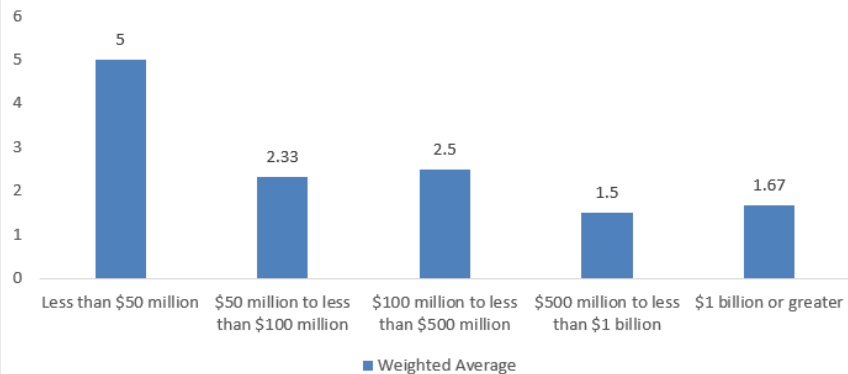


Responded YES to Q1



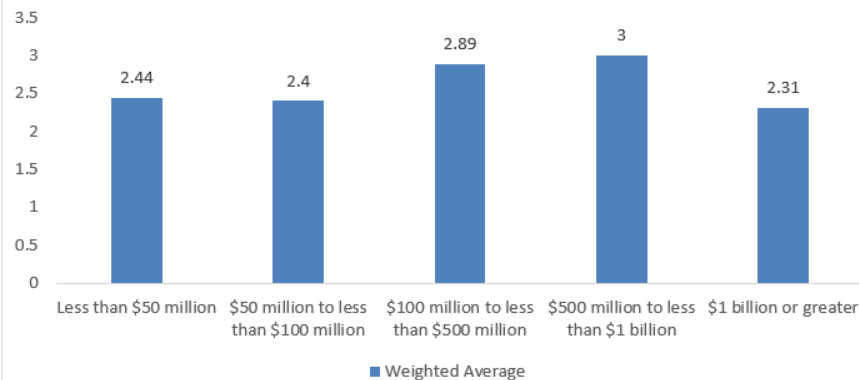
Responded NO to Q1

Q8. Please indicate the extent to which you agree or disagree with each of the following statements. "I am more likely to complete a voluntary diversity self-assessment for my credit union if...we received **an incentive** for completing it."



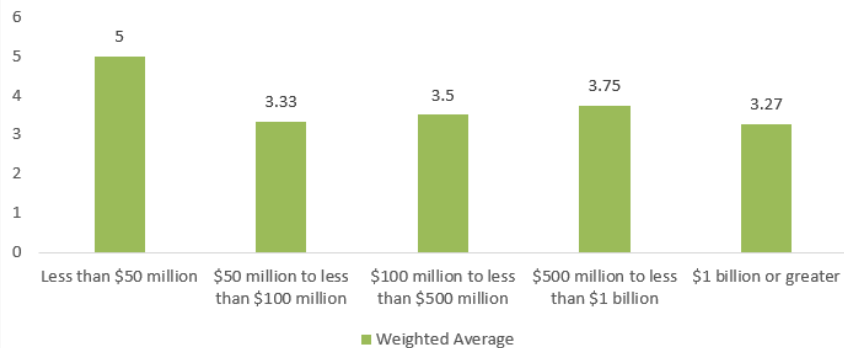
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Q8. Please indicate the extent to which you agree or disagree with each of the following statements. "I am more likely to complete a voluntary diversity self-assessment for my credit union if... we received **an incentive** for completing it."



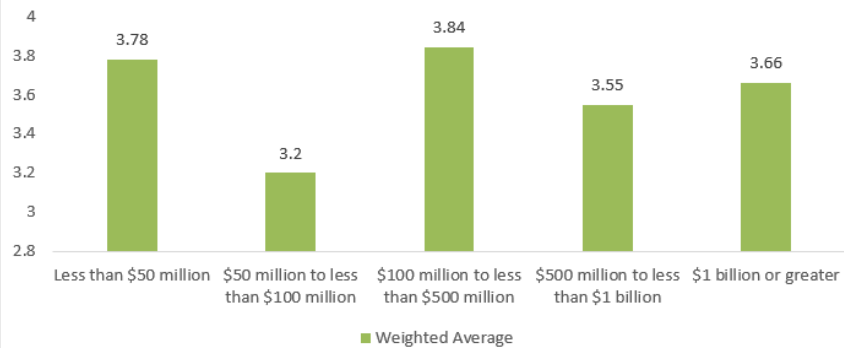
Responded NO to Q1

Q8. Please indicate the extent to which you agree or disagree with each of the following statements. "I am more likely to complete a voluntary diversity self-assessment for my credit union if... we received a **diversity, equity and inclusion designation** for completing it."



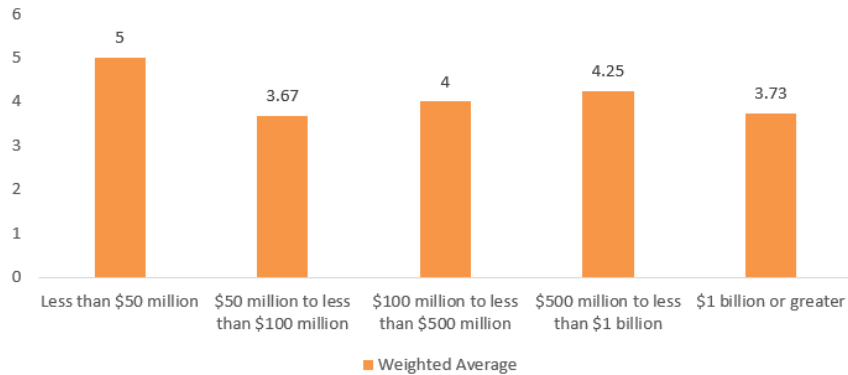
Responded YES to Q1

Q8. Please indicate the extent to which you agree or disagree with each of the following statements. "I am more likely to complete a voluntary diversity self-assessment for my credit union if... we received a **diversity, equity and inclusion designation** for completing it."



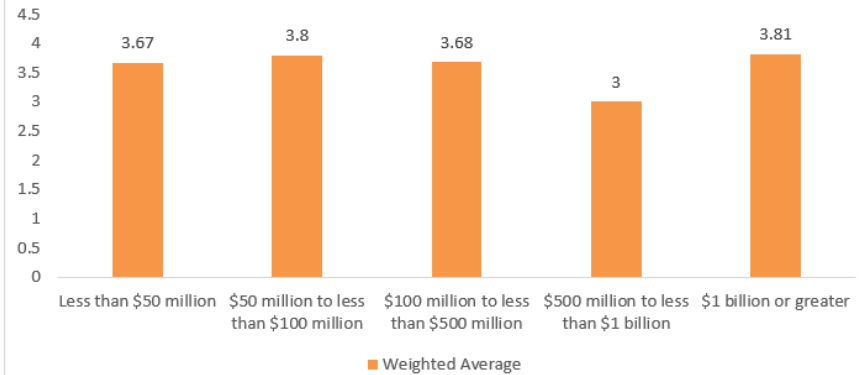
Responded NO to Q1

Q8. Please indicate the extent to which you agree or disagree with each of the following statements. "I am more likely to complete a voluntary diversity self-assessment for my credit union if...I could see where my credit union ranks among my peers."

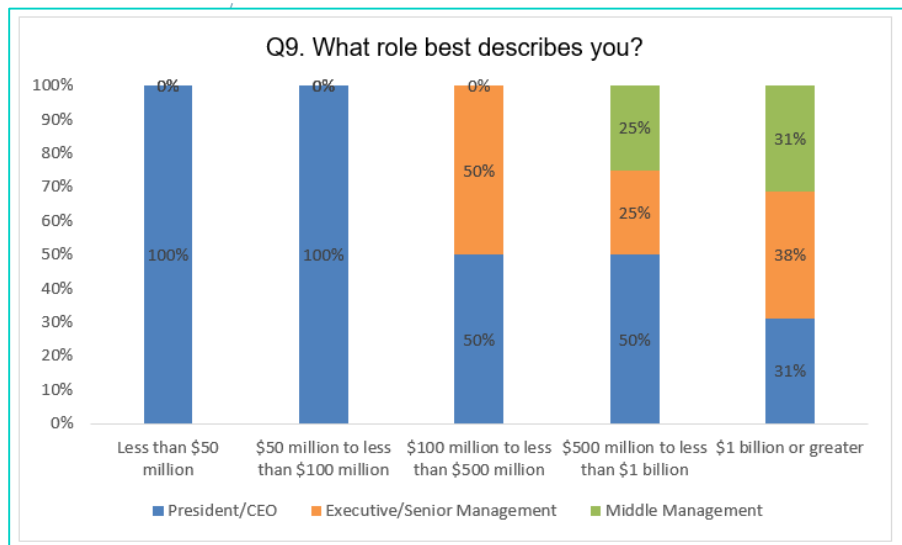


Responded YES to Q1

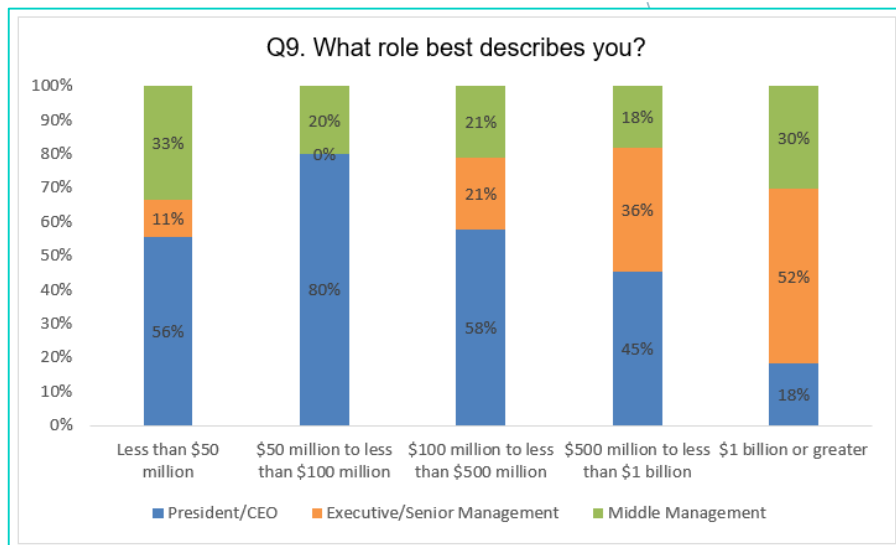
Q8. Please indicate the extent to which you agree or disagree with each of the following statements. "I am more likely to complete a voluntary diversity self-assessment for my credit union if... I could see where my credit union ranks among my peers."



Responded NO to Q1

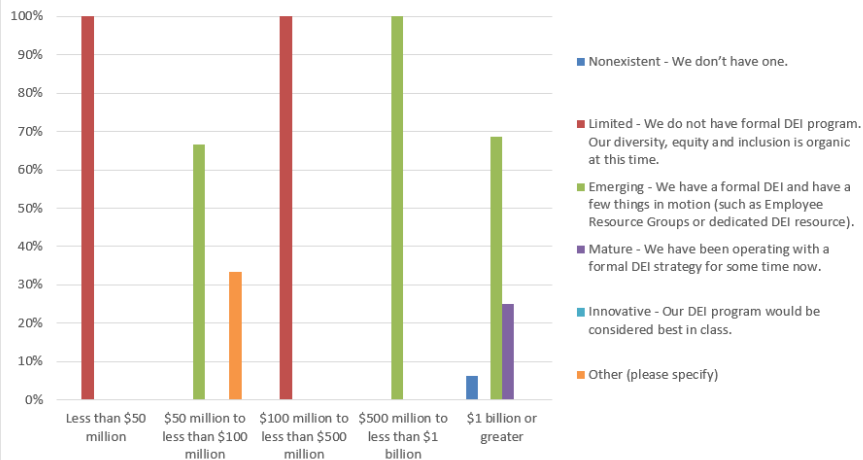


Responded YES to Q1



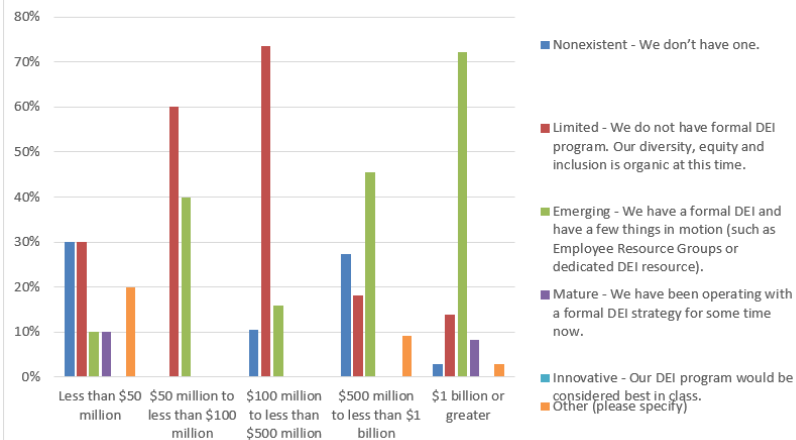
Responded NO to Q1

Q11. Which of the following best describes your credit union's DEI program?



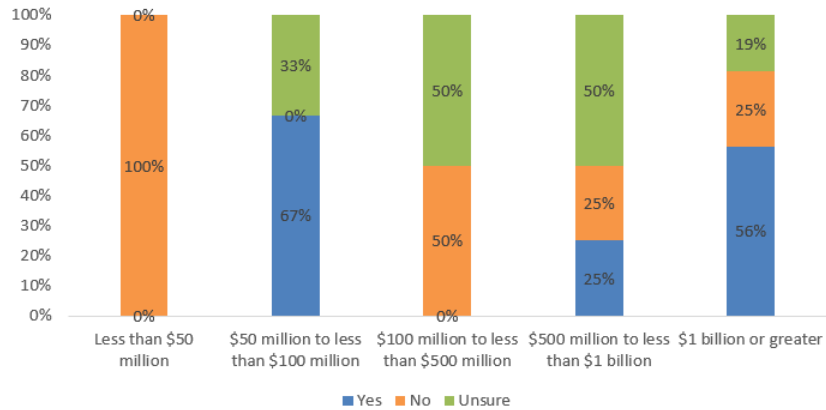
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Q11. Which of the following best describes your credit union's DEI program?



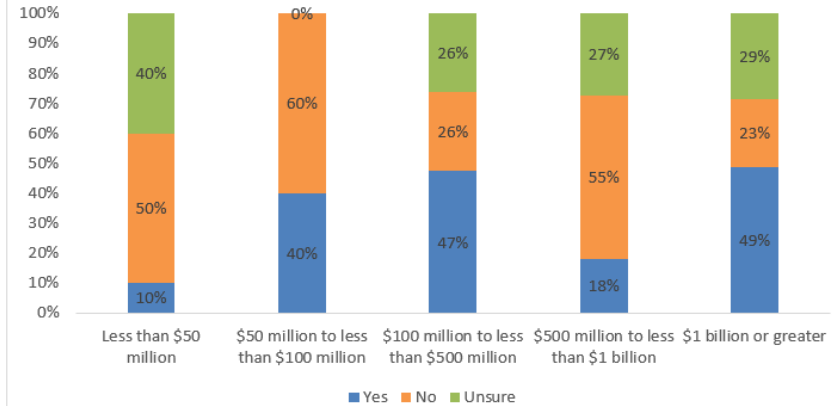
Responded NO to Q1

Q12. Has your credit union signed the CU DEI Collective Commitment to Change Pledge to Action?



Responded YES to Q1

Q12. Has your credit union signed the CU DEI Collective Commitment to Change Pledge to Action?



Responded NO to Q1

The background is a dark charcoal gray. It is decorated with several geometric elements: a large orange ring in the top-left; a large yellow circle in the top-left, partially overlapping the orange ring; a small pink circle below the yellow one; a large white dashed circle in the top-center; a large green circle in the top-right with a small black dot in its center; a yellow circle in the top-right surrounded by a dashed yellow outline, with a small orange dot above it; a large cyan ring in the bottom-right; a large yellow circle in the bottom-left; a small cyan circle below the yellow one; a small green circle in the bottom-left with a dashed green outline; and a cyan circle in the bottom-right with a dashed cyan outline.

Prototypes



Annual Voluntary Credit Union Diversity Self-Assessment

Welcome!

Warm introductory paragraph about what you need to get started. The assessment is divided into 5 parts. At any time you can stop, save and resume. If you don't have the answers, you can leave the line blank. The more you know, the more beneficial the assessment results will be for your credit union.



[Begin Assessment](#)

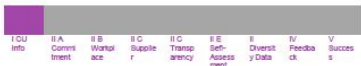
[Already started? Resume here.](#)

Cosmetic Survey Enhancements

- Add a warm, introductory paragraph to set the stage for the assessment, including who should complete it, the information you will need upfront and encouraging collaboration with colleagues to complete it.
- Identify the estimated completion time.
- Divide the survey into sections with a save feature.
- Incorporate a progress bar on each page.
- Identify if your credit union has already submitted the assessment.
- Provide peer benchmarking data.



Annual Voluntary Credit Union Diversity Self-Assessment



Section 1 – The Basics

Warm introductory paragraph about what you need to get started. The assessment is divided into 5 parts. At any time you can stop, save and resume. If you don't have the answers, you can leave the line blank. The more you know, the more beneficial the assessment results will be for your credit union.



Validation

Verify your credit union has not submitted yet.

Enter Credit Union Name _____
 Not submitted! [Proceed](#).

Verify you are authorized to respond on behalf of your credit union.

Name _____
 Title _____
 Position _____

[Print](#)

[Save as Draft](#)

[Submit](#)



Annual Voluntary Credit Union Diversity Self-Assessment

Catchy Headline

Warm introductory paragraph about the value of the data you're providing for our credit union movement as a whole.

[Begin Assessment](#)

[Already started? Resume here](#)



/// Breaking Down the Assessment ///



Collaborate

The assessment is pretty comprehensive. You may not have all the data at your fingertips. Take an inclusive approach and consider collaborating with your colleagues to ensure you can submit as much data as possible.



Give Yourself Time

It's unlikely you'll complete the assessment in one session. Carve out enough time to collect your data and input it into the assessment.



Set Your Intention

Completing the assessment is more than checking a DEI box. It's a way for you to intentional dig into what DEI means for your organization and lay the groundwork for your DEI strategies. The more you put in, the more you'll get out.



Look Ahead

Take a sneak peek of the assessment here, check out the list of sections and what you'll need and what you can expect from the assessment, and preview the report you'll get when you're done.

[Begin Assessment](#)

[Already started? Resume here](#)

/// Assessment. Results. Growth. ///

Credit unions who repeatedly take the assessment see improvements year-over-year, which leads to better performance and better outcomes for their employees, members and communities.



ABC Credit Union Turned Hesitation into Hope
The assessment was a tough pill to swallow at first. After a little hesitation, my VP of HR and I worked through our available data and were glad we did. The results, and what happened next, surprised us. [Read more.](#)



123 Credit Union Agrees, You Measure What You Manage
I never doubted an intentional DEI strategy could benefit a credit union's bottom line. Like many others, we didn't know where to start our DEI strategy. It was something "we always did" but needed to get more serious about. The assessment helped us overcome that hurdle. [Read more.](#)



Business Case
Business Case for Credit Union Diversity. [Read more.](#)



Importance of Diversity
Why Diversity is Important for Today's Credit Union Success. [Read more.](#)

/// Explore ///

The following tools and resources are available to help you enhance your diversity and inclusion efforts.

Previous Assessments Reports
Check out how the industry is performing when all assessments are aggregated.

Benchmarks
See how your credit union compares.

Supply Chain
Credit Union Guide to Supplier Diversity and FAQs.

/// FAQs ///

What do you do with my data?
A dfjkalsd; fjsdkal; fjsadk; fjsakdl; f j

Who should complete the survey?
Ajdkfa;sdjk;lfadsjkfl;s

Cosmetic Website Enhancements

The background is a dark charcoal grey. It is decorated with various geometric shapes: a large orange ring in the top left, a solid yellow circle below it, a small pink circle further down, a large dashed white circle in the upper center, a green circle with a black dot in the top right, a yellow circle with a dashed yellow border below it, a large cyan ring in the bottom right, a yellow circle with a dashed green border in the bottom left, and a small cyan circle with a dashed cyan border in the bottom right.

Acknowledgements



A special thanks to all the Filene team and special contributors and supporters:

- © Monica Davy, Director, Office of Minority & Women Inclusion, NCUA
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- © Maurice R. Smith, President/CEO, LGFCU & Civic Federal Credit Union

The background is a dark navy blue. A large, dashed white circle is centered on the page. In the corners, there are various colorful geometric shapes: a pink solid circle and an orange dashed circle in the top-left; an orange solid circle and a yellow hollow circle in the top-left; a yellow solid circle and a green hollow circle in the bottom-left; a green hollow circle in the bottom-left; a green hollow circle and a yellow solid circle in the top-right; a yellow solid circle with a black dot in the top-right; a cyan solid circle in the top-right; a yellow solid circle in the bottom-right; a cyan solid circle in the bottom-right; a cyan solid circle with a black dot in the bottom-right; and a yellow solid circle in the bottom-right.

Thank you for reading!