

Report to Congress 2015: 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 2015

Executive Summary

The Federal Reserve System (FRS) is the central bank of the United States, and offers a broad perspective on the economy and on economic activity in all parts of the nation. Because of our dual mandate and responsibility to our communities and constituents, we must operate with integrity, excellence, and respect. Here, at the Atlanta Fed, we have adopted these values within the organization and affirm them as the model by which we carry out the mission and purpose of the organization. In other words, we do the right thing, we do things right, and we treat people right.

This sentiment starts at the top of the organization with our President and Chief Executive Officer, Dennis Lockhart, and First Vice President and Chief Operating Officer, Marie Gooding, who released a statement in 2015 that illustrates their ongoing and personal commitment to diversity and inclusion in the workplace: *“At the Federal Reserve Bank of Atlanta, we embrace diversity and inclusion as essential to who we are. We rely on the unique individual talents, expertise, and valued perspectives of our employees as well as those of external stakeholders to carry out our mission as part of the nation’s central bank.”* The expectation is that all employees share in the effort to foster a more inclusive workplace, where diversity and inclusion (D&I) are part of the DNA and are woven into the fabric of the organization.

The Office of Minority and Women Inclusion (OMWI), now in its sixth year, works to ensure that employment, supplier, and outreach opportunities are available to broadly diverse populations and that our staff and vendors reflect the environment in which we do business. Under the guidance and direction of Mr. Lockhart, Ms. Gooding, and chief diversity officer (CDO) and

OMWI Director Joan Buchanan,¹ OMWI Atlanta continues to promote and actualize the Bank’s multiyear diversity and inclusion strategy to encourage an environment that promotes equal opportunity for career advancement, fair access for procurements, and broad distribution of financial education to OMWI schools across the region.

To that end, during 2015, the Atlanta Fed continued to make efforts to improve the diversity and inclusion of the internal workforce. This was accomplished by attending and supporting national diversity recruiting fairs, providing college internship opportunities and training and development opportunities, offering mentoring opportunities to Bank staff, and encouraging participation in employee-led groups like employee resource networks (ERNs). Furthermore, we expanded our footprint with diverse community organizations that serve minorities and women by providing skills-based training to their constituents.

Additionally, in the spirit of continuous improvement, the Atlanta Fed explored and implemented new avenues to further the Bank’s D&I strategies. This includes developing a cultural competency roadmap to help staff manage across differences, reviewing modules from people manager training to incorporate D&I skills and behaviors, and creating an Executive Council on Diversity and Inclusion (ECDI). These actions help ensure the Bank continues to progress toward a more inclusive workplace and places accountability with each member of the organization.

The Atlanta Fed’s Supplier Diversity Program has a strategic mission of increasing procurement

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

opportunities for small, minority-owned, and women-owned businesses by promoting, monitoring, and reporting the District's activity in diversifying the supplier base. The Bank has achieved this mission every year since 2011 (when the Supplier Diversity program began). During the last four years, the minority- and woman-owned business (M/WBE) spend increased from 5.0 percent in 2011 to 15.2 percent in 2015. The Atlanta Fed has demonstrated a strong commitment to supplier diversity by making it an integral component of our business strategy. This year the Bank continued efforts to expand vendor pools and contractor pipelines, enhance the Bank's outreach by hosting and attending networking events that offer one-on-one vendor matching and technical assistance, and improve internal and external communications to raise awareness around the Atlanta Fed's commitment to supplier diversity. Additionally, efforts were made to identify opportunities for increased support of and collaboration with supplier diversity organizations like National Minority Supplier Diversity Conference (NMSDC) by hosting a meeting with senior leaders of the organization and the Atlanta Fed. Furthermore, we executed the first Financial Summit program in Georgia in collaboration with 12 regional organizations with a focus on access to capital for small businesses, and providing education and resources to more than 80 minority- and women-owned businesses. These efforts not only serve to demonstrate our commitment to supplier diversity but to ensure we increase the utilization of minority and women businesses in procurement opportunities.

With regard to financial literacy, the economic education team continued to expand outreach activities as a means to enhance the economic understanding and financial literacy of youth within our district. To that end, the Bank continued to provide teacher workshops, webinars, and presentations to local middle and high schools

and provided online financial literacy programming via personal finance infographics and videos. In addition to the workshops and online curriculum, the Atlanta Fed participated in coordinated programming with the Federal Reserve System, including the Financial Literacy Day event, with a theme of employability skills to strengthen students' job interviewing skills and resume writing.

Because of our dedication and ongoing efforts to foster a diverse and inclusive workplace, the Atlanta Fed has been recognized by external sources. In 2015 the Atlanta Fed was named fifth on Diversity Inc.'s annual list of Top 10 Regional Companies for Diversity, which is an improvement over our ranking in 2014. Factors such as talent pipeline, equitable talent development, CEO/leadership commitment, and supplier diversity were evaluated. The Bank also received a perfect score from Human Rights Campaign Corporate Equality Index Survey for the second year in a row. Though not specific to women and minorities, this survey assesses equality and anti-discrimination training, Lesbian Gay Bisexual and Transgender (LGBT) benefits, and diversity networks, among other areas. Ms. Buchanan was also featured in Womenetics e-magazine, sharing her perspective on engaging a diverse workgroup and diversifying talent assets. While we appreciate this external validation, we continue to be committed to enhancing our workplace and seeking opportunities to improve.

This annual report, as stipulated by Section 342 of the Dodd-Frank Act, details specific work and progress made during the reporting period. Please note the assessment of inclusion programs in regulated entities is the responsibility of the Board of Governors of the Federal Reserve System and therefore is not addressed in this report.

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 and 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. Ms. Buchanan has a staff of four full-time employees, and a team of strategic advisers, 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, LA.²

Unique District Activities and System Responsibilities

Descriptions of activities and Reserve System responsibilities that are unique to the Federal Reserve Bank of Atlanta follow.

The Americas Center

The Americas Center is a joint initiative of the Federal Reserve System's Retail Payments Office (see below), which is based in Atlanta, and the Atlanta Fed divisions of Supervision and Regulation, Research, and Administrative Services. It serves as a vehicle for collaboration among staff whose responsibilities involve 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

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

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 assists the Atlanta Fed in making full use of the diversity of its large geographic footprint.

Contacts are coordinated through the branches and the head office in Atlanta. Over time, the network has positioned the District to more fully take advantage of opportunities to benefit from all aspects of diversity as it makes recommendations for formal advisers like those on advisory councils and the District's six boards of directors. These advisers and directors bring a variety of perspectives to the Atlanta Fed's policy research and deliberations.

In addition, the Sixth Federal Reserve District continues to interact with key members of academia, which supplements the Atlanta Fed's understanding of diverse economic conditions through formal contacts with university researchers and economists throughout the Southeast.

Retail Payments Office

The Federal Reserve Retail Payments Office (RPO), headquartered at the Atlanta Fed, employs more than 270 staff. The RPO carries out the Federal Reserve's mission 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 payment system and meets the requirements of the Monetary Control Act.³ These services include Automated Clearinghouse, or 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 is available at frbatlanta.org.

³ The Monetary Control Act of 1980 affected 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 maintains a strong commitment to embrace diversity in all of its forms. This includes a focus on developing a workforce that mirrors our community and creating a culture that is inclusive of all. Throughout 2015, the Atlanta Fed continued to follow the standards and procedures for workforce diversity developed with the inception of the OMWI in 2011 and required under the Dodd-Frank Act, as well as pursue other avenues to increase diversity in our workforce.

Successes

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

Enhanced accountability

- Regularly reported to the Atlanta Fed's executive office and senior management on the status of D&I initiatives, actions, and outcomes, and served as an adviser to the Atlanta Fed's executive leadership team regarding D&I issues.
 - Completed a refined annual workforce utilization analysis and action plan for women and minorities and reviewed the results with senior management and appropriate leaders in Human Resources. Refinements to the process allowed for greater precision in the analytics, which will influence more focused efforts on the recruitment and retention of women and minorities.
 - Initiated work, led by senior officers and guided by an external consultant, to review internal people processes and develop a strategy based on best practices.
 - Developed four-year cultural competency roadmap, which includes development programs and skill-building to help staff manage across differences and support efforts to foster an inclusive work environment.
- Reviewed modules from the Bank's people manager training program to incorporate D&I skills and behaviors, where appropriate.
 - Announced new Executive Council for Diversity and Inclusion (ECDI). The ECDI is comprised of senior executive bank leaders who are responsible for working in partnership with OMWI to help drive D&I strategy and ensure greater understanding, accountability, and integration across the organization. The Bank's First Vice President chairs this group, the OMWI Director serves as the deputy chair, and this group reports to the Management Committee.

Communication

- Released a D&I commitment statement from the Atlanta Fed's President and First Vice President, communicating their individual and personal commitment to a diverse, inclusive and respectful workplace.
- Participated in quarterly meetings with key stakeholders to broadly discuss workplace concerns, and identify any trends impacting the organization.
- Widely communicated the status of OMWI Atlanta initiatives to employees. Examples include the following:
 - Provided transparency by posting the 2014 Congressional Report on the Atlanta Fed's internal and external websites.
 - Posted numerous staff-written articles and blog posts about diversity and inclusion on the Bank's intranet.
 - Broadly promoted a wide variety of Diversity Advisory Council (DAC) and ERN programming to enhance awareness, promote inclusive behaviors, and support professional development.

2. Recruited, retained, and engaged a diverse workforce

In 2015, the Atlanta Fed's total staff representation (Appendix B) reflected a diverse employee population when compared to the relevant job groups (professionals, midlevel managers, senior executives) for the nation and the Atlanta MSA⁴ specifically. Broadly speaking, the Atlanta Fed's workforce is 50 percent minority and 50 percent nonminority. Women represent 46.2 percent of our workforce, and men represent 53.8 percent. At the Atlanta Fed's most senior level, 50.0 percent are women and 25.0 percent are minority, comparing favorably to both the 2010 senior executive civilian population and finance sector (see the following table).

⁴ Data from the 2010 United States Census were used in the comparative analysis.

	All Sectors		Finance Sector	
Workforce Representation— Senior Executives	Women	Minorities	Women	Minorities
External—Atlanta MSA	21%	17%	30%	13%
External—National	22%	14%	31%	13%

The table below shows the external hire numbers and percentages for women and minorities.

External Hires for 2015	Total Number of Hires	Women as Percent of Total Hires	Minorities as Percent of Total Hires
Officer positions	5	20.0%	40.0%
Management positions	14	21.4%	42.9%
Professional positions	71	43.7%	52.1%
Administrative Positions	7	57.1%	85.7%
Craft Worker Positions	2	0.0%	0.0%
Service Worker Positions	4	25.0%	75.0%

Recruiting as part of the Federal Reserve System

The Atlanta Fed participated in and supported national diversity recruitment fairs and diversity advertising. Since 2007, the Federal Reserve System has collaborated to implement and execute the strategic national diversity recruiting and advertising efforts across all Reserve Banks, the Board of Governors, and Federal Reserve Information Technology (FRIT)⁵. The System Diversity Recruiting Strategy uses a collaborative and cost-effective approach toward participation in five national, diversity-focused conferences and several regional conferences. Diversity advertising via online, print, and social media vehicles aligns with conference presence to position the System as an employer of choice.

During 2015, the system collectively attended the following five national diversity conferences:

- Association of Latino Professionals in Finance and Accounting (ALPFA)
- Equal Opportunity Publications (EOP) STEM Diversity Career Fair and Expo
- National Black MBA Association (NBMBA)
- National Society of Hispanic MBAs (NSHMBA)

- Thurgood Marshall College Fund Leadership and Recruitment Fair (TMCFL)

Working closely with these nationally recognized organizations supports diverse hires and creates awareness among prospective employees for the Federal Reserve System. In order to proactively source talent, the System collected over 400 resumes.

At NSHMBA, the System participated in a Professional Development workshop. Juan Miranda, Supervision Manager at the Federal Reserve Bank of Chicago presented “Becoming a Strategic Leader—Effective Skills Needed to Think and Manage Successfully.” In addition, Fed employees volunteered as career coaches during the NSHMBA conference.

At ALPFA, the System participated in a Professional Development workshop. Christina Juvier, Vice President of Human Resources at the Federal Reserve Bank of Chicago, participated in the “Women of ALPFA” panel discussion on the Latina’s role as financial and wellness decision makers in their family.

The Federal Reserve System was highlighted in an advertisement that was featured in both the *Hispanic Network Magazine* and *Professional*

⁵ See Appendix C for additional details.

Woman's Magazine. These magazines were distributed at the 2015 National Society of Hispanic MBA conference as well as the National Black MBA Association conference.

Diversity recruiting efforts specific to the Sixth Federal Reserve District

Beyond System-coordinated recruiting events, the Atlanta Fed bridged partnerships with local colleges and universities to expand access to a broadly diverse population of talent in the local market. We participated in a total of three employment events, maintained partnerships with three D&I organizations, established a new relationship with one Historically Black College and University (HBCU), and recruited at Agnes Scott (a women's college), Morehouse (an HBCU), and Spelman (a women's college and HBCU). Specific details are outlined below.

Historically Blacks Colleges and Universities (HBCUs), Hispanic-Serving Institutions (HSIs), and Women's Colleges and Universities

- Continued relationship with the Atlanta University Consortium (AUC), which includes Clark Atlanta University, Morehouse College (both HBCUs) and Spelman College (a women's college and HBCU). Also continued relationship with Agnes Scott (a women's college).
- Established a new relationship through an on-site meet and greet with Bethune-Cookman College, an HBCU within the region of the Jacksonville and Miami branches.
- Participated in Morehouse College's Management and Economics panel during MBA week to highlight career opportunities for economics majors. OMWI Atlanta also coordinated the participation of Bank leaders in an interview combine to provide job readiness coaching to MBA students and coordinated participation in a Networking and Dinner Etiquette Workshop to provide guidance to students regarding these aspects of the employment process.

Through involvement in the aforementioned events, 80 prospects were identified for both professional- and intern-level positions, including 54 candidates at the professional level and 26 candidates at the intern level. At

the professional level, successful transitions to the hiring stage did not materialize. However, at the intern level we were successful in hiring one candidate (a minority male) for the 2016 intern program. Targeted strategies for expanding outreach efforts should result in promoting the Atlanta Fed's brand and career opportunities, thus increasing the diversity pipeline.

Broader Colleges and Universities

- Participated in career fairs at Emory University, Georgia Institute of Technology, Georgia State University, University of Georgia, and a combined career fair with students from Agnes Scott College, Mercer University, Kennesaw State University, and University of West Georgia.

Social Media Outlets

- Used social media outlets such as GlassDoor, LinkedIn, and Twitter to actively engage interests from prospective employees and to promote the Atlanta Fed as an employer of choice. These resources assist in reaching a broader audience and expand our outreach to a larger pool of viable candidates. The Atlanta Fed participated in a six-month pilot with GlassDoor. Of the applications received, 35.9 percent were forwarded to hiring managers. Furthermore, the LinkedIn and Twitter channels produced more than 1,200 job submitters through the respective sites.

Internship Programs

- Managed a structured college internship program to strategically develop a pipeline of talent for future entry-level positions, and hosted 24 college interns in 2015 (54 percent women and 29 percent minorities). Thirteen of the 24 (54 percent) extended their internship and remained beyond the summer program, which included nine women and five minorities (three minority females).
- Continued relationship with INROADS, an organization that develops and places talented underserved youth and prepares them for corporate and community leadership, and hosted one intern (a minority) from the program. Additionally, a minority participant

from a previous year’s program was converted to a full-time employee.

- o Continued partnership with YearUp, an intensive training program that provides low-income, urban young adults with a unique combination of technical and professional skills, college credits, and corporate internships. The Atlanta Fed hosted one

minority student for the 2015 internship program with the individual successfully transitioning to a full-time position. A second graduate (a minority male) from the prior year’s program was also hired into a full-time position.

The table below shows the intern opportunities from all internship programs listed above.

	Intern Hires (Number and percent)	Eligible for Full-Time Hire (Number and Percent)	Converted to Full-Time Hire (Number and Percent)
Women	13 or 46%	1 or 4%	0 or 0%
Minorities	11 or 39%	4 or 14%	3 or 75%

Recruiting efforts in partnerships with other institutions

- Sponsored two summer economics fellowships through the Committee on the Status of Women in the Economics Profession (CSWEP). Both fellowships were filled by women. 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.
- Maintained relationship with the Bobby Dodd Institute (BDI), an organization that connects individuals with disabilities/disadvantages to jobs and the security and purpose that work brings. BDI employs more than 250 people with disabilities, including veterans in social enterprises that deliver services for businesses. Though there were no hires from this year’s partnership, the Atlanta Fed supported the development of five individuals. Additionally, the talent acquisition team provided interviewing skills training to this audience to further strengthen their skills and support their preparation for potential employment opportunities.
- Hosted an annual onsite economic briefing and networking event for the local NSHMBA membership and job candidates. In addition to providing networking opportunities for potential job applicants, this event enhanced participants’ understanding about the mission of the Federal Reserve Bank of Atlanta and the Federal Reserve System and offered insight

regarding the Bank’s role in establishing monetary policy. About 70 members attended this event.

Retention and development

- *Officer Steering Group*
An officer team, led by the Senior Vice President of Corporate Engagement, began work to review policies and practices and develop strategies to strengthen objectivity of some of our internal people processes related to recruiting and development, while also giving greater focus to demonstrable D&I commitment and accountability of senior leaders. To ensure broad perspectives and engage a high degree of expertise, their work was initially guided by Doug Harris, President and CEO of the Kaleidoscope Group, LLC. Initial results of Steering Group efforts included facilitating development of the Bank’s D&I commitment statement, defining and prioritizing action plans and engaging the Bank’s senior executive team in D&I training on bias (led by Doug Harris). Steering Group work will be transitioned to the newly formed ECDI.
- *New-hire onboarding*
The Atlanta Fed’s onboarding program is designed to acclimate new staff into the Bank’s culture. This process provides new hires with greater organizational understanding and is intended to increase employee engagement and retention among this segment of the employee population. The key components of the Bank’s onboarding

process include overviews of the Bank's mission, vision, core functions, and general information regarding organizational processes. OMWI Atlanta sponsors an annual program with the new hires to highlight diversity and inclusion as an important business value, promote specific diversity and inclusion initiatives to engage all staff, and emphasize employees' responsibility in fostering an inclusive work environment. Of the total number of new hires affected by our onboarding programming, 41 percent were women and 41 percent were minorities. In 2015, the Bank expanded its onboarding efforts to include a more deliberate focus on onboarding first-time people managers, whether hired externally or promoted internally. The expanded program is intended to provide new managers with information to support their success in managing at the Atlanta Fed and to ensure a thorough understanding of their role and expectation for managing and leading others.

- *Internal Bank-wide mentoring programs*

The Atlanta Fed offered an internal mentoring program where participants, (mentees and mentors) representing a diverse cross-section of employees throughout the District, were provided an opportunity to engage in monthly workshops and group activities as well as small, more personal mentoring sessions. Participants in the program gained exposure to other areas of the organization, obtained different perspectives on professional growth and development, and were afforded an opportunity to build business and personal relationships that may not otherwise occur. In doing so, the program served as a platform for leveraging the unique backgrounds, experiences, and styles of thinking that exist in the workplace. Demographically, the mentee representation was 46 percent women and 46 percent minorities, and the mentor representation was 60 percent women and 60 percent minorities.

- *External mentoring programs*

In partnership with Pathbuilders, the Atlanta Fed also offered opportunities for female employees to participate in two external

mentoring programs. The Percepta program is designed for women three to seven years in their career who want coaching around developing a personal brand, managing results in a complex environment, and career planning. Secondly, the Achieva program focuses on women mid-level in their career and is designed to offer high-impact leadership coaching, navigating the landscape, and building executive presence. Seven of the Bank's female staff members (five of whom are minorities) participated in the programs as mentees, and one Bank officer, female, also served as a mentor in the Achieva program.

- *Training and development:*

In an effort to maintain employee engagement and to sustain a high-performing culture, a variety of development opportunities were made available to staff members at all levels of the organization. Throughout 2015, the Atlanta Fed offered courses and activities on a variety of topics leveraging different formats and vendors to ensure training was available to reach diverse cross-sections of employees. The Bank offered activities focused on key development areas and business effectiveness skills, including leadership, communication, coaching and feedback, and relationship building. In order to reach a diverse cross-section of employees, the Atlanta Fed provided opportunities that aligned to the 70/20/10 development model including instructor-led classes, on-the-job training through experiential projects and assignments, self-directed learning, coaching, and mentoring. The Bank also supported attendance at external courses, programs, and degree-based educational pursuits through the Educational Reimbursement Program. Leveraging technology and virtual meeting tools, the Bank also enabled remote staff an opportunity to participate in training and development opportunities.

In 2015, the Atlanta Fed continued to host an Employee Development Week which provided staff with an opportunity to participate in several training opportunities. New in 2015, Human Resources and the Generations

Promoting Success ERN, partnered to offer an Education Fair which was designed to showcase local colleges and universities offering degree and certification programs. In addition, the fair served as an opportunity to create more awareness regarding the Bank’s Educational Reimbursement program and benefits.

The table below summarizes total instructor-led course offerings by employee level.

Target Audience	Women as Percent of Total Attendees	Minorities as Percent of Total Attendees
Management	45%	43%
Individual contributors	49%	74%
All staff	47%	59%

The Atlanta Fed also sponsored seven women, from officer to professional levels, to attend the Diversity Woman’s Business Leadership Conference. This conference supports the leadership and executive development of women of all races, cultures, and backgrounds. Three of the women attending were minorities, including Chair of the DAC and one of the Executive Sponsors of the Bank’s Women’s ERN. In addition, a minority male senior vice president attended this conference to enhance his awareness and understanding around leadership issues for women.

- Employee Resource Networks:*
 Since 2012, the Atlanta Fed has supported employees in establishing Employee Resource Networks (ERN). 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. The ERNs support the Atlanta Fed’s D&I objectives, talent development processes, and idea sharing/open dialogue. ERNs are employee-led, and participation and membership in ERNs are open to all employees regardless of demographic. To date, the Bank has five ERNs, in which roughly 28 percent of staff are members. This represents a 12 percent increase in employee participation since last year.

The Bank structured the ERNs in such a way that they provide leadership opportunities and exposure to involved staff and management. Of the five current ERNs, three were chaired by women (one minority) in 2015, and another was chaired by a minority male. Additionally, of the eight executive sponsors of these groups, 63 percent are women and 50 percent are minorities.

The ERNs, which are open to all employees, are listed with the mission and activities of each below. Our ERNs and DAC also partner with a health and wellness coordinator to provide seminars for health issues faced by minorities and women (such as breast cancer and diabetes).

- **Blacks United in Leadership Development (BUILD)**
Mission: To create a forum for Black employees to exchange ideas, enhance personal and professional development, promote outreach, and advance cultural awareness. Programming offered included a “Blacks in Banking” series of articles, a video broadcast with Wil Haygood (the author of “The Butler”), a live conversation with Alden McDonald (President and CEO of Liberty Bank and Trust Company), and workshops for staff professional development on resume and cover letter writing, interviewing and branding and networking.
- **Equality Alliance for Gay, Lesbian, Bisexual and Transgender Employees and Allies (EAGLE)**
Mission: To help the Atlanta Fed engage and retain LGBT staff and their allies and to ensure that surrounding communities recognize the Atlanta Fed as an open and welcoming work environment. Programming included a roundtable discussion about being an ally, discussion about the Supreme Court’s decision to legalize gay marriage, a video broadcast with General Tammy Smith (the first and highest ranking gay or lesbian flag officer to serve openly in the US military), and off-site inclusive leadership training with Out and Equal (LGBT workplace equality nonprofit organization).
- **Generations Promoting Success (GPS)**
Mission: 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. Programming included the quarterly “Secrets to Success” series, which are informal mentoring discussions with senior leaders over lunch. Nearly 115 employees and officers participated throughout the year in the Atlanta office, as well as the Jacksonville, Miami, and New Orleans branch locations. GPS also sponsored a series of discussions about how to plan for life after retirement, and how to balance your personal life with the needs of older parents.
- **IDEA Network (which focuses on technology, innovation, and creativity)**
Mission: To help staff create connections between their creativity and their work by helping to eliminate or reduce barriers and enhance productivity. Programming included a workshop and presentation of mobile apps that help staff manage personal wellness and safety for kids and technology, weekly technology tips for use at work and home, and a pilot of an innovation sourcing tool, called Innovation Station, to support idea generation.
- **Women Inspiring Success and Empowerment (WISE)**
Mission: To help recruit and retain talented employees by providing a forum for women—and those who support women (for example, managers, spouses, and children)—to share information, nurture talent, and assist with work-life balance topics that affect female employees. Programming included Bring your Child to Work Day, discussions about helping your child navigate after high school, a presentation on adults returning to school, and Q&As with female leaders within the organization. WISE also partnered with Human Resources to establish a parental leave policy for Bank employees (male and female) to take paid time off following the birth or adoption of a child.

- *Diversity Advisory Council (DAC):*
The DAC operates with a mission similar to 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 made up of 30 members, serving two-year terms, from a cross-section of business lines that represent various aspects of diversity and inclusion within the Bank. In 2015, the Council was 55 percent female and 54 percent minority. Programming included a workshop with an external diversity and inclusion strategist on how open dialogue drives trust and business results. The DAC also sponsored a Bank-wide event, featuring Drum Café West. This was a unique demonstration with drums that underscored the value and impact of diversity and inclusion within the workplace. More than 125 employees participated in the Atlanta office and in all of the branch office locations.

- *Employee engagement*
As a follow-up to the biennial Engagement Survey in 2014, the Atlanta Fed continued efforts to support employee engagement by providing tools, resources, and support to business-line leaders by hosting a series of team-building and team-dynamic activities across the Bank. In addition, several forums were hosted to provide opportunities for staff to provide feedback regarding the Bank's culture and the work environment including President Roundtables, lunches with the President and First Vice President, and employee focus groups on a variety of topics.

In preparation for the 2016 Employee Engagement Survey, OMWI worked with human resources to begin development of D&I questions that would be included. Officers explored the opportunity to establish core D&I questions to be used consistently across other Reserve Banks conducting surveys. The EAGLE ERN initiated discussions and continued to lead efforts to consider expansion of the demographics reported in the survey to include LGBT, disability, and veteran status.

- *Diversity and inclusion training*
OMWI has outlined a four-year D&I training plan that will begin with the senior officers of the Bank and content will be adapted for the people leaders and individual contributors to ensure a consistent message throughout the organization. This comprehensive training plan is a multi-tiered learning experience that builds D&I competency over time. This training aligns directly with our commitment to diversity and inclusion, as the cornerstone of a respectful culture.

3. Developed and maintained partnerships with diverse community organizations

- Provided senior leadership support through memberships on nonprofit boards and committees benefiting minorities and women, including the Bobby Dodd Institute (BDI), Communities in Schools, First Coast Business Leadership Network, Greater Women's Business Council, Technology Association of Georgia Diversity Society Board, the Women's Leadership Council of United Way of Greater New Orleans, and YearUp.
- Provided skills-based job readiness training via workshops and mock interviews to job seekers at the Latin American Association. The training focused on resume writing and interviewing skills. The Bank provided 19 volunteers who served 49 clients in preparation for the upcoming career fair.
- Conducted interviewing and resume writing training to the Central Gwinnett Business and Entrepreneurial Career Academy, a development program that provides learning and career paths for high school students.
- Participated in mock interviews and public speaking evaluation events at Year Up to support the career development of the students/interns.
- Provided training to support the learning and development of BDI interns (referenced above in the "Recruiting Efforts" section). Two classes were hosted, one on resume writing and interview questions and one on interview/business etiquette.

- The OMWI director and CDO served on the board of the Technology Association of Georgia (TAG) HR and Diversity Society, and coordinated a meeting with TAG members around diversity-focused topics. An Atlanta Fed economist delivered a presentation related to “The Rise of Part-Time Employment” and other relevant information.
- OMWI Atlanta staff chaired the board of the Atlanta Diversity Managers Advocacy Group (ADMAG), and the Atlanta Fed further supported this partnership by hosting a CDO Roundtable with 11 CDOs and/or senior executives from across the city to discuss trends and future impact of diversity and inclusion.
- Hosted the inaugural Georgia Banker’s Association “Women in Banking” Conference, which included topics around economic updates, managing work/life balance, the importance of networking, and women’s role in the government relations process. The First Vice President provided opening remarks and the OMWI Director served as a panelist during one of the discussions.
- Hosted the 41st Annual International Summit of the Urban Financial Services Coalition. The Summit gives members and constituents an opportunity to convene and discuss changes in the financial services industry that affect their personal and professional lives and to hold discussions on topics of interest on financial literacy, career planning, regulatory and economic updates, small business and not-for-profit workshops, professional development, and leadership symposiums.

A student program was also offered, to include a signature oratorical and youth business plan competition. Staff from the Toastmasters group volunteered to evaluate the students’ presentations and provided feedback. OMWI staff moderated and participated in a panel discussion, along with the General Counsel, about the Bank’s D&I program, to include the DAC and ERNs. Other Atlanta Fed senior officers also participated in the summit.

4. Other leadership and outreach activities

- Hosted 2015 Leadership America guests for breakfast during their annual conference. U.S. House of Representatives Budget Committee Chair Tom Price offered special remarks, and the President and CEO of the Atlanta Fed, Dennis Lockhart gave a financial briefing. Leadership America offers an important opportunity for seasoned leaders to acquire in-depth knowledge of the challenges of critical importance to our national and global interests. This meeting was strategically focused on the women of 2015 Leadership America and afforded participants an opportunity to frame critical issues in an economic context.
- Hosted a luncheon with the Nelson Mandela Fellows. The Fellows are emerging civic leaders who are gaining the skills and connections to accelerate their careers and contribute to economic growth. This was a half day program that the Bank hosted in partnership with Georgia State University, to present the general functions and responsibilities of the Fed, the Fed’s role in the U.S. economy, the skill sets and background of the Atlanta Fed’s employees, and the commitment to D&I. The Mandela Washington Fellows are between the ages of 25 and 35, and the program is the flagship of President Obama’s Young African Leaders Initiative.
- Participated in the session at the YWCA of Greater Atlanta—“Perspectives: The Intersection of Race and Gender.” The Atlanta YWCA is committed to racial justice and empowering women. This event is a citywide forum that is thought-provoking and inspirational based on race and gender equity at work, in the community, and with family and friends. OMWI sponsored a table to engage in the authentic diversity dialogue.
- Participated in the System Leadership Initiative (SLI). The SLI is a development program for the Federal Reserve System’s key talent sponsored by the Reserve Bank Presidents. In 2015, two conferences were offered at the emerging and senior executive

leadership tiers. Notably, sessions on bias, particularly unconscious bias, were presented by an industry expert at both conferences. The SLI team has worked to evolve the content and worked with all speakers to address broader collaboration, engaging different perspectives, and getting the most from leading diverse teams. As the leadership conferences reach a broad pipeline of talent across the System, the OMWI directors and SLI continued to collaborate to expand the content and discussion of D&I in the leadership conferences.

The System’s Leadership Exchange Program affords a critical avenue to support career development for professionals across the System. Assignments vary in duration (up to one year) and include job shadows, critical work assignments and targeted development opportunities. The 2015 participation rates are shown below.

An annual summary of the 2015 program was provided to the OMWI Directors in February 2016 to encourage their ongoing support of these development programs and solicit their assistance in building awareness of the opportunities available throughout the year. Minority and female participation is tracked and reported to assure that development opportunities are reaching a diverse pool of leaders. Diversity of participants will continue to be an area of emphasis by conveying the importance of broadly evaluating traditional and nontraditional candidates to participate and reporting progress on a regular basis to System Human Resources and OMWI leaders.

- Actively supported System OMWI efforts through the following:
 - The OMWI director was appointed to serve as chair of the OMWI Council for the 2015–16 two-year term.
 - The OMWI deputy diversity officer sponsored the Analytics Peer Group (APG).
 - The OMWI staff director co-chaired the Community of Interest Workgroup.
 - The OMWI business analyst served in a leadership role on the APG.

	Thrive Conference (Emerging Leaders)	Senior Leadership Conference (Senior Executive Leaders)
Women	49%	44%
Minorities	27%	13%

The Atlanta Fed sent six employees (three women and three minorities) to the Thrive Conference and three employees (one woman and one minority) to the Senior Leaders Conference.

Challenges

The Federal Reserve Bank of Atlanta identified ongoing efforts to continuously improve the workplace and leverage opportunities to have a more inclusive environment.

- Ability to hire experienced staff which reduces the opportunity to hire for entry level positions.
- Lack of uniformity around processes to identify non-officer talent and related developmental opportunities to strengthen the succession pipeline for critical leadership roles.
- Ensuring effective and consistent onboarding for all new people managers and newly appointed officers.

Next Steps

The following next steps have been identified:

- Ongoing partnership with the Executive Council on Diversity and Inclusion (ECDI) to clearly define the Bank's D&I strategy and ensure top leadership ownership, support and demonstrable commitment as well as appropriate accountability at all levels.
- Further refine and monitor HR and diversity metrics and applicant tracking, including attention to non-officer talent identification.
- Launch the next level of diversity training for all employees.
- Continue to refine processes to identify and assess non-official Bank staff.
- Expand the suite of onboarding tools to support new people managers and newly appointed officers.
- Continue to enhance the Leadership Development culture by defining a Leadership Assessment strategy.
- Develop and implement a competency model for Individual Contributors. This model will provide a consistent framework for behavioral expectations for all staff.

- Encourage development related to current and future workforce through aligned activities such as individual development plans and career conversations.
- Continue to focus on ways to increase promotion and awareness of development resources across the Sixth District.
- Continue to sponsor the Bank's internal mentoring programs including implementing a new program track specifically for managers and directors.
- Leverage the next employee engagement survey to assess D&I progress as well as barriers to an inclusive work environment
- Further refine and monitor metrics to routinely capture activity and gauge effectiveness of diversity recruiting efforts.
- Increase on-line presence on job boards and social networking services.
- Develop and maintain relationships with local organizations, colleges, and universities in all markets in the Sixth District.

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 for veterans. For example, the Atlanta Fed has partnered with Atlanta Center for Self Sufficiency, the Bobby Dodd Institute, the U.S. Business Leadership Network, the Center for the Visually Impaired, PFLAG (an organization for parents, friends, and family of those in the LGBT community) and many other organizations.

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

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 the fair inclusion of minority- and woman-owned businesses in the Bank's procurement efforts. The Atlanta Fed engages a wide variety of diverse suppliers, and we strive to identify suppliers that will provide value-added services and products to the Bank. Our supplier diversity function, strategically imbedded in the Procurement function, is proactive in creating and fostering productive relationships with our suppliers. They also seek to establish partnerships with advocacy groups and chambers of commerce to identify suppliers whose expertise match the Bank's procurement needs.

The supplier diversity function has made significant efforts to support the objectives of OMWI by cultivating a pool of small and diverse businesses. These efforts have helped the Bank increase spend with diverse suppliers through outreach efforts, in addition to traditional supplier diversity channels. These efforts resulted in a 40.7 percent increase of the Atlanta Fed's M/WBE spend over 2014 levels. There has been a steady increase in M/WBE spend each year since the implementation of DFA (see the following chart).

Amounts Paid to Contractors

Total spend, all of 2015: **\$41,160,000**⁶

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

Percentage of total spend paid to minority-owned businesses: **7.8 percent**, or **\$3,200,000**

Percentage of total spend paid to woman-owned businesses: **7.4 percent** or **\$3,050,000**⁷

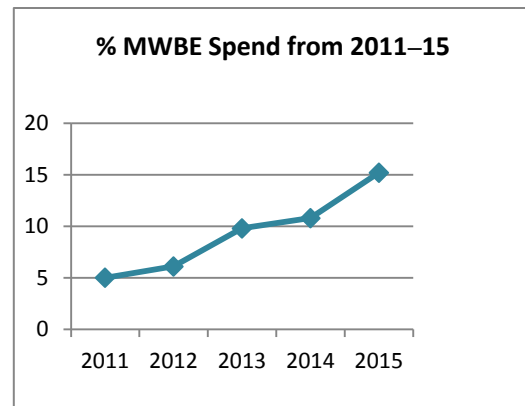
Total spend with minority- and woman-owned businesses: **15.2 percent**, or **\$6,250,000**

Second-Tier Spend

In 2015, the Atlanta Fed continued efforts to grow and capture spend to increase the participation of diverse suppliers in local procurements. This included two of our prime suppliers and resulted in a total of \$52,372 in second tier spend.

Successes

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



suppliers

- Equal opportunity language is included in new and renewed contracts. The language affirms the Atlanta Fed's commitment to nondiscrimination in the solicitation, awarding, and administration of contracts and to ensuring that all firms interested in doing business with the Bank have the maximum practicable opportunity.
- The chief financial officer (CFO) strongly supports the supplier diversity initiative as a corporate objective and is directly involved in outreach activities. Of the 2015 bid opportunities by number, 35.2 percent were

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.

awarded to M/WBEs. This is a decrease from 37.2 percent in 2014. This represents one fewer bid opportunity awarded to an M/WBE, although the overall dollar spend increased as a percentage of reportable spend.

- 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.
- Provided direct assistance to business units by furnishing names of diverse businesses to obtain quotes for products and services that did not require competitive bids.
- Continued to explore availability of at least one woman and one minority firm in each competitive procurement bid, when possible.
- Incorporated second-tier reporting requirements into the Atlanta Fed General Conditions for construction and facilities agreements.
- Enhanced framework and promoted the utilization of an electronic database of over 350 diverse suppliers for the purpose of strategically sourcing diverse suppliers.
- 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 (GFE) compliance determination on vendor efforts to include women and minorities in their workforce. Acquired an automated application to conduct GFE survey and realized substantial process improvements over the manual process.

2. Increased awareness of diverse suppliers for acquisitions of goods and services throughout the organization

- Executed the first Supplier Diversity Lunch and Learn to educate key staff throughout the District on the importance and value of supplier diversity.
- 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.

- Hosted Leadership Breakfast for National Minority Supplier Diversity Conference (NMSDC) that included members of the Bank's Management Committee to create an understanding and identify opportunities for increased support and collaboration.

- Continued to make an effective use of internal channels of communication to solidify the supplier diversity manager as the point of contact and liaison between the internal business units and the external procurement business community.

3. Conducted national diverse supplier outreach

- Participated in and supported national supplier diversity conferences. The Reserve Banks 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. The Board of Governors and the Federal Reserve Banks continue to expand their combined national presence by participating at the Women's Business Enterprise National Council (WBENC) conference and the NMSDC. On June 23–25, 2015, the Federal Reserve System participated in the WBENC conference in Austin, Texas. During the business fair, one-on-one matchmaking meetings were held with vendors. Staff from the Reserve Banks worked at the conference and gathered information from over 80 vendors.

On October 18–21, 2015, the Federal Reserve System also participated in the 2015 NMSDC Conference and Business Opportunity Fair in San Diego, California. To deepen its national conference participation, the Federal Reserve System organized and facilitated one-on-one matchmaking meetings with vendors. The Federal Reserve System had a booth at the conference and gathered information from more than 60 vendors.

Exhibiting at these conferences allows the Federal Reserve System to reach a significant portion of the target audience. These conferences attract a high number of diverse vendors who are seeking procurement opportunities.

The Board of Governors and the Federal Reserve Banks are planning participation at the 2016 national supplier diversity conferences to build additional awareness and understanding of business opportunities through our national presence and facilitation of one-on-one matchmaking meetings.

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.
 - Reach a significant portion of our target audience.
 - Promote the Federal Reserve's role as a trusted adviser throughout the financial services industry.
- 4. Provided technical assistance to diverse suppliers regionally**
- Participated in local networking activities and conference events with the local and regional chapters of the NMSDC and WBENC.
 - Executed the first Financial Summit program in Georgia in collaboration with 12 regional organizations with a focus on access to capital for small businesses and providing education and resources to more than 80 M/WBEs.
 - The Atlanta Procurement Officer was selected, for the second year in a row, to moderate a panel

of experts at the Board of Governors Business Expo. The session was titled "How to Do Business with the FRS" and included a representative from the National Procurement Office (NPO)⁸, Federal Reserve Information Technology (FRIT), and the Senior Procurement Officer from Chicago.

- The Sixth District Bank's Senior Vice President of Risk and Compliance was selected to serve as the new Chairperson for the board of Greater Women's Business Council (GWBC). The GWBC certifies woman-owned businesses and fosters linkages between those certified firms and the members of the corporate and government community.
- Provided exposure to the Bank's Supplier Diversity Program through direct engagement with six 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 an on-site supplier diversity vendor forum at the Jacksonville branch, targeting M/WBEs, throughout the state of Florida. This forum was designed to raise internal business leaders' awareness of goods and services that could help them meet business requirements. A total of 32 M/WBE firms attended and met with Atlanta Fed staff.
- 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 159 vendors. Of these events, 16 (76 percent) were diverse sourcing events.

⁸ See Appendix C for additional details.

Date	Event	Location
February 13	GMSDC Supplier Diversity Leadership Council	GMSDC ⁹ (Atlanta)
March 2	Annual Meeting of Members	GMSDC (Atlanta)
March 17	WBENC Summit & Salute	WBENC (Washington DC) ¹⁰
March 26	FRBA Branch Meeting	FRBA (Birmingham) ¹¹
April 10	Minority Access to Capital Technical Assistance Program	FRBA (Atlanta)
April 14	Business Expo	SFMSDC ¹² (Ft. Lauderdale)
May 4	Business Expo	GMSDC (Atlanta)
May 6	Vendor Outreach Forum	FRBA (Jacksonville)
June 17	Vendor Outreach Forum	BOG (Washington DC) ¹³
June 23	National Business Conference	WBENC (Austin)
August 3	Smart Business MED Week	FRBC (Chicago) ¹⁴
August 6	Business Expo	cnFMSDC (Orlando) ¹⁵
August 7	Business to Business Conference	Atlanta City Council (Atlanta)
August 18	POP Business Expo	GWBC ¹⁶ (Atlanta)
August 20	Business Expo	SRMSDC (New Orleans) ¹⁷
September 29	FRS SD Workgroup Summit	FRBR (Baltimore) ¹⁸
October 17	National Business Conference	NMSDC (San Diego) ¹⁹
November 12	Business Expo	GHCC (Atlanta) ²⁰
November 13	Supplier Diversity Leadership Council	GMSDC (Atlanta)
November 9	Supplier Diversity Lunch & Learn	FRBA (Atlanta)
November 14	LACE Awards	GWBC (Atlanta) ²¹

⁹ Georgia Minority Supplier Development Council

¹⁰ Women Business Enterprise Council

¹¹ Federal Reserve Bank of Atlanta

¹² Southern Florida Minority Supplier Development Council

¹³ Board of Governors

¹⁴ Federal Reserve Bank of Chicago

¹⁵ Central Northern Florida Minority Supplier Development Council

¹⁶ Greater Women Business Council

¹⁷ Southern Regional Minority Supplier Development Council

¹⁸ Federal Reserve Bank of Richmond

¹⁹ National Minority Supplier Diversity Conference

²⁰ Georgia Hispanic Chamber of Commerce

²¹ Greater Women Business Council

5. Strengthened the Supplier Diversity Program

- Provided leadership to the FRS Supplier Diversity (SD) Workgroup and the NPO Construction Category Workgroup to share best practices in supplier diversity and to collaborate on activities to strengthen the Federal Reserve System supplier diversity program System-wide. These workgroups partner with the System OMWI Council on collaborative efforts and tools for ensuring compliance with supplier diversity initiatives.
- Enhanced the FRS Supplier Diversity program assessment tool and completed an analysis of practices in comparison to the NMSDC model.
- Procurement officer continued role of co-sponsor of System Supplier Diversity Workgroup for third year.
- Attended training seminars hosted by the local Georgia Hispanic Chamber of Commerce (GHCC), 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.

Challenges

The Atlanta Fed achieved success during 2015 but also faced some of the same challenges as in previous years. These challenges include:

- Using national contracts broadly, where multiple Federal Reserve Banks combine their purchasing power to reduce the cost of acquiring goods and services, limiting the opportunity for M/WBEs to acquire these contracts.
- Sourcing diverse suppliers in nontraditional commodities, like ammunition, weapons, canines, and crisis backup care services.
- Improving advance communication and planning around bid opportunity outreach.

- Developing enhanced analytic methodologies to facilitate monitoring and assessing the Bank's diverse spend.
- Increased volume of information security requirements from vendors that are responding to request for proposals.

Next Steps

The Bank's Supplier Diversity Plan focuses on continuing to develop and implement a sustainable program that will facilitate the effective identification and utilization of M/WBEs through the internal procurement process. The program will accomplish its goals by:

- Finalizing supplier diversity dashboard to highlight performance and activity around the Bank's supplier diversity program throughout the District.
- Increasing volunteer second-tier spend reporting.
- Increasing efforts to provide technical assistance through hosting events in partnership with local agencies.
- Continuing to expand sources to identify and use qualified M/WBEs and categorizing these companies in accordance with the business needs of the Bank.
- Focusing on improving the automated diverse spend reporting process to facilitate more efficient and useful data and metrics.

Although Section 342 focuses specifically on the inclusion of M/WBEs, 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 in providing the Atlanta Fed's good and services.

Financial Literacy Activities (Outreach Programs)

The Atlanta Fed remains committed to enhancing the financial capability of youth across the Sixth Federal Reserve District. This includes efforts to develop personal finance curricula, classroom ready resources, and lessons that support state and national standards. In addition, professional development program offerings are designed to increase the content knowledge and develop the teaching strategies of educators.

In 2015, while most of our programs were delivered to teachers, financial literacy programs for high school students from majority-minority and inner-city high schools were also conducted. OMWI students in the Sixth District had the opportunity to practice employability skills through job-shadow days, mock interview sessions, and resume writing workshops. OMWI students enrolled in personal finance videos with accompanying quizzes through “Econlowdown,” a collaboration with the Federal Reserve Bank of St. Louis. Three personal finance infographics were completed that emphasize the importance of financial preparedness, being banked, and building and maintaining good credit. These have been made available as posters as well as PDF versions on the Bank’s external website, www.frbatlanta.org/education.

Also in 2015, in an effort to expose new audiences to the Bank’s personal finance resources, the Atlanta office, in partnership with the Jacksonville Branch, conducted multiple financial literacy training events for public and school librarians. These programs were conducted in collaboration with education specialists from the Consumer Financial Protection Bureau (CFPB) and the Federal Deposit Insurance Corporation (FDIC). A majority of the librarians in attendance service minority and OMWI populations.

Of the 2,057 public high schools in the Sixth Federal Reserve District, 852 (or 41 percent) are designated as OMWI high 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 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).

Through intensive workshops conducted over the 2013–15 program cycle, the Atlanta Fed’s economic education programs have reached 640, or 75.1 percent, of the 852 OMWI high schools in the District, reaching our target of between 72–75 percent. In addition, 48 percent of the high schools represented at workshops were OMWI schools.

Successes

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

Events

- Conducted 61 workshops/webinars for teachers and 30 programs for students from OMWI high schools for a total of 91 events in 2015. The workshops exposed teachers to the Federal Reserve System’s financial literacy curriculum and online tools as well as strategies and resources available for use in the classroom. During the student centered events, our objective was to enhance OMWI students’ personal financial capabilities.
- Reached 1,422 students from OMWI schools during in-person programs and 2,574 teachers (769 from OMWI schools; 1,805 from non-OMWI schools) through the aforementioned events. The teachers will, in turn, teach approximately 193,050 students (57,675 in OMWI schools; 135,375 in non-OMWI schools) during the 2015–16 school year.

Content creation

- Created a series of personal finance infographics on the following topics: the importance of financial planning, building and maintaining good credit, the development of human capital, and banking. The infographics are available as PDFs via the Atlanta Fed’s external website as well as in poster-size print versions. More than 8,000 copies of the printed posters were distributed to teachers in 2015.
- Published a project-based learning curriculum for personal finance that received 22,058 page

views on the Atlanta Fed's external website in 2015.

Online programs

- Obtained 9,705 student enrollments in the four Atlanta Fed's *Katrina's Classroom* personal finance videos through an online video Q&A tool that is a collaboration with the Federal Reserve Bank of St. Louis. (These students are from both OMWI and non-OMWI high schools across the United States.)
- Provided online curricula to constituents through the Atlanta Fed's external website. A personal finance curriculum, *Katrina's Classroom*, received 36,171 views in 2015. (Transcripts of the *Katrina's Classroom* DVDs are also available in Spanish.)
- The *Katrina's Classroom* videos were viewed 6,312 times via the Atlanta Fed's Youtube Channel in 2015. This is an increase of 45 percent over 2014.

Collaborative 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. This work highlights the System's commitment to the financial education of high school students from majority-minority schools, girls' schools, and low-income households.

In 2015, coordinated programming included events such as the Federal Reserve System Financial Literacy Day, with the theme of employability skills to strengthen students' job interviewing skills and resume writing. Various programs were conducted between the dates of October 19–27 in support of this annual initiative. The following events were conducted in the Sixth District:

- October 19: The Birmingham, Nashville, and New Orleans branches collaborated to deliver a webinar entitled *Teaching Career Exploration and Employability Skills: Resources for Your Classroom* to 118 teachers from throughout the

Sixth District, many of whom teach at OMWI high schools.

- October 20: The Atlanta office fostered a collaboration effort with the Economic Education team, the talent acquisition team in human resources, and hiring managers in BUILD, an ERN, to conduct an Employability Skills Boot Camp with mock interviews for 15 students from an OMWI high school, Central Gwinnett County High School.
- October 21: The Economic Education team in the Jacksonville Branch collaborated with human resources to conduct an Employability Skills Boot Camp with mock interviews for 25 students from an OMWI school, Ribault Academy of Finance.
- October 21–22: The Nashville Branch delivered a workshop titled *Teaching Career Exploration and Employability Skills: Resources for Your Classroom* to 14 teachers at the Nashville Branch and 13 teachers in Kingsport, Tennessee.
- October 27: The Miami Branch collaborated with HR, multiple hiring managers in other departments, and volunteers from the Academies of Finance in Miami to conduct an Employability Skills Boot Camp with mock interviews for 90 students. The students are enrolled in the Academy of Finance Schools, all of which are OMWI high schools.

The following table details other Atlanta Fed-specific events.

Direct-to-student events held throughout the Sixth Federal Reserve District in 2015	
Atlanta	<ul style="list-style-type: none"> Established a new partnership with the Rosen Family Foundation and delivered the two-day Money Basics Program for 19 students. Sixty-seven percent of high schools represented were OMWI high schools.
Birmingham	<ul style="list-style-type: none"> Conducted a presentation on post-secondary education to 175 OMWI students attending the annual Future Business Leaders of America conference.
Jacksonville	<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 15 OMWI students from Ribault Academy of Finance
Miami	<ul style="list-style-type: none"> Facilitated four 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 150 minority students attended. Delivered a two-day workshop for 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.
Nashville	<ul style="list-style-type: none"> Delivered a webinar for 10 students in the Metro Nashville Public Schools virtual school program. Shared college and career readiness resources and tips with students attending the Metro Nashville Public Schools Student Career Fair.
New Orleans	<ul style="list-style-type: none"> Conducted a Financial Smarts for Students program at Lee High School, in Baton Rouge, Louisiana, for 150 students in partnership with Louisiana Jump\$tart colleagues. Delivered personal finance program at the New Orleans Branch for 23 minority students from St. James High, St. James Parish.

Challenges

The Atlanta Fed's economic and financial education initiatives continued to experience challenges in 2015:

- School budgets and teacher training days continued to be negatively affected: therefore, 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.
- Some school districts opt to use financial literacy programs and curricula offered by other nonprofit as well as for-profit providers, which can make it challenging to encourage these systems to send teachers to Atlanta Fed training events or to use the Federal Reserve System's resources.

Next Steps

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

- Targeting specific OMWI schools, with the goal of increasing their contact with underpenetrated OMWI districts and schools.
- Continuing to develop partnerships with other nonprofit providers and agencies to deliver financial literacy resources and programs to OMWI schools.
- Expanding webinar offerings, which will increase the accessibility of educational materials for schools that have difficulty sending teachers to workshops. We will deliver a series of quarterly webinars in collaboration with the Dallas, Kansas City, Philadelphia, and St. Louis Federal Reserve Banks to expand our reach to previously underpenetrated OMWI districts and schools.
- Adding two additional personal finance infographics (one on budgeting and the other on

saving/investing strategies) to the *Katrina's Classroom* infographic series.

Conclusions and Recommendations from the Director of the Office of Minority and Women Inclusion, 2015

“At the Federal Reserve Bank of Atlanta, we embrace diversity and inclusion as essential to who we are. We rely on the unique individual talents, expertise, and valued perspectives of our employees as well as those of external stakeholders to carry out our mission as part of the nation’s central bank.”

It has been five full years since the establishment of the Office of Minority and Women Inclusion in January 2011. Long before the establishment of the OMWI, the Atlanta Fed had maintained a steadfast commitment to diversity and inclusion. Reflecting back on our progress in various areas, as well as the challenges and opportunities each year, we recognize 2015 as one that is considered pivotal in our diversity and inclusion journey and in our ongoing success. During the last year, the demonstrable commitment from the very top of the organization has become increasingly more visible and more intentional. Penned by the Bank’s President and First Vice President, the D&I commitment statement shown above clearly establishes the covenants we believe in and the standards and expectations by which we hold ourselves accountable. In addition, the establishment of the Executive Council on Diversity & Inclusion (ECDI) creates an effective partnership with our most senior leaders to implement the Bank’s D&I strategy and ensure ownership throughout all areas of the organization.

The aforementioned initiatives are indicative of the progress the Atlanta Fed continues to make in fostering a more inclusive culture and strengthening our workplace programs and practices for our staff, as well as external constituencies. We continue to see positive changes and impact from the work being done, and we have received internal and external validation that efforts are having an impact and are being recognized as best practices. Expanded relationships with HBCUs and diversity partners for talent acquisition; ongoing development programs for minorities and women, increased

MWBE spend and contract awards, and collaborative financial literacy efforts across the System are just a few of the efforts that reflect forward movement. Despite these affirmations, there are areas wherein we would like to see continued and even greater progress.

Workforce Diversity

The geographic location of our District benefits us in terms of our ability to organically attract a broadly diverse pool of job applicants for available positions. We have continued to maintain relationships with Atlanta HBCUs and some of the women’s colleges; however, until this past year, we have not actively engaged in efforts to develop strong partnerships with educational institutions outside the Atlanta area. We recognize the need to expand our scope and further leverage our geographic footprint in other cities within our District that include large Hispanic populations as well as other HBCUs and women’s colleges.

While we generally hire more experienced candidates than the entry level, our hiring efforts at the college level continue to be primarily for internship positions. We have had success placing women and minority interns across the organization and continue to encourage hiring managers to consider eligible interns for full-time employment. Although college recruiting continues to be a primary source for intern recruiting, we have not limited our efforts there. In addition to our college internship program, we are also proud of our successes engaging interns from partnerships with external associations like YearUp, where we have consistently transitioned interns to full-time status and will continue to pursue alternative avenues for minority and women talent going forward.

In terms of representation of minorities and women at the senior executive level, we continue to compare favorably to the population. We are focusing more on building the pipeline of talent to

those senior positions. From a recruiting standpoint, we have continued to evaluate opportunities to cast a wider net and hire externally for current positions, particularly in areas that have significant impact on enterprise risk (for example, Information Technology). Further, we recognize the need to ensure we are integrating new and requisite skills and experiences to address rapidly evolving business needs.

This requires agility in our talent management strategies and programs, which have been areas of heightened priority and increased focus. Assessing employee opinions in engagement surveys, strengthening and expanding education and development programs (including D&I training), refining competency assessments, and reviewing personnel policies and practices to ensure objectivity and fairness are among the many initiatives currently underway.

Supplier Diversity

As reflected in this report, and due to the dedicated efforts of our supplier diversity and procurement team, MWBE spend has continued to increase over the last five years and has tripled since 2011. These dedicated resources and robust and expansive outreach efforts have contributed to our success in this space. Internally, support for the Bank's supplier diversity efforts has been strong among business leaders, including top executives and others responsible for procurement of services. Technical assistance provided to MWBEs has expanded beyond how to work with the Bank to include financial management and access to capital for existing and start-up businesses. While not every company we reach will align with the business needs of this Reserve Bank, we believe this practice supports the economic growth of the communities we serve.

Opportunities exist to further enhance procurement processes to ensure more MWBEs are included in bid opportunities whenever possible. More precise delineation of minority-owned businesses is also being considered going forward along with efforts to leverage technology in tracking and reporting second tier spend.

Financial Literacy

Focusing financial literacy efforts on teachers has remained an effective model for our economic

education initiatives. However, challenges within the surrounding public school systems continue to impose limitations on the availability of teachers to attend the programs offered. To that end, efforts have increased to provide materials through on-line resources including social media outlets. These efforts will have to continue and increase going forward to remain viable given the current stresses and restrictions in our educational environment.

This is an area where coordinated and collaborative efforts are proving to be more efficient and effective in accomplishing objectives. Partnerships with other Reserve Banks for annual, featured events have been successful for broad reach and one-time high impact. However, because each Reserve Bank has a different approach in how financial literacy programs are deployed, our District will have to continue to explore opportunities to collaborate with local groups to reach our target audiences and further penetrate the OMWI schools in our region.

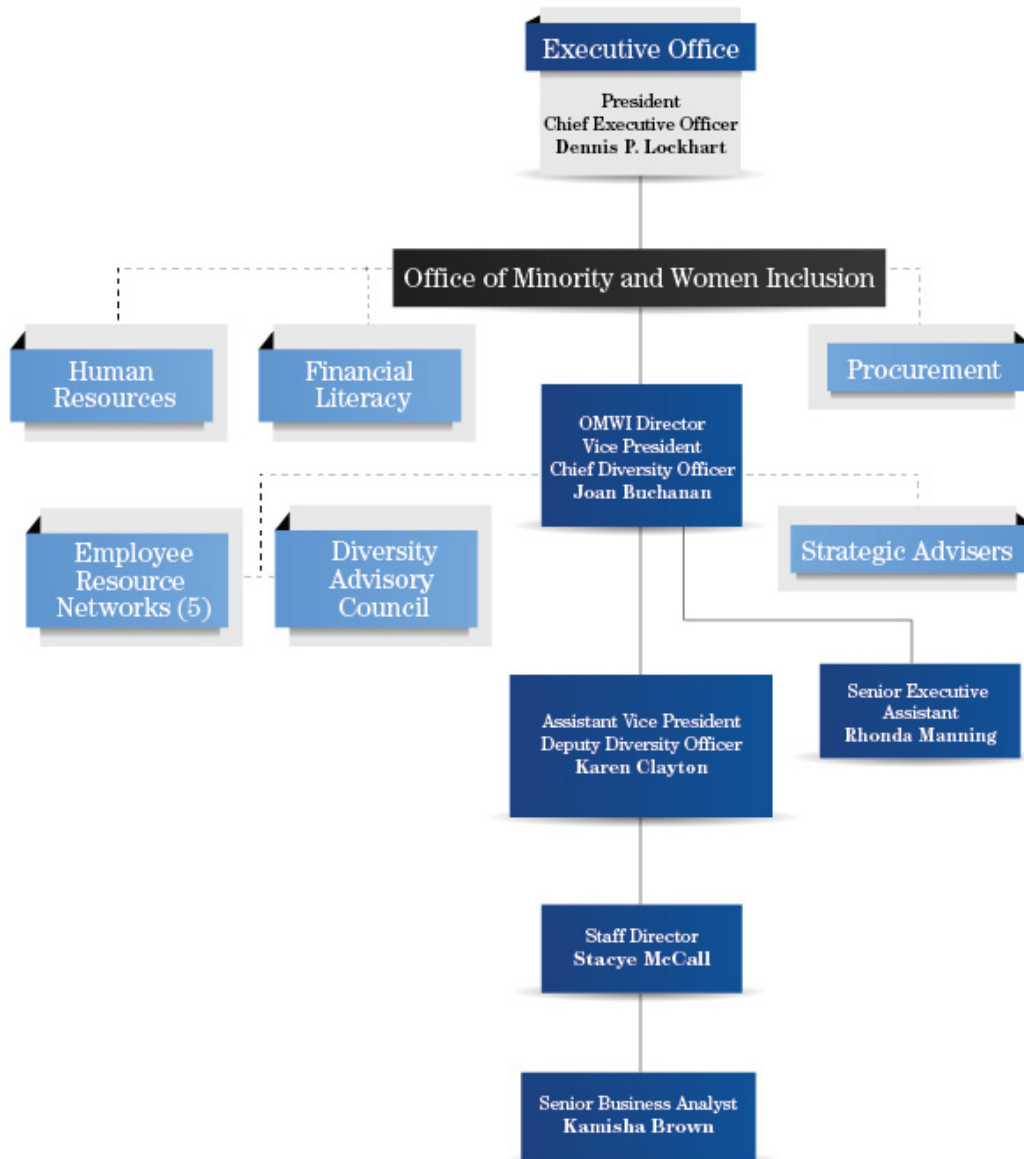
Final Thoughts

In the past year, while we have continued to be mindful of the specific affirmative steps and requirements legislated by Section 342 of the Dodd Frank Act, we have also continued to give increased focus to broader initiatives that impact our workplace culture and staff engagement. We realize our Bank's vision for a culturally competent and highly inclusive workplace is not possible without strong leadership and the commitment of those leaders. The reaffirmed and demonstrable commitment of those at the top of our organization will go a long way to more fully integrate D&I into our culture and create a stronger foundation to build upon for future success.

As a public institution, we pay attention to the feedback, comments, and recommendations from public entities as well as congressional caucuses related to diversity and inclusion efforts of the Federal Reserve Banks. We take this information seriously and have considered and implemented suggestions where appropriate. We continue to welcome congressional perspectives on our collective efforts as a Federal Reserve System and on the specific efforts of the Sixth Federal Reserve District, as contained in this Report.

Appendices

Appendix A: OMWI Atlanta Organizational Structure



Appendix B: Federal Reserve Bank of Atlanta Workforce Representation as of December 31, 2015

Job Categories	By Number		Non-Hispanic Men						Non-Hispanic Women						Total
	Men	Women	White	Black	Native Hawaiian	Asian	Native American	2 or More Races	White	Black	Native Hawaiian	Asian	Native American	2 or More Races	
	Hispanic	Hispanic													
Senior Managers/Executives	0	1	4	2	0	0	0	0	5	0	0	0	0	0	12
First/Mid-level Managers	15	13	124	54	1	7	0	2	90	48	0	5	0	2	361
Professionals	37	37	251	73	0	27	2	4	163	136	1	25	1	3	760
Technicians	0	0	0	4	0	0	0	0	1	2	0	0	0	0	7
Admin Support	3	6	6	23	0	4	0	0	43	69	0	6	0	1	161
Craft Workers	5	0	21	5	0	1	0	1	0	0	0	0	0	0	33
Operatives	23	6	12	27	0	4	0	0	12	20	0	3	0	0	107
Service Workers	19	1	32	41	0	3	0	0	6	11	0	0	0	1	114
Total	102	64	450	229	1	46	2	7	320	286	1	39	1	7	1,555

Job Categories	By Percentage		Non-Hispanic Men						Non-Hispanic Women						Percentage of Total Workforce
	Men	Women	White	Black	Native Hawaiian	Asian	Native American	2 or More Races	White	Black	Native Hawaiian	Asian	Native American	2 or More Races	
	Hispanic	Hispanic													
Senior Managers/Executives	0.0%	8.3%	33.3%	16.7%	0.0%	0.0%	0.0%	0.0%	41.7%	0.0%	0.0%	0.0%	0.0%	0.0%	1%
First/Mid-level Managers	4.2%	3.6%	34.3%	15.0%	0.3%	1.9%	0.0%	0.6%	24.9%	13.3%	0.0%	1.4%	0.0%	0.6%	23%
Professionals	4.9%	4.9%	33.0%	9.6%	0.0%	3.6%	0.3%	0.5%	21.4%	17.9%	0.1%	3.3%	0.1%	0.4%	49%
Technicians	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%	0.0%	0.0%	0.1%	0.03%	0.0%	0.0%	0.0%	0.0%	0%
Admin Support	1.9%	3.7%	3.7%	14.3%	0.0%	2.5%	0.0%	0.0%	26.7%	42.9%	0.0%	3.7%	0.0%	0.6%	10%
Craft Workers	15.2%	0.0%	63.6%	15.2%	0.0%	3.0%	0.0%	3.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2%
Operatives	21.5%	5.6%	11.2%	25.2%	0.0%	3.7%	0.0%	0.0%	11.2%	18.7%	0.0%	2.8%	0.0%	0.0%	7%
Service Workers	16.7%	0.9%	28.1%	36.0%	0.0%	2.6%	0.0%	0.0%	5.3%	9.6%	0.0%	0.0%	0.0%	0.9%	7%
Percentage of Total Workforce	6.8%	4.1%	28.9%	14.7%	0.1%	3.0%	0.1%	0.5%	20.6%	18.5%	0.1%	2.2%	0.1%	0.5%	100%

- The information in these tables reflects the Sixth 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 the broad civilian workforce 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 C: 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 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			
2,057	852	41%	851	5	1

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

OMWI schools are defined as the following:

- Inner-city schools;
- Majority-minority schools; **or**
- 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 above) 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.

Appendix E: OMWI Core Metrics

Atlanta	Topics	Measures	Metrics	Comments/Notes
1	<i>Management Representation</i>	Top 2 EEO-1 categories: Senior executives and mid-level managers	373	See Appendix B for more detail.
		% Women	44%	
		% Minorities	40%	
2	<i>Hiring Statistics</i>	Total external hires	103	See table on page 6 for more detail.
		% Women	38.8%	
		% Minorities	52.4%	
3	<i>Interns</i>	Total interns	28	This total includes interns from our summer college program, from YearUp and from INROADS. Some participants included here were participants from a previous year's program.
		% Women	46.4%	
		% Minorities	39.3%	
4	<i>M/WBE Expenditures</i>	Total spend (in millions)	\$41.16	See graph on page 17 for 5-year trend data. Please note the continued improvement over the past five years, such that the percentage of our MWBE spend has approximately tripled in that time.
		% WBE	7.4%	
		% MBE	7.8%	
5	<i>Financial Education</i>	Number of events	91	This total represents personal finance events that include at least one OMWI high school.
		Number of students attended	1,422	This total represents students who attended a direct to student or an in-person program.
		Number of educators attended	2,574	
		Number of students reached	193,050	This total represents the students reached through educators using a common multiplier of 75.



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