

Report to Congress 2013: Office of Minority and Women Inclusion



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This document contains an annual summary of the actions of the Office of Minority and Women Inclusion with regard to the requirements under Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010.

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Federal Reserve Bank of Atlanta/ Office of Minority and Women Inclusion Congressional Report 2013

Executive Summary

The Federal Reserve Bank of Atlanta (Sixth Federal Reserve District) is committed to fostering, cultivating, and preserving a culture of diversity and inclusion. This commitment starts at the top of the organization and is reflected at all levels. In its third year, the Office of Minority and Women Inclusion (OMWI) has aligned a multi-year strategy with the Bank's core values to strengthen diversity and inclusion in the Sixth District. OMWI Atlanta drives and develops these strategies to enhance the culture of diversity and inclusion within the organization, maximize engagement of all staff, and support outreach and partnerships within the communities we serve. This report highlights the specific work completed in 2013.

Similar to the Offices of Minority and Women Inclusion at the 11 other Federal Reserve Banks and the Federal Reserve's Board of Governors, OMWI Atlanta is responsible for all matters relating to diversity in management, employment, and business activities, including ensuring workforce and supplier diversity and advancing financial literacy throughout the Sixth District. Under the guidance and direction of Atlanta Fed President and CEO Dennis Lockhart, First Vice President and COO Marie Gooding, and Chief Diversity Officer (CDO) and OMWI Director Joan Buchanan,¹ OMWI Atlanta works to ensure that supplier and outreach opportunities are available to broadly diverse populations, and our employment and procurement processes reflect the environment in which we do business.

It is Atlanta Fed policy to provide equal treatment and equal opportunity for job application and the development and advancement of staff. To strengthen its rich and diverse workforce, the Atlanta Fed continued to attend and support

¹ Refer to Appendix A for an organizational chart depicting the OMWI organizational structure.

national diversity recruiting fairs, provided college internship opportunities to students, enhanced its onboarding program for new employees, facilitated internal mentoring to staff, and developed two new Employee Resource Networks (ERNs) that represent two protected categories, women and African Americans. The Atlanta Fed also enhanced relationships with diverse organizations that serve minorities and women, including the National Society of Hispanic MBAs (NHSMBAs), Association of Latino Professionals in Finance and Accounting (ALPFA), Committee on the Status of Women in the Economics Profession (CSWEP), as well as local historically black colleges and universities (HBCUs) and women's colleges.

The Atlanta Fed is committed to attracting diverse suppliers who offer high-quality, competitively priced products and services that support the organization's procurement and corporate objectives. With the addition of a Supplier Diversity Program Manager as a dedicated resource to support and promote supplier diversity in 2013, the Atlanta Fed expanded the visibility of the procurement program both regionally and nationally. The procurement department enhanced outreach efforts by participating in over 20 local industry trade activities and events and two national diversity supplier events. Our spend with minority- and woman-owned business enterprises (M/WBEs) has grown steadily from approximately 6.1 percent in 2012 to 9.8 percent in 2013, representing a 61 percent increase from the previous year. The supplier diversity efforts of the Sixth District continue to evolve as we build a sustainable infrastructure that will facilitate the identification and utilization of minority- and woman-owned businesses.

The Atlanta Fed continues to expand its reach to majority/minority high schools to enhance financial literacy program outreach. The Atlanta Fed reached 62 percent of OMWI high schools across the Sixth District over the 2012–13 period,

exceeding its goal for penetration rates. The economic education team continued to provide intensive teacher workshops and presentations to local high schools, and online financial literacy programming was offered for teachers who could not attend in person. The Federal Reserve System coordinated Financial Literacy Day for all the districts and the Board of Governors. In addition, the Atlanta Fed provided local financial education activities in conjunction with the Congressional Hispanic Caucus Ready2Lead event and the Congressional Black Caucus annual legislative conference.

This year's diversity and inclusion initiatives supported the organization's continued effort to be an employer of choice for our staff and community. The Atlanta Fed will continue to foster a work environment that promotes a culture that is inclusive and both respects and maximizes talents of the diverse staff in the Sixth District. The key objectives to reach the desired state are strong collaboration of diversity and inclusion leaders and staff across all business lines, as well as integration of diversity and inclusion into the ongoing programs and practices of the Atlanta Fed. This integration will continue to be a strategic focus of OMWI Atlanta and the multi-dimensional EEO/Diversity Program.

Overview

Background

The United States, like most industrialized nations, has a central bank to meet certain needs of its complex economy and financial system. The U.S. Federal Reserve System is a decentralized central bank. It consists of a Board of Governors in Washington, D.C., 12 regional Federal Reserve Banks and their branches, and the Federal Open Market Committee. Each Federal Reserve Bank is separately incorporated. Each has a president and a board of nine directors.

In accordance with Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010, each Reserve Bank, along with the Board, established an Office of Minority and Women Inclusion (OMWI) that is responsible for all matters relating to diversity in management, employment, and business activities. The Atlanta Fed established its office in November 2010 and appointed Joan Buchanan, vice president and chief diversity officer, as OMWI director. Buchanan reports directly to the Bank’s president and has a staff of three full-time employees. A team of strategic advisors, business partners, the Atlanta Fed’s Diversity Advisory Council and Employee Resource Networks also support Atlanta OMWI to bring diverse business, geographic, and staff perspectives that influence the Bank’s diversity and inclusion direction and decisions. (Please refer to Appendix A for an organizational chart depicting OMWI’s organizational structure.)

Geography Covered

The Atlanta Fed serves the Sixth Federal Reserve District, which encompasses all of Alabama, Florida, and Georgia, as well as sections of Louisiana, Mississippi, and Tennessee. The Sixth District, headquartered in Atlanta, GA, has five branches: Birmingham, AL; Jacksonville, FL; Miami, FL; Nashville, TN; and New Orleans, LA².



² Map represents states comprising the Sixth Federal Reserve District with headquarters in Atlanta, Georgia. Branch cities are also noted.

Unique District Activities and System Responsibilities

Descriptions of activities and Reserve System responsibilities that are unique to the Federal Reserve Bank of Atlanta follow. (Please refer to Appendix B for functions supported nationally.)

The Americas Center

The Americas Center is a joint initiative of the Federal Reserve System’s Retail Payments Office (see next page), which is based in Atlanta, and the Atlanta Fed departments of Supervision and Regulation, Research, and Administrative Services. It serves as a vehicle for collaboration among staff whose responsibilities involve them in issues concerning the Americas (North, Central, and South). The Americas Center also provides the means for the Atlanta Fed to deliver coordinated outreach to regional, national, and international audiences through its presentations, research, and other forms of service.

The Americas Center helps the Federal Reserve Bank of Atlanta achieve several of its key initiatives through some of the following activities described below.

The Americas Center:

- Develops knowledge centers that position the Atlanta Fed to contribute significantly to key Federal Reserve System objectives.
- Increases the Atlanta Fed’s contribution to supervisory policy in Latin America and the Caribbean.
- Influences the evolution of retail payments toward a more electronic environment.

The Atlanta Census Research Data Center

The Atlanta Census Research Data Center (RDC), which primarily houses U.S. Census Bureau data, opened in the Atlanta main office in mid-September 2011. Georgia State University’s Andrew Young School of Policy Studies led the effort to secure the RDC, and several organizations in the region joined the Atlanta Fed in its creation. These organizations include the Centers for Disease Control and Prevention, Emory University, the Georgia Institute of Technology, the University of Georgia, and the University of Alabama at Birmingham.

The Atlanta Census RDC offers approved researchers access to highly confidential economic, demographic, and health data collected by the Census Bureau and other government agencies. Access to this information is available only through RDCs. A Federal Reserve Bank of Atlanta research economist serves as executive director.

Regional Economic Information Network

Established in 2008, the Regional Economic Information Network (REIN) enhances the Federal Reserve Bank of Atlanta's knowledge of regional, national, and global economic issues through formal contacts with a diverse network of business, nonprofit, and government entities representing various sizes of enterprises with headquarters or other significant presence in the Sixth Federal Reserve District. This effort helps the Atlanta Fed make full use of the diversity of its large geographic footprint. Contacts are coordinated through the branches and the head office in Atlanta.

In addition, the Sixth Federal Reserve District has established the Local Economic Analysis and Research Network (LEARN), which supplements the Atlanta Fed's understanding of diverse economic conditions through formal contacts with university researchers and economists throughout the Southeast. Members of the boards of directors of the head office and the branches also bring a variety of perspectives to the Atlanta Fed's policy research and deliberations.

Retail Payments Office

The Federal Reserve Retail Payments Office (RPO) is headquartered at the Atlanta Fed. The RPO carries out the Federal Reserve's mission—similar to its mission in all of financial services—to foster the integrity, efficiency, and accessibility of U.S. retail payments and settlement systems in support of financial stability and economic growth. The RPO has broad responsibility and authority to manage an integrated, nationwide Reserve Bank retail services organization that both improves the nation's payments system and meets the requirements of the Monetary Control Act³. The RPO provides retail payment services to financial

institutions and the U.S. Treasury, which include Automated Clearinghouse (ACH) and check processing.

Retail Payments Risk Forum

Founded in 2008, the Retail Payments Risk Forum brings together payments expertise residing within the Federal Reserve System and financial institutions, as well as the expertise of other industry participants, regulators, and law enforcement. The forum facilitates collaboration among these diverse parties, all of whom share a common interest in improved detection and mitigation of emerging risks and fraud in retail payments systems. The forum provides resources to research issues and also sponsors dialogue among these groups.

Other information about business activities and responsibilities of the Sixth Federal Reserve District are available at frbatlanta.org.

³ The Monetary Control Act of 1980 required pricing of certain services offered by the Federal Reserve Banks, thus bringing Reserve Banks into competition with depository institutions offering the same or similar services.

Employment of Minorities and Women

The Federal Reserve Bank of Atlanta is committed to fostering an inclusive work environment where diversity is respected and leveraged to better serve its region. The Atlanta Fed continued to carry out the standards and procedures for workforce diversity developed in 2011 that are required under the Dodd-Frank Act.

Successes

In 2013, the Atlanta Fed experienced success in four key areas with regard to workforce diversity initiatives. Below are the successes and their highlights.

1. Developed and communicated standards for equal employment opportunity and racial, ethnic, and gender diversity of the workforce and senior management

- Regularly reported to the Atlanta Fed’s executive office and senior management on the status of diversity and inclusion initiatives, actions, and outcomes.
- Widely communicated the status of OMWI Atlanta initiatives to employees (for example, posted its 2012 Congressional Report on the Atlanta Fed’s internal and external websites).
- Developed and communicated new standards for performance management initiative to improve the development and management of staff.
- Served as an advisor to the Atlanta Fed’s executive leadership team regarding diversity and inclusion issues.

2. Recruited and retained a diverse workforce

The table shows external hires for women and minorities.

External Hires for 2013	Women as Percent of Total Hires	Minorities as Percent of Total Hires
Officer positions	100.0% ⁴	0.0%
Management positions	50.0%	33.3%
Professional positions	45.7%	42.0%
Internships	33.0%	41.0%

- *Recruiting as part of the Federal Reserve System:*

Participated in and supported national diversity recruitment fairs and diversity advertising. Since 2007, the Federal Reserve System has participated in strategic national diversity recruiting and advertising efforts across all 12 Reserve Banks, the Board of Governors, and Federal Reserve Information Technology. During 2013, the Sixth Federal Reserve District supported Fed System efforts to place diversity advertising through online, print, and social media vehicles to align with its national conference presence and position the Federal Reserve System as an employer of choice (see table below).

2013 National Diversity Conferences attended as a part of the Federal Reserve System

- Association of Latino Professionals in Finance and Accounting (ALPFA)
- National Association of Black Accountants (NABA)
- National Society of Hispanic MBAs (NSHMBA)
- Thurgood Marshall College Fund Leadership and Recruitment Fair (TGMCF)

By working closely with these nationally recognized organizations and focusing on advertising as part of recruitment efforts, Federal Reserve Banks successfully made diverse hires. Together, in proactive efforts to source diverse talent, the System last year screened more than 2,100 résumés, interviewed more than 78 candidates during phone and on-site interviews, used Twitter to

⁴ Only one officer was hired from outside the Bank in 2013.

advertise opportunities, and generally increased visibility. Additional coordinated activities include:

- Nine Federal Reserve System employees served as career management coaches through volunteering to assist job seekers at the NSHMBA conference with résumé review, career coaching, and mock interviews.
- The Federal Reserve System facilitated a workshop on emerging leaders and key strategies for navigating your career after college at the ALPFA career fair.
- Three diverse Federal Reserve System employees were featured in Diversity/Careers in Engineering & Information Technology magazine, highlighting our success stories as a diverse employer.

The Federal Reserve System was recognized as the “Best of the Best” diversity organizations in *Professional Woman’s Magazine*.

- *Recruiting efforts specific to the Sixth Federal Reserve District:*
 - Partnered with two other districts in the Federal Reserve System and attended the Asian MBA (AMBA) career fair and exposition to attract additional diverse talent. Over 200 candidates were screened, but sponsorship requirements limited the number of eligible applicants. Although no placements resulted from this event, a new partnership has developed and will be leveraged in the local marketplace.
 - Attended career fair for the Atlanta University Center, which includes Clark Atlanta University, Morehouse College (both are HBCUs), and Spelman College (a women’s college and HBCU). From this event, the Atlanta Fed was able to identify 13 top candidates for full-time and intern positions. Two of those candidates applied for an open position, but there have been no hires to date.

- Proactively recruited via the social media source LinkedIn, where association groups (e.g., Women in Technology) are leveraged to source viable candidates.

As a result of our participation in the national and local diversity conferences and recruitment efforts at diverse colleges and universities listed above, the Atlanta Fed reviewed well over 500 candidates. Thirteen percent were identified as top candidates, but only 19 percent of those candidates completed the application process and expressed interest after the events. This shows an opportunity to increase the number of post-fair applicants and hires.

- *Recruiting efforts in partnerships with other institutions:*
 - Through the Committee on the Status of Women in the Economics Profession (CSWEP), the Bank sponsored two summer economics fellowships, both of which were filled by minority female candidates. These fellowships are available to senior graduate students and junior faculty, and are intended to advance the participation of women and underrepresented minorities in the economics profession.
 - In a continuation of a multiyear partnership with Year Up, hosted two minority students for internship opportunities and retained both for an extended period after their 12-week standard internship. Year Up is an intensive training program that provides low-income young adults with a combination of hands-on skill development, college credits, and corporate internships.
 - Partnered with INROADS, an organization that develops and places talented underserved youth and prepares them for corporate and community leadership, and hired one intern.
 - Hosted two annual speaking events, one for local NSHMBA and one for local ALPFA members and job candidates. In addition to providing networking opportunities, these events enhanced participants’ understanding about the roles of the Federal Reserve

Bank of Atlanta and the Federal Reserve System as well as about current economic conditions. More than 75 participants attended these events.

- Hosted an orientation program, to which representatives from HBCUs and women's colleges and universities were invited, to establish a basis to strengthen external partnerships for recruiting and diversity. Participants were provided an overview of OMWI Atlanta and the Bank's diversity and inclusion efforts as a part of the recruiting strategy.
- Developed a partnership with Clark Atlanta University (CAU), an HBCU, to facilitate networking and connections with stakeholders within the Bank to support the development of a Graduate School of Banking at CAU.
- *College internship program:*

Executed formal college internship recruiting program. Among the colleges and universities where the Atlanta Fed actively recruited are Spelman College (a women's college and HBCU), and Clark Atlanta University and Morehouse College (both are HBCUs). The Bank also recruited online for a niche job posting for one of our intern positions on the career services website of Agnes Scott College (a women's college).

The internship program serves several purposes for the Atlanta Fed:

- Provides an opportunity to recruit and retain new talent.
- Provides students with employment experience and career development.
- Leverages the interns' experience through conversion to direct hires.
- Builds networks for future hires.
- Expands the Atlanta Fed's public outreach and education to thousands of college students.

- Applies diversity of thought to business processes.

The Atlanta Fed hosted a total of 27 interns in 2013. Five were returning students from 2012, and 22 were new hires. Two interns were located in our Miami Branch and the remaining students were in Atlanta. Six of the 27 became eligible for hire during 2013, and two of the six (or 33 percent) were extended full-time employment offers; one was retained and the other declined the offer. A third intern accepted a position with another Bank within the Federal Reserve System. All three interns offered full-time employment within the Federal Reserve System were minorities.

Many of our most successful hires over the years have been multiyear interns. Consequently, the Atlanta Fed continued to focus its recruiting efforts for rising juniors and seniors. Twelve interns (33 percent women and 42 percent minorities) were extended past the traditional 12-week summer internship, and eight of the 12 remained until the end of 2013.

- *Internal mentoring programs:*

- Continued Bank-wide mentoring

The Atlanta Fed's formal mentoring program provides an opportunity for employees to obtain others' perspectives on professional growth and development, gain exposure to other areas of the organization, and connect and build business relationships that may not otherwise occur. In doing so, the program serves as a platform for leveraging the richness of the different backgrounds, experiences, and styles of thinking that exist in the workplace. Program participation in 2013 included 53 percent women and 60 percent minorities.

- Continued the Career Advisor Network

The Atlanta Fed continued to supplement its formal mentoring program in 2013 by offering the Career Advisor Network for all staff. At lunch-and-learn sessions throughout the year advisors

(predominantly directors and officers within the Bank) offered their insights into a series of topics, including navigating the Atlanta Fed’s culture, networking and relationship building, career direction, career planning, and transitioning into a manager’s position.

- o Launched an informal mentoring program

One of the Bank’s Employee Resource Networks, Generations Promoting Success, launched a quarterly “Secrets to Success” program series that invites staff to dine with officers, who discuss their career paths, highlighting important milestones and achievements along the way. A total of 24 employees and six officers participated in each of the three quarterly sessions during the inaugural year. This program will be expanded to include participation with each branch location in 2014.

- *Training and development:*

Training and development opportunities are available to staff members at all levels of the organization. In 2013, the Atlanta Fed continued to offer courses and activities on a variety of topics and in different formats to reach diverse cross-sections of employees. The Bank offered activities focused on key development areas, including leadership, communication, coaching and feedback, relationship building, and personal effectiveness. Formats included structured classroom instruction, on-the-job training, self-directed learning, coaching, counseling, and mentoring. The Bank also supported attendance at external courses, programs, and degree-based educational pursuits through the Educational Reimbursement Program. In addition, virtual meeting and distance-learning tools such as videoconferences and enterprise communication software were leveraged where appropriate to enable remote staff an opportunity to effectively participate.

In 2013, the Atlanta Fed hosted its first ever Employee Development Fair, which is designed to connect employees with information, internal groups, and training that can be leveraged for professional

development and growth. In addition, a training program focused on individual development planning for managers and staff was developed and implemented. This course, part of the performance management initiative curricula, provides an overview of individual development planning and how it integrates into the performance management process.

The table below summarizes total development offerings by employee level.

Target Audience	Women as Percent of Total Attendees	Minorities as Percent of Total Attendees
Management	49%	37%
Individual contributors ⁵	53%	66%
All staff	66%	59%

- *New-hire onboarding:*

After reviewing best practices and feedback from new hires and others, the Atlanta Fed implemented a new process for onboarding in late 2013. This process provides new hires enhanced organizational understanding and will ideally increase employee engagement and retention. The key components of the new process include overviews of the Bank’s mission, vision, core functions, and organizational processes. A high-level summary of the expanded program enhancements is outlined below:

- o **Fed Beginnings, an expanded Day One Orientation**—offered every other week and includes essential Fed information such as the Bank’s mission, vision, and core values.
- o **Fed Fundamentals, a new program designed by Public Affairs**—emphasizes the Bank’s core functions and employees’ role as reputation **ambassadors**.

⁵ There was only one class offering that was specific to individual contributors in 2013.

- **Fed Connections, a new human resources (HR) program**—discusses the Bank’s strategic plan, performance management program, and also helps new hires build connections with others.
 - **Optional new hire events**—will be offered throughout the year by HR and in partnership with other business areas.
 - OMWI Atlanta will sponsor one of these programs each year to:
 - Highlight diversity and inclusion as an important business value.
 - Promote specific diversity and inclusion initiatives to engage all staff.
 - Emphasize employees’ responsibility in fostering an inclusive work environment.
 - **Manager and employee tools**—provide helpful guidance, including actions to consider during a new hire’s first 30 days.
- *Employee Resource Networks:*

Since 2012, the Atlanta Fed has encouraged employees to establish Employee Resource Networks (ERNs). ERNs bring together groups of employees with similar or shared experiences, backgrounds, or skills, offering staff a unique opportunity to build business value beyond their daily roles, and support the Atlanta Fed’s diversity and inclusion objectives as well as its talent and people processes. The efforts and activities of the ERNs support the Atlanta Fed’s goal to foster an environment where diverse ideas and perspectives are shared and discussed. In addition, they contribute to broad continuous improvement efforts and provide another channel for sharing diverse perspectives and open dialogue. ERNs are employee-led, and participation and membership are open to all employees. To date, the Bank has five ERNs, two of which were established in 2013.

The Bank structured the ERNs in such a way that they provide leadership opportunities to all staff and management. The ERN members include approximately 15% of staff. Of the five current ERNs, four are chaired by women, two

of whom are minority women. The fifth ERN is chaired by a minority male.

The ERNs, which are open to all Atlanta Fed employees, including those in the branches, are listed with the mission of each below.

- Employee Alliance for Gay and Lesbian Employees (EAGLE): to help the Atlanta Fed engage and retain lesbian, gay, bisexual, and transgender (LGBT) staff and their allies and to ensure that surrounding communities recognize the Atlanta Fed as an open and welcoming work environment.
 - Generations Promoting Success (GPS): to engage staff from all generations and levels of tenure to support employees as they navigate various career transitions. GPS accomplishes its mission by focusing on the common interests, skills, and workplace goals of all employees.
 - IDEA Network (which focuses on technology, innovation, and creativity): to help staff create connections between their creativity and their work by helping to eliminate or reduce barriers and enhance productivity.
 - (NEW): Blacks United in Leadership Development (BUILD): to create a forum for black employees to exchange ideas, enhance personal and professional development, promote outreach, and advance cultural awareness.
 - (NEW): Women Inspiring Success and Empowerment (WISE): to help recruit and retain talented employees by providing a forum for women—and those who support women (e.g., managers, spouses, children)—to share information, nurture talent, and assist with work-life balance topics that affect female employees.
- *Diversity Advisory Council (DAC):*

The DAC operates with a similar mission as the ERNs—to serve as an employee resource in support of the Bank’s objective to promote fair and inclusive people practices. The Council is comprised of 30 members, serving three-

year terms, from a cross-section of business lines that represent various aspects of diversity and inclusion within the Bank. This year the Council is 52 percent female and 55 percent minority. The topics for training and discussion in 2013 focused on microinequities, work-life balance, and body image discrimination.

3. Developed and maintained partnerships with diverse community organizations

The following efforts contributed to relationship building between the Federal Reserve Bank of Atlanta—as a diversity employer and a responsible corporate citizen—and specific local minority communities.

- Provided senior leadership support through memberships on nonprofit boards and committees benefiting minorities and women, including the First Coast Business Leadership Network, Greater Women’s Business Council, Technology Association of Georgia Diversity Society Board, and the Women’s Leadership Council of United Way of Greater New Orleans.
- Provided skills-based job readiness training via workshops and mock interviews to job seekers at the Latin American Association. The training focused on résumé-writing and interviewing skills. The Bank provided about 30 volunteers who served roughly 90 clients in preparation for the upcoming career fair.
- The OMWI director moderated a panel discussion of women leaders for ALPFA Women’s Leadership Breakfast. The topic was building influence as a leader, and panelists were from industry leaders such as Wal-Mart and Georgia Power.
- The OMWI director spoke on a panel at the Urban Financial Services Coalition (UFSC) Conference to leverage diversity partnerships. UFSC’s underlying goals and objectives are to foster the interest and increase the number of minorities in the financial services industry; strengthen the financial fitness of low-income communities; and provide scholarship programs for minority youth pursuing financial services careers.

4. Other leadership and outreach activities

- The OMWI director and CDO served a third year as co-chair of the System OMWI Council and chaired the Workforce Diversity Workgroup (WDWG), and the deputy diversity officer co-chaired the WDWG.
- The OMWI director served on HR metrics panel at KPMG Perspectives Conference, discussing best practices with three other industry leaders, including Coca-Cola.
- Developed and enhanced internal reporting tools to monitor metrics related to workforce diversity, supplier diversity, and financial literacy.

Challenges

The Federal Reserve Bank of Atlanta identified some ongoing challenges regarding recruiting, hiring, and retaining women and minorities in its workforce. These include:

- Attracting and retaining women and minorities across job groups.
- Identifying the national diversity fairs that provide the best pools of candidates to ensure a more successful hire conversion ratio.
- Successfully converting national diversity career fair attendees to viable applicants and increasing the number of hires.
- Managing the impact of salary and merit pay constraints on retention of top talent.
- Enhancing succession management and focused development opportunities to strengthen pipeline for critical leadership roles.
- Ensuring effective and consistent onboarding for new officer appointments.

Next Steps

The Atlanta Fed and OMWI Atlanta have identified the following “next steps.”

- Continue to improve the workplace and leverage opportunities to have a more inclusive environment for all staff.

- Adjust and refine attendance at and resources dedicated to key recruiting events for target audiences.
- Increase focus on encouraging diversity career fair attendees to apply online via our applicant tracking system while leveraging technology of Fed Careers to simplify the application process for candidates and ultimately increasing our diverse applicant pool.
- Conduct a candidate qualification assessment of conference attendees from each of the databases provided prior to the recruitment. Also, assess the value of the conferences after two years of attendance.
- Mirror the System best practice of utilizing on-site technology to automate an efficient tracking and reporting mechanism.
- Partner with more local, diverse organizations to attract more women and minorities in the marketplace.
- Continue to focus on ways to increase promotion and awareness of development resources across the Sixth Federal Reserve District.
- Encourage development related to current and future roles through aligned activities such as individual development plans and career conversations.
- Continue to sponsor “lunch-and-learns” through the Career Advisor Network. The Atlanta Fed and OMWI Atlanta continue to leverage feedback from participants to identify opportunities for improving the current year’s sessions.
- Formally implement enhancements to the Bank’s onboarding process to ensure new hires are effectively onboarded throughout the Atlanta main office and branches.
- Launch the next level of diversity training for all employees.

Although Section 342 focuses specifically on minority and women inclusion in the workforce, the Atlanta Fed’s workforce diversity efforts reach organizations that include the LGBT community, people with disabilities, and organizations supporting veterans. For example, the Atlanta Fed has partnered with Atlanta Center for Self Sufficiency, Bobby Dodd Institute, Business Leadership Network, PFLAG (an organization for parents, families, and friends of those in the LGBT community), and many other organizations.

Inclusion of Minority- and Woman-Owned Businesses (M/WBEs)

The Atlanta Fed's support of diverse suppliers promotes economic opportunities and contributes to the local economies within our region. Our success as a financial services institution is directly connected to the vitality of the communities we serve. OMWI Atlanta, on behalf of the Sixth Federal Reserve District, continues to support and influence the development and implementation of strategic initiatives and procedures related to this task. Additional support is provided by the National Procurement Office, which is responsible for managing and facilitating contracts that any of the districts in the Federal Reserve System can use.

In 2013, the procurement function continued expanding the District-wide supplier diversity program to promote the Atlanta Fed's involvement in the inclusion and participation of minority- and woman-owned businesses in procurement and business activities. As the Atlanta Fed continued to cultivate the District-wide supplier diversity initiative, it realized success because of its strategic focus on including diverse suppliers. The results of these concerted efforts resulted in an increase in the Atlanta Fed's M/WBE spend over 2012 by 61 percent.

Amounts Paid to Contractors

Total spend, all of 2013: **\$52,210,000**⁶

Percentage of total spend paid to minority-owned businesses: **6.0 percent**, or **\$3,170,000**

Percentage of total spend paid to woman-owned businesses: **3.8 percent**, or **\$1,970,000**⁷

⁶ "Total spend" excludes the items that do not fall within the definition of contractor under the Dodd-Frank Act. These excluded items include:

- Association memberships, dues, and fees
- Employee salaries, benefits, insurance, and reimbursements
- Inter-company transfers
- Legal settlements (payments made to injured parties, **not** outside counsel fees)
- U.S. Post Office fees
- Rent
- Taxes (property, payroll, income, state, local, and federal)
- Utilities

Second-Tier Spend

In 2013, the Atlanta Fed continued efforts toward a second-tier procurement focus, which included two prime suppliers, and captured second-tier spend of \$98,543.00 for the year.

Successes

The Atlanta Fed recognizes five key areas of success regarding its diverse procurement initiatives. These areas are listed below, with success highlights.

1. Implemented business procedures and procurement practices to support the inclusion and utilization of diverse suppliers

- Continued the practice of inserting equal opportunity language into new and renewed procurement contracts. The language affirms the Atlanta Fed's commitment to nondiscrimination in the solicitation, award, and administration of contracts and to ensuring that all firms interested in doing business with the Bank have the maximum practicable opportunity.
- Chief financial officer issued a statement of endorsement and a call to action to all business units to adapt the supplier diversity initiative as a corporate objective, to support the supplier diversity program manager, and to increase diverse-supplier spend over the previous year. Of the 2013 bid opportunities, 30.9 percent were awarded to M/WBEs.
- Collaborated with local and regional diverse supplier agencies and used available tools to locate qualified diverse-supplier pools for requests for proposals and requests for quotes.
- Continued to provide assistance to business units to identify diverse suppliers to solicit for bids on products and services.
- Implemented a procedure to require at least one woman and one minority firm in each competitive procurement bid, when possible.

⁷ Minority woman-owned business spend is captured in spend for minority-owned businesses and is not double-counted in the woman-owned business spend category.

- Joined the Financial Services Roundtable for Supplier Diversity Committee, a national forum for sharing best practices in supplier diversity specific to the financial services industry.
- Continued working with the National Procurement Office to implement standards and procedures for self-assertions and determinations relative to supplier diversity.
- Continued the process for making good-faith-effort compliance determination on vendor efforts to include minorities and women in their workforce.

2. Increased awareness throughout the organization to grow the pool of diverse suppliers for all acquisitions

- Conducted meetings with key internal stakeholders to emphasize the Federal Reserve System's commitment to supplier diversity and to support Procurement's initiative to coordinate and manage the procurement process.

The following topics were emphasized during each meeting:

- Adherence to Procurement policies on contracting and guidelines on acquisition.
- Ensuring that assistance is available in identifying suppliers—including diverse suppliers—when conducting bids.
- Assistance available to monitor diversity spend data and contract renewals.
- Provided supplier diversity training to over 150 Federal Reserve Bank of Atlanta employees.
- Updated external website and made an effective use of internal channels of communication to establish the supplier diversity manager as the point of contact and liaison between the internal business units and the external procurement business community.

3. Conducted outreach to diverse suppliers nationally

- Participated in and supported national supplier diversity conferences. The Reserve Banks collectively work together to identify opportunities to further the System's supplier diversity programs, practices, and actions. This included coordinating national outreach efforts as well as participating in national supplier diversity conferences. In 2013, the Federal Reserve System collaboratively participated in two supplier diversity conferences to reach M/WBEs. The conferences attended were sponsored by the National Minority Supplier Development Council (NMSDC) and the Women's Business Enterprise National Council (WBENC).

The NMSDC 2013 Conference in San Antonio and the WBENC 2013 Conference in Minneapolis were successful endeavors. The Federal Reserve System was able to further its strategic goals of attracting a high number of diverse suppliers and enhancing its booth presence at these national conferences.

Participating as the Federal Reserve System provided an opportunity to:

- Educate attendees about the role of the Federal Reserve System.
- Assemble a list of procurement opportunities currently available throughout the Federal Reserve System.
- Announce the new website and streamline data collection and distribution of vendor information to Federal Reserve System procurement areas.
- Meet with many vendors simultaneously in a cost-effective manner.

The Federal Reserve System was able to register approximately 130 vendors during the 2013 conferences. In an effort to improve customer service, a follow-up e-mail was sent to all 130 vendors, directing them to each Federal Reserve Bank's website and asking them to provide a more detailed profile of their company.

The core mission of the Federal Reserve Supplier Diversity Program is to provide M/WBEs access to opportunities. Suppliers and corporations gave positive feedback regarding their ability to register on the spot, and they noted the availability of representatives from across the System.

4. Provided technical assistance to diverse suppliers regionally

- Participated in local networking activities and conference events with the local chapters of the NMSDC and WBENC.
- The supplier diversity manager, HR vice president, OMWI director, and representatives from Facilities, Procurement, and other business areas spoke to the Louisiana Minority Supplier Development Council (LAMSDC) on the legislative directives of the Dodd-Frank Act specific to Bank procurement opportunities, registration details, and other information as it relates to supplier diversity and highlighted the opportunities to work together.
- Sixth District Bank vice president of Risk and Compliance continued to serve on the board of Greater Women's Business Council (GWBC) as the chair of the certification committee. The GWBC certifies woman-owned businesses and

conducts site visits as part of the certification process.

- Provided exposure to the Bank's Supplier Diversity Program through direct engagement with six new organizations: City of Atlanta, Georgia Hispanic Chamber of Commerce, Georgia Small Business Administration, Office of Atlanta City Council, Pan Asian Chamber of Commerce, and Technical Association of Georgia.
- Conducted two on-site supplier diversity business opportunity expos at the Atlanta home office and one expo at the New Orleans Branch. Targeting M/WBEs, these expos were designed to raise internal business leaders' awareness of goods and services that could help them meet business requirements.
- Expanded the presence and visibility of the Bank's Procurement Program both regionally and nationally by exhibiting at several industry trade events that foster the inclusion of M/WBEs. Additionally, the program expanded involvement with organizations that foster economic development of the M/WBE business community. The outreach efforts listed on the next page increased the registered M/WBE supplier pool by 48 vendors.

Date	Event	Location
February 5	Annual Meeting of Members	GMSDC ⁸ (Atlanta)
February 7	ShoWorks	Alliance South (Jacksonville)
February 27	Quarterly Corporate Coordinators Meeting	GMSDC (Atlanta)
March 4	Summit & Salute	WBENC (Baltimore)
March 14	Annual Meeting of Members	GWBC (Atlanta)
April 16	Business Conference & Matchmaker	GMSDC (Atlanta)
April 24	Business Conference & Annual Awards	Diversity Business Inc. (Las Vegas)
May 6	Diversity & Inclusion Seminar	Linkage (Atlanta)
May 17	Quarterly Corporate Coordinators Meeting	GMSDC (Atlanta)
June 14	Supplier Outreach Conference	Atlanta Fed (Atlanta main office)
June 25	National Business Conference	WBENC (Minneapolis)
August 7	Business Conference & Expo	CFMSDC ⁹ (Orlando)
August 13	Panelist at Supplier Diversity Forum	TAG ¹⁰ (Atlanta)
August 27	Match Making & POP Marketing Event	GWBC (Atlanta)
September 6	Business Conference & Matchmaker	LAMSDC (New Orleans)
September 13	Quarterly Corporate Coordinators Meeting	Atlanta Fed (Atlanta main office)
September 25	Supplier Outreach Conference	Atlanta Fed (New Orleans Branch)
October 22	Business Opportunity Luncheon	GMSDC (Atlanta)
October 23	Business Conference & Expo	GHCC ¹¹ (Atlanta)
October 26	National Business Conference	NMSDC (San Antonio)
November 6	Business Conference & LACE Awards	GWBC (Atlanta)
November 13	Supplier Outreach Conference	Atlanta Fed (Atlanta main office)
December 13	New Members Orientation	GHCC (Atlanta)

⁸ Georgia Minority Supplier Development Council

⁹ Central Florida Minority Supplier Development Council

¹⁰ Technology Association of Georgia

¹¹ Georgia Hispanic Chamber of Commerce

5. Strengthened the Supplier Diversity Program

During 2013, the Supplier Diversity Program focused on enhancing outreach activities, increasing diverse participation in the procurement process, and maturing performance metrics to better identify improvement opportunities. See specific details below:

- Participated in the Federal Reserve System Supplier Diversity Workgroup and Construction Category Workgroup. These workgroups partner with the System OMWI Council on collaboration efforts and tools for ensuring compliance with supplier diversity initiatives.
- Procurement officer assumed role of co-sponsor of System Supplier Diversity Workgroup.
- Participated in training seminars hosted by the local Georgia Minority Supplier Development Conference (GMSDC), Greater Women's Business Council (GWBC), and the National Minority Supplier Development Council (NMSDC).
- Increased the procurement opportunities made available to M/WBE sources locally and district-wide.
 - Conducted three Atlanta Fed on-site Supplier Diversity Outreach Forums with a total 109 M/WBE firms attending and registered 44 percent of the attendees.
 - Executed a construction contract with two MBEs, two WBEs, and one majority firm.
 - Executed a master agreement with a MBE staffing firm.
 - Included MBEs for the first time on an on-call maintenance service agreement.
- Developed and executed an informal Supplier Diversity Recognition program, acknowledging the efforts of the business units that contributed to the goal of outreach and inclusion of diverse suppliers.

Challenges

The Atlanta Fed achieved success during 2013, but also faced some challenges. These challenges included:

- Identifying qualified, diverse suppliers for certain unique acquisitions despite substantial outreach efforts both with organizations that count M/WBEs among its members and with individual businesses.
- Use of national contracts where multiple Federal Reserve Banks combine their purchasing power to reduce the cost of acquiring goods and services, although recent progress has been made.
- Obtaining competitive bids from diverse suppliers.
- Need for enhanced analytic methodologies to facilitate monitoring and assessing the Bank's diverse spend.
- Ensuring certification of M/WBEs reported in diversity spend. The Atlanta Fed relies on an external source for verifying certification of M/WBE suppliers. Various agencies certify M/WBEs, but if the M/WBEs are not recorded as certified in the system of record, they are not captured as diversity spend.

Next Steps

The Bank's Supplier Diversity Plan focuses on continuing to develop and implement a sustainable program infrastructure that will facilitate the effective identification and utilization of minority-owned and woman-owned businesses through the internal procurement process. The program will accomplish its goals by:

- Continuing to expand sources to identify and utilize qualified minority and woman-owned businesses and categorizing those companies in accordance with the business needs of the Bank.
- Increasing diverse spend opportunities in New Orleans and Miami.
- Designing and implementing a Second Tier Spend Reporting Program by the third quarter.

- Creating a new program format and hosting at least two vendor events at Atlanta Fed locations in 2014.

Although Section 342 focuses specifically on the inclusion of minority- and woman-owned businesses, the Atlanta Fed's supplier diversity outreach also targets organizations whose owners have disabilities or are veterans. Outreach also includes qualified small-business owners. The Procurement unit actively solicits diverse suppliers, giving them an equal opportunity to compete for an opportunity to provide the Atlanta Fed's goods and services.

Financial Literacy Activities (Outreach Programs)

The Atlanta Fed is dedicated to enhancing the economic and financial literacy of youth across the Sixth Federal Reserve District, primarily through programs aimed at middle school and high school teachers. The financial literacy program offers educators and students educational opportunities and resources—including workshops, presentations, classroom curricula, publications, and more—that teach about the Federal Reserve System and about concepts of economics and personal finance. Workshops and presentations aim to give teachers both an enhanced understanding of the financial literacy curriculum and strategies and resources for use in the classroom. They also provide resources for increased learning and development.

In 2013, the Atlanta Fed's Economic Education Team conducted a variety of programs to support economic and financial literacy for secondary and postsecondary teachers and students throughout the region. Online educational offerings continued to be a fast-growing segment last year because many teachers who could not attend in-person programs could access the material online.

Of the 1,955 public high schools in the Sixth Federal Reserve District, 808 (or 41 percent) are designated as OMWI high schools. Through intensive workshops conducted over the 2012–2013 program cycle, the Atlanta Fed's economic education programs have reached 500, or 62 percent, of the 808 OMWI high schools in the District, exceeding our target of a 5 percentage point increase in penetration. In addition, 48 percent of the high schools represented at workshops were OMWI schools.

The Atlanta Fed's impact on these schools was measured in two ways: 1) Through the number or percentage of OMWI schools that participated in the Atlanta Fed's economic education programs (each school is counted only once), and 2) the actual number or percentage of teachers from OMWI schools who participated in programs (more than one teacher from any given school may attend).

Successes

Ensured that financial literacy programs reached inner-city high schools, girls' high schools, and other high schools serving majority/minority populations

- Workshops
 - Conducted 180 workshops, an 8 percent increase over last year.
 - Attracted a higher percentage of OMWI schools (48 percent) than the overall percentage of OMWI schools in the region (41 percent).
 - Completed the third year of a five-year partnership with Georgia State University under a grant for improving the quality of economics teachers at the Atlanta Public Schools and Fulton County Public Schools.
 - Conducted a workshop for 18 teachers from these school systems on June 19, 2013.
- Presentations
 - Conducted more than 146 presentations at teacher workday events and at state and regional conferences.
 - Reached more than 6,000 teachers through presentations. These teachers will, in turn, teach approximately 450,000 students during the 2013–14 school year.
- Online programs

Provided online curricula to constituents through the Atlanta Fed's external website. Online programming represents about 51 percent of total programming consumption. One personal finance curriculum, *Katrina's Classroom*, received more than 119,000 views in 2013. In 2013, the *Katrina's Classroom* curriculum was revised to include additional resources and interactive whiteboard lessons. Related lesson plans and the online newsletter were accessed more than 335,000 times, which represents a 29 percent increase over the frequency of 2012. (Transcripts of the *Katrina's Classroom* DVDs are also available in Spanish.)

- Events

The Reserve Banks and Board of Governors partner to identify opportunities for the Federal Reserve System to collaborate on financial literacy programming, mentoring opportunities, and other related activities for inner-city high schools, girls' high schools, and high schools with majority/minority populations.

- In 2013, coordinated programming included events such as the Federal Reserve System Financial Literacy Day, which included common metrics, post session evaluations and questions, and marketing.
- In the Sixth District, on October 23, Atlanta, Birmingham, and Nashville conducted professional development workshops for 103 teachers, a majority of whom teach in OMWI high schools.
- Due to previously scheduled events, Miami and New Orleans conducted their events on alternate days. At the end of September, Miami reached over 80 teachers during two two-day personal finance training sessions. One hundred percent of the participants teach in OMWI high schools.
- The two New Orleans workshops were delivered to 104 teachers in early October. Four lessons that had been repurposed by the System Economic Education Programs and Materials work group were featured during these events.
- In addition, Jacksonville conducted a financial literacy program for 27 OMWI students from Ribault Academy of Finance on November 5.
- Several Reserve Banks provided local financial education activities in conjunction with the Congressional Hispanic Caucus Ready2 Lead event in May and the Congressional Black Caucus annual legislative conference in September.

The table details other Atlanta Fed-specific events.

Events held throughout the Sixth Federal Reserve District in 2013

<p>Atlanta</p>	<ul style="list-style-type: none"> • Established a new partnership with Great Promise, a forum that engages at-risk youth in life skill training, leadership development, and the decision-making process. • Conducted a financial literacy program in conjunction with the Congressional Black Caucus’s Financial Education Summit for 120 students from three OMWI schools. Twenty Great Promise Partnership students participated in this event. • Conducted a personal finance workshop on October 23 for 26 teachers as part of the OMWI/System Economic Education Centennial personal finance event. Fifty-three percent of the high schools represented were OMWI schools.
<p>Birmingham</p>	<ul style="list-style-type: none"> • Conducted a program on the entrepreneurial spirit in partnership with the University of Alabama School of Business for 20 minority students.
<p>Jacksonville</p>	<ul style="list-style-type: none"> • The economic education specialist continued to serve as the chair of the board of directors of Ribault Academy of Finance, an OMWI high school. • Conducted a financial literacy program for 27 OMWI students from Ribault Academy of Finance November 5, as part of the OMWI/System Economic Education Centennial personal finance events.
<p>Miami</p>	<ul style="list-style-type: none"> • Facilitated three presentations on personal finance and participated in mentoring sessions at the Congressional Hispanic Caucus’s <i>Ready to Lead</i> event at Miami Dade College. About 275 minority students attended. • Delivered two two-day workshops for over 80 Miami-Dade personal finance teachers as part of a two-year initiative to implement a new financial literacy program. This program will be taught to all senior high school students in the Miami-Dade school system. Miami-Dade is a majority/minority school system, the fourth largest in the United States. Miami Branch specialists were selected to be the primary providers of this professional development training.
<p>Nashville</p>	<ul style="list-style-type: none"> • Participated in the Academies of Nashville long-term strategic planning retreat for the Metro Nashville Public Schools (MNPS). The MNPS accounts for 69 percent of OMWI high schools in middle and east Tennessee. • Provided packets with Federal Reserve financial literacy materials to all 125 Career and Technical Education teachers in the 16 MNPS high schools. • Judged the MNPS student project fair.
<p>New Orleans</p>	<ul style="list-style-type: none"> • Formed a new partnership with the University of Louisiana, Lafayette (ULL) and conducted a personal finance presentation for minority, first-generation college students in conjunction with a ULL program.

Challenges

The Atlanta Fed economic and financial education initiatives continued to experience two main challenges in 2013:

- School budgets and teacher training days continued to be negatively affected, so schools increasingly cannot afford to pay substitutes so teachers can attend workshops.
- Many school districts in the region are in the midst of major challenges, including adopting a teacher evaluation policy, changing the method of testing students, and adopting new curriculum standards. These challenges tend to reduce the time teachers have available for undertaking professional training in financial literacy.

Next Steps

The Bank's Financial Literacy Plan focuses on further increasing the breadth of its financial education outreach:

- In 2014, all branches in the Sixth Federal Reserve District will target specific OMWI schools, with the goal of increasing their contact with underpenetrated OMWI districts and schools.
- The Atlanta Fed plans to expand its webinar offerings, which will increase the accessibility of educational materials for schools that have difficulty sending teachers to workshops.
- In 2014, the Atlanta Fed will add the *Katrina's Classroom* videos to the new Video Q&A tool offered through the Federal Reserve Bank of St. Louis' econlowdown© teacher management panel. This tool enables teachers to assign students a video on a personal finance topic and track their comprehension through an online gradebook.

Conclusions and Recommendations from the Director of the Office of Minority and Women Inclusion

As noted in our two prior annual reports to Congress, significant and pervasive challenges exist in our economic environment that limit our effectiveness and impede more substantive progress beyond that which has already been made in supplier diversity and financial literacy. These include the capacity limitations that M/WBEs are still experiencing after a slow recovery from the recession, and the many successive years of school budget cuts that have impeded the delivery of financial literacy programs. In the area of workforce diversity, progress has been made in the representation of minorities and women; however, opportunities for continued progress exist.

That said, we are pleased with the improvement in our M/WBE spend, which has grown steadily from approximately 5 percent in 2011, to 6.1 percent in 2012, and to 9.8 percent in 2013. This equates to a 61 percent increase from the previous year. As expected, our supplier diversity manager expanded the Atlanta Fed's outreach to a more diverse supplier base, coordinated technical assistance meetings, and worked with business lines to integrate diversity into their daily business routines. That has been a goal across our diversity and inclusion programs, and, now in our third year, we are seeing a greater level of diversity and inclusivity in organic business processes.

Alternatively, we are concerned about the administrative burden placed on M/WBEs (and all suppliers) in seeking to do business with the Federal Reserve System. Increased scrutiny on vendor management, along with concerns on vendor information security, will likely add a reporting burden to many vendors in responding to requests for proposals (RFPs). While important from a risk management standpoint, the System's extensive vendor requirements, particularly in the information security area, may unintentionally serve to dampen the interest of small businesses, and many M/WBEs, in pursuing opportunities with the System. However, we hope to address this

increased burden through the provision of technical assistance to vendors.

Also, as noted last year, we continue our focus in nurturing sustained and meaningful relationships with community partners, primarily those organizations that recruit minorities and women and assist M/WBEs. These relationships are of great benefit to us, through sharing their perspectives and the unique resources they offer. We seek to be a true partner, and we believe we offer benefit to these organizations as well. For example, we provide intern and hiring opportunities, vendor opportunities with technical assistance, access to financial education curriculum and aligned resources, and relevant economic insights tailored to the needs of those organizations/communities. We also provide understanding of the Federal Reserve System's mission, values, goals, and key business lines.

Our teacher-focused financial literacy programs remain well received among educators in our district. However, budget tightening in many school districts has affected progress in this area. That impact may be more significant in some of the OMWI schools, which ultimately results in limited funds to support teachers participating in economic education workshops and other programs sponsored by the Reserve Bank. As an offset to help continue to strengthen awareness and promote important financial principles, the Sixth District actively engages in collaborative efforts across the Federal Reserve System to sponsor Financial Literacy Day events each year. We remain committed to these efforts as part of our public service mission.

The Bank has participated in local and national career fairs for minorities, including Asians and Hispanics. We will make more concerted efforts to identify and engage in forums to attract women and minorities across all job groups and continue to

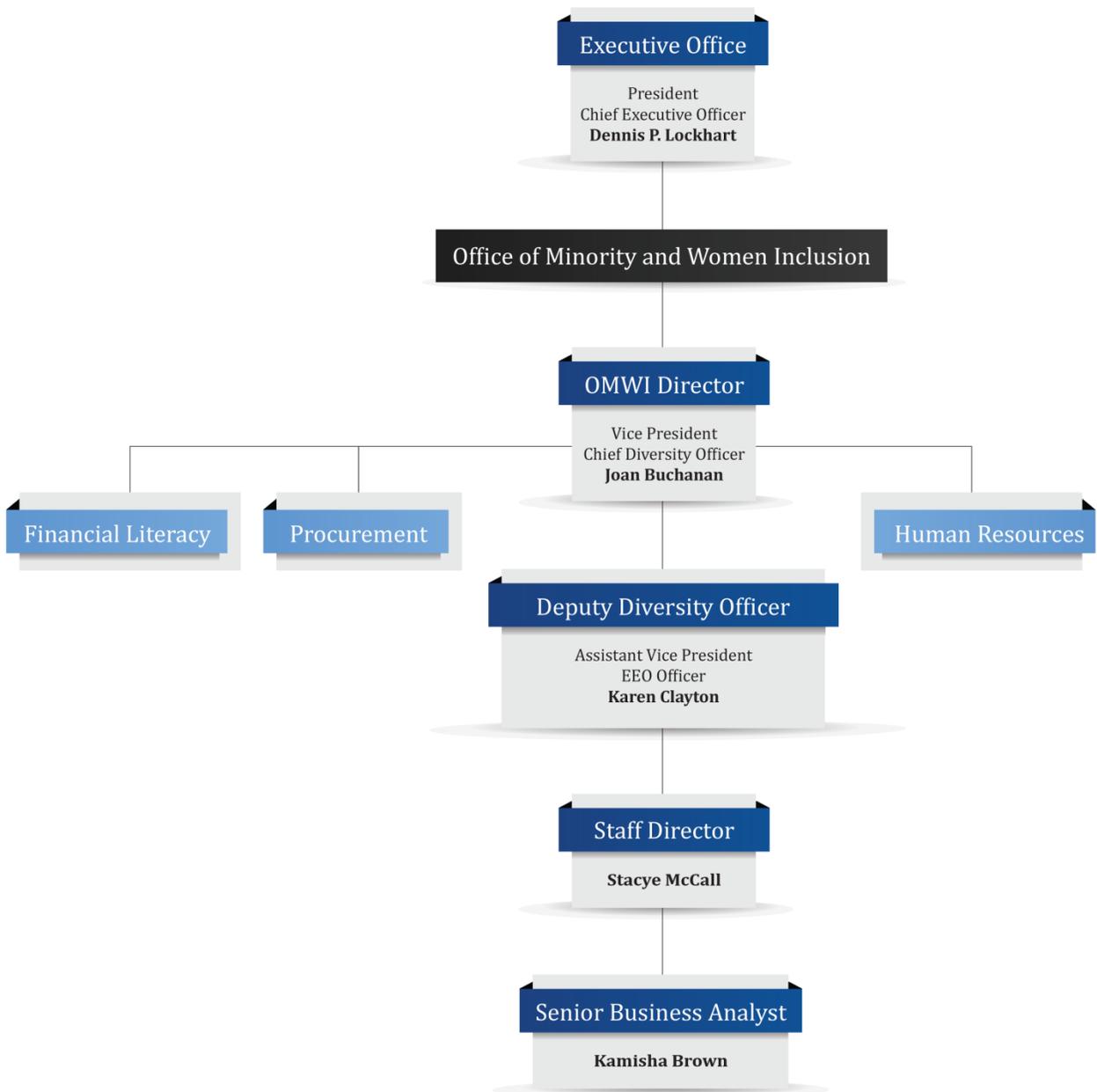
build the pipeline of talent for movement to other professional and leadership positions.

And finally, although Section 342 of the Dodd-Frank Act does not refer specifically to certain groups, our outreach efforts to and relationships with people with disabilities, veterans, and LGBT organizations have led to other rewarding opportunities. We welcome congressional perspective on these types of outreach efforts in addition to the focus on minorities and women, as well as any expectations on or interest in including these efforts in successive annual reports.

The continued collaboration of the 12 Reserve Banks and the Board of Governors provides opportunities to leverage our collective diversity and inclusion efforts and resources, particularly as they relate to diversity recruiting and supplier diversity. The Atlanta Fed has been and will continue to be strongly supportive of these efforts.

Appendices

Appendix A: OMWI Atlanta Organizational Structure



Appendix B: Federal Reserve System Services

The Federal Reserve Bank of Atlanta, along with the 11 other Reserve Banks in the Federal Reserve System, is supported by the National Procurement Office (NPO). The NPO is a procurement function within the Federal Reserve System that develops and executes national contracts for certain goods and services that, when sourced collectively, provide the best value for multiple Reserve Banks.

The Office of Employee Benefits (OEB) is an unincorporated Federal Reserve entity that serves as agent for the Committee on Plan Administration and the Board of Governors. It administers benefits to Federal Reserve System employees, retirees, and their beneficiaries. The OEB provides leadership in formulating and operating employee benefits programs. These programs include the “Thrift Plan” (a defined-contribution plan), health benefits, long-term disability, personal accident insurance, business travel accident insurance, group universal life insurance, long-term care, group legal, auto and homeowners’ insurance, and basic life insurance plans.

Federal Reserve Information Technology (FRIT) is a national provider of IT services to the Federal Reserve. IT services in the Federal Reserve System are supplied by diverse and distinct, but interconnected, service providers. The National IT Services deliver superior value to Federal Reserve customers through world-class information technology services and solutions that are responsive to business needs, adaptive to change, and essential to the mission of the Federal Reserve System.

Appendix C: Federal Reserve Bank of Atlanta Workforce Representation as of December 31, 2013

By Number	Non-Hispanic Men								Non-Hispanic Women						Total
	Men Hispanic	Women Hispanic	White	Black	Native Hawaiian	Asian	Native American	2 or More Races	White	Black	Native Hawaiian	Asian	Native American	2 or More Races	
Senior Managers/ Executives	0	1	5	2	0	0	0	0	4	0	0	0	0	0	12
First/Mid-level Managers	13	11	119	45	2	2	1	2	89	46	0	2	0	2	334
Professionals (exempt)	32	40	257	74	0	30	1	3	173	135	0	24	2	3	774
Admin Support (nonexempt)	31	13	20	50	0	9	1	0	62	98	0	9	0	1	294
Craft workers	4	0	27	4	0	1	0	1	0	0	0	0	0	0	37
Operatives	0	0	0	3	0	0	0	0	0	0	0	0	0	0	3
Service workers	24	1	33	45	0	4	0	0	6	15	0	0	0	1	129
Total	104	66	461	223	2	46	3	6	334	294	0	35	2	7	1,583

By Percentage	Non-Hispanic Men								Non-Hispanic Women						Percentage of Total Workforce
	Men Hispanic	Women Hispanic	White	Black	Native Hawaiian	Asian	Native American	2 or More Races	White	Black	Native Hawaiian	Asian	Native American	2 or More Races	
Senior Managers/ Executives	0.0%	8.3%	41.7%	16.7%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	1%
First/Mid-level Managers	3.9%	3.3%	35.6%	13.5%	0.6%	0.6%	0.3%	0.6%	26.6%	13.8%	0.0%	0.6%	0.0%	0.6%	21%
Professionals (exempt)	4.1%	5.2%	33.2%	9.6%	0.0%	3.9%	0.1%	0.4%	22.4%	17.4%	0.0%	3.1%	0.3%	0.4%	49%
Admin Support (nonexempt)	10.5%	4.4%	6.8%	17.0%	0.0%	3.1%	0.3%	0.0%	21.1%	33.3%	0.0%	3.1%	0.0%	0.3%	19%
Craft workers	10.8%	0.0%	73.0%	10.8%	0.0%	2.7%	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2%
Operatives	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0%
Service workers	18.6%	0.8%	25.6%	34.9%	0.0%	3.1%	0.0%	0.0%	4.7%	11.6%	0.0%	0.0%	0.0%	0.8%	8%
Percentage of total workforce	6.6%	4.2%	29.1%	14.1%	0.1%	2.9%	0.2%	0.4%	21.1%	18.6%	0.0%	2.2%	0.1%	0.4%	100%

- The information in these tables reflects the Sixth Federal Reserve District’s staff representation by role or job group (see table rows).
- The totals for each job group in the top table represent the number of women/men in that job group by race.
- The totals for each job group in the bottom table represent the percentage of women and men that fall into each job group.

Note: The Federal Reserve Bank of Atlanta follows a standard practice of annually reviewing our internal representation against census occupational data (broken down by job group). Drawing comparisons against census population data would be misleading because those data do not take into account the demographics of the internal and external resource pools that feed into each job group.

Appendix D: OMWI Schools in the Sixth Federal Reserve District

Total Number of Public High Schools in District	Total Number of OMWI High Schools		Majority-Minority High Schools*	All-Girls High Schools	All-Girls High Schools Not Also Majority-Minority
	Number	Percentage			
1,955	808	41%	807	5	1

*All majority/minority high schools have also been identified as inner city.

Schools can be classified as OMWI schools for one of any of the following reasons:

- They are inner-city schools;
- They are majority/minority schools; **or**
- They are girls’ schools.

Inner City

Inner city is a core urban area that currently has higher unemployment and poverty rates and lower median income levels than the surrounding area. Inner cities have a 20 percent or higher poverty rate or at least two of the following three criteria:

- Poverty rate of 1.5 times or more than that of their region
- Median household income of half or less than that of their region
- Unemployment rate of 1.5 or more than that of their region

Minority

We use the definition required by the Dodd-Frank Act which is: for the purposes of OMWI, *minority is defined as any Black American, Native American, Hispanic American, or Asian American.*

Majority/Minority

Majority/minority is any minority (as defined in #2) or combination of minority groups that exceed 50 percent of its total enrollment. If a school reports 51 percent minority, it is a majority/minority school.

Girls’ Schools

Girls’ schools are defined as those in which 100 percent of the student population is female.



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