

FEDERAL RESERVE BANK OF ST. LOUIS

# Office of Minority and Women Inclusion

2012 ANNUAL REPORT TO CONGRESS



**Table of Contents**

Message from the President..... 3  
Executive Summary..... 4  
Overview..... 6  
Employment..... 8  
Procurement ..... 11  
Financial Literacy..... 14  
Conclusions..... 16  
Appendices .....17

# Message from the President

**James Bullard**  
President and CEO



Greetings from the Federal Reserve Bank of St. Louis.

Enclosed is the 2012 Office of Minority and Women Inclusion (OMWI) Congressional Report from the Federal Reserve Bank of St. Louis, as mandated by Section 342 of the Dodd-Frank Wall Street and Consumer Protection Act of 2010.

This report outlines many of the diversity and inclusion activities undertaken in 2012. These actions have been implemented not only to comply with the Dodd-Frank Act, but also to enhance the effectiveness and strength of our organization. The report details some of the successes and challenges that have been encountered during 2012.

At the St. Louis Fed, we continue to believe that by building a more diverse and inclusive organization we will better serve the American public. While we made positive strides in our OMWI efforts, we are keenly aware that there is more progress to be made.

A handwritten signature in black ink that reads "J. Bullard". The signature is written in a cursive, flowing style.

# Executive Summary

The Federal Reserve Bank of St. Louis (Bank) assumed additional responsibilities mandated by Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010 (Dodd-Frank Act). As required by the Dodd-Frank Act, the Bank established the Office of Minority and Women Inclusion (OMWI) and continues its efforts to ensure the inclusion of minorities, women, and minority- and women-owned businesses in activities of the Bank, with immediate emphasis on workforce and procurement diversity. Assessment of inclusion programs in regulated entities is being managed by the Board of Governors, and therefore is not addressed in this report.

Under the direction of James Price, OMWI director and vice president of diversity and inclusion, the OMWI remains committed to developing strategies that will enhance diversity and inclusion within all the Bank's business activities. As a complement to the existing diversity and inclusion efforts of the Bank, the OMWI will continue to coordinate strategic development of policies and procedures around workplace diversity, supplier diversity and economic education.

## Employment

The Bank is working hard to build diversity at all levels of the organization, beginning at the very top. Recognizing that our Bank's board of directors represents the community in which we serve, we make every attempt to have diverse members. The nine members of the St. Louis board of directors include three white females, one Hispanic-American male and one African-American

male. Of the 922 employees of the Eighth District, 45 percent are women and 27 percent belong to a minority group, as of Dec. 31, 2012.

Strengthening the diversity of the leadership pipeline has been a priority for the Bank in 2012. Through the Bank's ongoing partnerships with community-based organizations and its active participation in Historical Black College and University (HBCU) recruitment fairs, the 2012 College Internship Program encompassed 28 interns: 15 were minorities and 11 were women, including eight from HBCUs and four from INROADS.<sup>1</sup> In addition, the Bank's focus on employee development remains strong, as building organizational capacity and effectiveness are critical factors in accomplishing its vision. The main focus of the 2012-2013 Mentor Program was to ensure the presence of strong developmental goals and diverse representation of program participants. The 2012-2013 Mentor Program provided developmental opportunities for a cross section of 38 pairs with diverse backgrounds, skills and experiences. The mentors/mentees were made up of 76 percent women and 55 percent minorities. Additionally, the mentors represented all levels of executives, including senior vice presidents.

## Procurement

The Bank has made considerable progress to enhance the ability of minority business enterprises (MBE) and women business enterprises (WBE) to provide the Bank

<sup>1</sup> The mission of INROADS is to develop and place talented underserved youth in business and industry, and prepare them for future corporate and community leadership.



Interns attend the Bank's first Intern Expo. At the expo, interns presented work products and lessons learned to members of Bank management. The event provided the interns with one-on-one face time with management across the District, as well as career networking opportunities.

with goods and services. In 2012 approximately 2.8 percent (1.08 percent in 2011) of total spend was allocated to MBEs and 9.2 percent (6.01 percent in 2011) to WBEs. The Bank's successes include:

- Adding a supplier diversity specialist role to drive supplier outreach efforts and source potential MBEs and WBEs for participation in competitive bidding events
- Expanding sourcing opportunities to MBEs and WBEs through community organizations and partnerships, such as the Women's Business Development Center (WBDC)
- Increasing the Bank's presence and outreach efforts through participation in local and national conferences
- Remaining active with local supplier diversity councils, such as the St. Louis Minority Business Council
- Signing a multiyear food services contract with SodexoMagic, an MBE

## Financial Literacy

The St. Louis Fed continues its longstanding reputation as a leader in the development of economic education and financial literacy programs. According to data from the National Center for Education Statistics, the Bank serves 280 inner-city, majority-minority and girls high schools (OMWI-defined) with a total combined enrollment of 159,003 students, 75 percent of whom are African-American, 5 percent Hispanic, 1 percent Asian and 0.2 percent American Indian. By providing free, high-quality professional development to the educators in these schools, participating in local, regional and

national conferences, and offering highly customizable options for student engagement, the Bank continues to have a positive impact on OMWI-defined high schools within the Eighth District.



In 2012 the St. Louis Fed debuted “Diálogo con la Fed,” its first Spanish-language edition of the Bank’s Dialogue with the Fed discussion series for the general public, in which Fed officials address key economic and financial issues and answer questions from the audience. The program, titled “Deuda Soberana: Una Tragedia Griega Moderna” (translated as “Sovereign Debt: A Modern Greek Tragedy”), was hosted by St. Louis Fed senior economist Fernando Martin along with fellow Bank economists Carlos Garriga and Adrian Peralta-Alva.



## En Español

The St. Louis Fed continued and expanded its Spanish translations of podcasts, brochures and publications in 2012, including translations of: the Bank’s 2011 Annual Report essay, titled “Deuda Soberana: Una Tragedia Griega Moderna”; podcasts of the *Beige Book* and *Burgundy Book* reports; economic education materials and lesson plans such as *In Plain English*; *It’s Your Paycheck*; *Cards, Cars and Currency* and *Time Value of Money*; community development materials and brochures such as *Learn Before You Leap*, which provides advice on each step of the home-buying process, and *Kids and Money*, which helps parents teach their school-age children how to manage money.



Additionally, the Bank partnered with St. Louis’ Casa de Salud, a wrap-around service provider for Spanish-speaking immigrants, to deliver financial literacy education.



# Overview

**O**n Jan. 18, 2011, the Federal Reserve announced the establishment of offices to promote diversity and inclusion at the Federal Reserve Board and each of the 12 Federal Reserve banks. The offices continue the Federal Reserve System’s long-standing efforts to promote equal employment opportunity and diversity and to foster diversity in procurement, with a focus on minority and women business enterprises.

The St. Louis Fed’s OMWI director, James Price, has been with the Federal Reserve Bank of St. Louis for more than 17 years. He began his Bank career as a management analyst, and has held a variety of leadership positions over the years in the Bank’s St. Louis and Memphis offices. Since 2008 Mr. Price has been the Bank’s vice president of Diversity and Inclusion. He holds a bachelor’s degree in business from Culver-Stockton College.

In accordance with the Dodd-Frank Act, the Federal Reserve Bank of St. Louis OMWI is responsible for all matters relating to diversity in management, employment and business activities at the Bank. The OMWI builds upon our existing efforts to create an inclusive workplace, attract and retain a diverse staff, and foster supplier diversity.

The Bank values diversity—in thought, practice and demographic makeup—and considers diversity a good business strategy. The Bank’s commitment to diversity starts at the top and is reflected at all levels of the organization.

## Staff and Structure

The Bank’s OMWI director reports directly to the Bank’s president, James Bullard. In addition to Mr. Price, the OMWI has a staff of four full-time employees.

## Unique District Activities

The St. Louis Fed is an international leader in the provision of online economic and financial information. The Bank’s Federal Reserve Economic Data, or FRED®, database has been called “the most amazing economics web site in the world” by *Business Insider*.

The St. Louis Fed’s Treasury Relations and Support Office (TRSO) coordinates and manages the relationship between the Department of the Treasury and the Federal Reserve System, serving as the central point of contact for policy issues, new initiatives and problem resolu-

## Regional Geography

The Eighth District covers a portion of the Midwest and Midsouth regions. The Bank has offices in St. Louis (headquarters); Memphis, Tenn.; Louisville, Ky.; and Little Rock, Ark. The Memphis branch duties include cash processing, supervision and regulation of financial institutions, and community development activities. The Little Rock branch duties include supervision and regulation of financial institutions, and community development activities. The Bank’s Louisville branch duties include community development activities. All offices provide economic education outreach programs to the communities they serve.



**James Price**

*Director of the Eighth District Office of Minority and Women Inclusion and Vice President of Diversity and Inclusion*

Mr. Price has been with the Federal Reserve Bank of St. Louis for more than 17 years. He began his career at the Fed as a management analyst. Mr. Price has held a variety of leadership positions over the years in both the St. Louis and Memphis offices. Since 2008 he has held the position of vice president of diversity and inclusion. He holds a bachelor's degree in business from Culver-Stockton College.



tion. The TRSO assists the Treasury with identifying and pursuing strategic initiatives benefiting both the Treasury and the Federal Reserve System, while ensuring

the successful completion of all Treasury-related Federal Reserve System initiatives.

**Special Acknowledgments**



The Federal Reserve System received national recognition for its efforts in diversity recruiting. The Fed was named to the "Best of the Best List for Top Diversity Employers" by three magazines—the *Black EOE Journal*, the *Hispanic Network Magazine* and the *Professional Woman's Multicultural Magazine*, which also named the Fed as one of its Top Banks and Financial Institutions.



*St. Louis Small Business Monthly* named **James Price** one of its Heroes in Diversity for his leadership in promoting inclusion at the Bank and for his volunteer work outside the Bank.



*The St. Louis Business Journal* named **Mary Karr**, senior vice president, general council and corporate secretary, one of the Most Influential Business Women for 2012. The award recognizes St. Louis-area women in the local business community who also stay actively involved in volunteer and service efforts.



Memphis Regional Executive **Martha Perine Beard** continues to serve as board chairman of the United Way of the Mid-South. The three major areas of focus for the United Way of the Mid-South are education, financial stability and health. Mrs. Beard also sits on the Mid-South Minority Business Council Continuum's board of directors.

# Employment of Minorities and Women

**T**he Bank is committed to a vision of building a work environment as diverse as the public it serves. Given the challenges in effecting that vision in the immediate term, building a diverse leadership pipeline is a critical component of the Bank's OMWI strategy. During 2012 the Bank continued to recognize the value of attracting and recruiting potential employees from a diverse candidate pool while developing and retaining its best employees. In support of this commitment, the Bank continues its efforts to develop policies and procedures for increasing participation of minorities and women at all levels, as outlined below.

## Successes

### *Enhanced interview policy and procedures*

The Bank instituted a policy that requires all postings for leadership positions as well as for positions that have a direct line to leadership opportunities to include a panel interview of diverse Bank employees to allow for a more well-rounded view of the applicant. In addition, those employees that typically serve as panelists during the interviewing process have been trained on the behavioral interviewing process. This allows for a more consistent interviewing experience for all candidates and a broader mindset of the individuals making recommendations on the ideal candidate.

### *Women and minorities promoted in the official ranks*

In 2012 there were a total of 24 officer promotions. Thirteen (54 percent) of these promotions involved a female and four (17 percent) were of a minority group.

### *Recruitment and retention of a more diverse workforce*

- **College Internship Program:** In 2012 the Bank employed 28 interns, an increase from seven in 2011. Of the 28 interns, 15 were minorities and 11 were women. In addition, eight of those students had attended an HBCU and four came to the Bank from INROADS. This intern program was developed to be more robust than in previous years and was designed to provide interns with challenging work and developmental opportunities. Many interns participated in developmental workshops and had the opportunity to work with management and senior leaders, including the Bank's president. The desired outcome was to provide the students with career skills and opportunities to return to the Bank as an intern or potentially an employee. As a result, six interns were extended and accepted full-time job offers (two began employment in 2012 and four will begin employment in 2013).
- **Talent Development Program:** In 2012 the Bank began a Talent Development Program. This program provides entry-level opportunities within the Bank with the long-term expectation that individuals will develop into strong Bank leaders. It is structured so that each assignment or rotation for an entry-level person gives the participant exposure to specific functions within the Bank over a 2-3 year period with the individual ultimately being placed in the area best suited for his or her skill set and interests. To facilitate diversity in the applicant pool for this program, the intern program serves as a primary feeder pool. In 2012 the person placed into this program was a 2012 summer intern who is a female minority and a graduate of an HBCU.

**Sharon Wilson**, a senior recruiter in Human Resources, met with prospective applicants at the Association of Latino Professionals job fair. **Faye Jones**, a manager in Human Resources at the Memphis Branch, met with prospective applicants at the National Urban League job fair. Ms. Wilson and Ms. Jones, along with other Federal Reserve System representatives, attended several national and regional job fairs geared toward minorities and women.



- **Relationship Building with Eighth District HBCUs:**

The Bank's HBCU engagement strategy is being used effectively to develop relationships at these colleges and universities. The strategy focuses on increasing active and personal engagement with HBCUs. Bank personnel attended career fairs and hosted several skills-based workshops, such as resume writing and mock interviewing to help prepare students to enter the workforce. This important on-site presence has enabled the Bank to recruit top quality students for summer intern positions. Some of the ways in which the Bank engaged with HBCUs include:

- **Harris Stowe State University, St. Louis** – Bank staff attended a career fair, conducted interviews for the 2013 intern program, and conducted on-site resume writing workshops and mock interview sessions for students. In addition, the OMWI director participated in several events with this university, including serving as the moderator at its Black Executive Exchange Program (BEEP) event in 2012.
- **Philander Smith College, Little Rock, Ark.** – Bank staff hosted a “Fed at Philander Day” with speakers from the Bank, including recruiters and senior executives. Staff members also met with professors, attended a career fair and conducted interviews for the 2013 intern program.
- **Kentucky State University, Frankfort, Ky.** – Bank staff held a “Conversation with the Fed” event on campus to introduce students to the Fed and conducted on-campus interviews for the 2013 intern program. The Bank also partnered with the Federal Reserve Bank of Cleveland and Kentucky

State University to educate members of the community on the impact of the financial crisis on housing and the particulars of the Federal Reserve's mission.

### **Recruiting Fairs**

The Bank participated in national and regional job fairs sponsored in urban communities and/or those geared toward minorities and women. Specific recruiting fairs aimed at minorities and women included the following:

- Thurgood Marshall College Fund Career Fair, New York City
- Hispanic Chamber of Commerce, St. Louis
- Urban League, St. Louis
- National Urban League, New Orleans
- Association of Latino Professionals (ALPFA), Las Vegas
- National Society of Hispanic MBAs (NSHMBA), Orlando, Fla.
- National Black MBA Conference, Indianapolis

### **Mentoring**

The objective of the Bank's Mentor Program is to strengthen the Bank's leadership pipeline by increasing the cultural aptitude of leaders and staff. The program also supports recruiting and retention efforts. More emphasis was placed this year on encouraging greater participation by two key groups: 1) senior leaders as mentors and 2) high-potential minorities as mentees. The Bank uses its talent review and succession planning processes to identify potential candidates for the program and pairs partners as an opportunity to leverage cross-



Senior Vice President **Julie Stackhouse** and Louisville Regional Executive **Maria Hampton** attended “Conversation with the Fed” at Kentucky State University, an HBCU located in the Eighth District, to educate members of the community on the impact of the financial crisis on housing and discuss the Federal Reserve's mission. Other Bank staff hosted on-campus interviews with several students.

functional and cross-cultural learning and development. While the Bank has a successful mentoring program, there are also several informal mentoring relationships that continue to be highly encouraged and supported.

A focus area of this year's program is to ensure strong developmental goals and diverse representation of program participants. The 2012-2013 Mentor Program includes 38 mentoring pairs with eight mentors and 13 mentees belonging to minority groups. Further, women participate in 76 percent of mentoring pairs either as mentors or mentees. Lastly, senior level officers are well-represented as mentors, up to and including senior vice presidents.

## Challenges

Many of the challenges listed in the 2011 OMWI Congressional Report remain. These include:

- Attracting top candidates from national recruiting conferences aimed at women and minorities is particularly challenging when the applicant has no personal ties to the cities in the Eighth District.
- There is an apparent perception by some minority applicants that the Bank's lack of minorities at the executive level reveals an inability to rise up through the ranks.
- Specialized and leadership positions have significant competition for minority talent within the Bank's region due to demographics and labor market dynamics.

## Next Steps

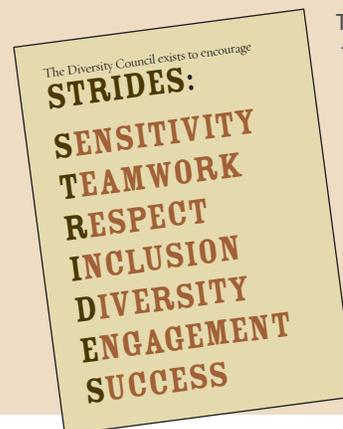
- Enhance the Bank's College Outreach Strategy to foster deeper engagement with HBCUs in our District. This involves participating in on-campus activities beyond career fairs to build a stronger presence on campus.
- Continue to enhance our recruiting process to ensure the applicant pool is represented by women and minorities.
- Continue to refine and expand the College Internship Program. To date, 21 candidates have accepted offers for the 2013 program; of that number, 14 are minorities and 10 are women.
- Continue to partner with professional organizations that target women and minorities as their members.
- Enhance the Bank's communication and marketing activities regarding employment opportunities.



**James Price**, director of OMWI, presents **Carmen Suarez** of Event Management with the Bank's first Spirit of Diversity Award. The award recognizes employees who have made significant contributions to promoting diversity.



The Office of Diversity and Inclusion sponsors the Bank's Diversity Council, which strives to make employees more aware of the value of diversity and implements and executes diversity-related efforts that link to the Bank's core business strategies. Council members plan and coordinate Bank presentations by outside speakers, community service opportunities and cultural events that celebrate diversity.



The Diversity Council exists to encourage STRIDES® to serve as a sounding board, a change agent and an advocate for awareness.

# Procurement: Inclusion of Minority and Women Business Enterprises

**O**ur success in supplier diversity at the Federal Reserve Bank of St. Louis continues to grow since developing policies and procedures that align with the provisions of Section 342 of the Dodd-Frank Act. The Bank has demonstrated a tremendous effort in supporting the objectives of the OMWI by cultivating new strategies and advancing current work focused on small business and supplier diversity initiatives. The Bank has implemented various policy changes in order to ensure that we are providing as many opportunities as possible for minority business enterprises (MBE) and women business enterprises (WBE) to do business with the Bank.

## Amounts Paid to Contractors

Total Spend: \$42.82 million

Percentage paid to minority business enterprises: 2.79 percent or \$1.19 million

Percentage paid to women business enterprises: 9.21 percent or \$3.94 million

## Successes

- Key Bank successes during 2012 included increasing the 2012 MBE and WBE spend total over 60 percent compared to the reported 2011 spend, and partnering with SodexoMagic (an MBE) on a multiyear contract to provide food services for the Bank.
- Another success was the hiring of a supplier diversity specialist. The supplier diversity specialist supports the overall goals and objectives of the OMWI and is responsible for coordinating the Bank's supplier outreach efforts, sourcing potential suppliers for participation in competitive bidding events, and providing analytical and project support.
- Other areas of Bank successes included identifying and expanding sourcing opportunities to minority and women business enterprises, increasing the Bank's presence in and outreach efforts to the supplier diversity community, increasing access to a larger, more diverse pool of supplier candidates, and expanding internal awareness of the Bank's Supplier Diversity initiative. More details follow:

## *Expanding sourcing opportunities to minority and women business enterprises*

- The Bank expanded its outreach to groups that support the Bank's efforts in identifying minority and women business enterprises as potential bidders to provide goods and services to the Bank. In 2012 membership was obtained with the Women's Business Development Center (WBDC), the regional affiliate and certifying partner of Women's Business Enterprise National Council (WBENC), as well as with the Hispanic Chamber of Commerce of Metropolitan St. Louis. Corporate membership was also maintained with the Mid-South Minority Business Council (MMBC) Continuum and the St. Louis Minority Supplier Development Council (SLMSDC), the regional affiliate and certifying body of the National Minority Supplier Development Council (NMSDC).
- 2012 procurement policy changes included adding a Good Faith Efforts (GFE) Questionnaire requirement for competitive bidding events and a GFE requirement for suppliers selected without competitive bidding.
- The Bank continued the 2011 pilot program that pays some subcontractors directly for services. This has allowed the Bank to create better relationships with these subcontractors, while also assisting the small businesses with more timely payment than generally received when paid by the prime contractor.
- More effective communications and marketing via social media were made to connect with MBEs and WBEs through such vehicles as MBE Connect and LinkedIn.

## *Increasing the Bank's presence and outreach efforts in the supplier diversity community*

- The Bank's expanded participation in local and national conferences, forums and meetings in 2012 included the following:
  - 1. St. Louis Minority Supplier Development Council (SLMSDC)**
    - a. AMP Meetings – St. Louis**

The SLMSDC facilitates Alliance for Minority Procurement (AMP) quarterly meetings that are reserved for its corporate members to share best practices, connect, network and

brainstorm various challenges in supplier diversity. Certified minority businesses are featured during each session and have an opportunity to market their product and service offerings to staff members who attend regularly.

**b. Business Opportunity Fair** – The council's largest event, the Business Opportunity Fair attracts hundreds of local and regional certified and non-certified minority business enterprises, corporate members, sponsors and prospective members.

**c. Business Card Exchange with MBEs** – This networking event is designed to foster new relationships between minority business enterprises and corporate members.

**2. Board of Governors' Empower Forum** – Washington, D.C.

The forum focused on the economic development and future outlook for business communities, including small and diverse enterprises.

**3. Women's Business Enterprise National Council 2012 National Conference and Business Fair** – Orlando, Fla.

OMWI Director James Price was in attendance at this event, which had more than 3,200 registrants, to meet with and discuss viable opportunities with participants expressing interest in Eighth District sourcing. Along with other Federal Reserve System personnel present at the exhibit booth, Mr. Price promoted the Bank's supplier registration process, thereby increasing the level of interest and number of new suppliers entering their profiles into the Bank's procurement database.

**4. Mid-South Minority Business Council (MMBC) Continuum's 2012 Economic Development Forum** – Memphis, Tenn.

This forum, developed by the MMBC Continuum, provides professional customer service to its members through strategic business advisors (SBAs) who manage a portfolio of local minority and women business enterprises across various industries. The SBAs provide the Bank's supplier diversity specialist with potential vendors that may fit sourcing needs.

**5. Federal Reserve Bank of Richmond Supplier Diversity Vendor Fair** – Richmond, Va.

Bank staff supported the Federal Reserve Bank

of Richmond's Supplier Diversity Vendor Fair by participating and assessing the business attendees for opportunities specific to the St. Louis Fed's needs.

**6. WBDC Entrepreneurial Woman's Conference and Buyer's Mart** – Chicago

The Women's Business Development Center (WBDC) is a certifying partner of the Women's Business Enterprise National Council (WBENC). This conference and buyer's mart event exposed its corporate members to certified women-owned businesses. As a regional member of the WBDC's Chicago-based affiliate, Bank staff participated in its Contract Connections session, where one-on-one interviews were conducted with several businesses to provide information that may align with the Bank's sourcing needs.

**7. Mid-South Minority Business Council (MMBC) Continuum and St. Louis Fed Seminar on "Doing Business with the Fed"** – Memphis, Tenn.

The Bank collaborated with the MMBC to increase community awareness and promote business development within the region. The Bank hosted a supplier training session regarding its competitive bidding and contracting processes and other critical business aspects necessary to be considered for supplier opportunities with the Bank. This event was coordinated by Martha Perine Beard, the Bank's Memphis regional executive, who also sits on the MMBC's board of directors.

**8. WICISDC – Heart of Illinois Business to Business Symposium** – Peoria, Ill.

The Wisconsin Central Illinois Supplier Development Council's (WICIDC) Heart of Illinois Business to Business Symposium and Training Seminar is a business networking activity designed to create new supplier relationships for buyers. The Bank's supplier diversity specialist participated in a series of focus-group discussions where MBEs were provided an opportunity to market themselves.

**9. National Minority Supplier Development Council 2012 Conference and Business Opportunity Fair** – Denver

The supplier diversity specialist participated in this conference and attended several workshops that focused on enhancing an organization's

efforts to diversify its supplier pool. Along with other representatives from the Federal Reserve System, St. Louis Fed staff interacted with numerous business owners at the Federal Reserve System exhibit booth.

#### **10. Lumière Casino’s Vendor Fair – St. Louis**

This fair provided an opportunity for about 80 local and regional MBEs and WBEs to showcase their goods and services. The event provided the Bank with an opportunity to bring awareness to participants regarding the Bank’s current sourcing needs and its process for engaging new suppliers.

#### **11. Chicago Minority Supplier Development Council’s (CMSDC) Supplier Diversity Roundtable, hosted by the Federal Reserve Bank of Chicago – Chicago**

The CMSDC’s Supplier Diversity Roundtable included a professional networking panel discussion and was designed to generate highly interactive and engaging discussion among Federal Reserve supplier diversity managers and the supply chain staff in attendance. The St. Louis Fed’s supplier diversity specialist attended to share best practices.

#### **12. Supplier Diversity–Best Practices Roundtable – St. Louis**

This group included a select group of local professionals from various industry groups who manage the supplier diversity initiatives within their respective organizations. The forum was developed to share best practices and address sourcing challenges specific to the local, diverse business community. The Bank’s supplier diversity specialist is a founding member of the group.

#### ***Obtaining access to a larger, more diverse pool of supplier candidates***

- The Bank’s current and new memberships with the aforementioned councils and development agencies have been an integral part of the process of identifying and selecting minority and women business enterprises to participate in bid solicitations for various goods and services.

#### ***Increasing internal awareness of the Bank’s supplier diversity initiatives***

- Bank staff actively participates with other Federal Reserve System representatives on a System Sup-

plier Diversity Standards and Procedures Workgroup where input and feedback is provided to continually improve and support supplier diversity.

## **Challenges**

- Higher bids (relative to other providers) for goods/ services from small businesses may not match the scale economies of large corporations. Although the Bank continues to have some success in identifying MBEs and WBEs to bid on some opportunities, their small-business pricing structures sometime exceed those of larger competitors.
- Ensuring that MBEs and WBEs with which the Bank does business have been certified by a certifying authority can be challenging. We have learned that the time and opportunity cost of undergoing the certification process can be onerous on small businesses. While not being certified does not preclude the Bank from doing business with a minority- or women-owned business, the Bank does not count these dollars in its MBE and WBE spend that is reported in this report.

## **Next Steps**

Going forward, the Bank will continue to focus on increasing opportunities for MBEs and WBEs to bid on Bank goods and services necessary to Bank operations. To that end, the Bank will:

- Explore adding additional memberships to councils and development agencies that focus on minority- and women-owned business development.
- Endeavor to more effectively utilize social media to attract diverse suppliers.
- Continue to actively participate in local, regional and national supplier diversity outreach events.
- Collaborate with partnering councils and certifying agencies to conduct a “Value of Certification” seminar that will provide training and awareness for local and regional business owners.
- Investigate opportunities to expand outside of the local and regional area to engage and increase MBE and WBE participation and selection.

# Financial Literacy Outreach

The Bank provides educators with an array of award-winning materials to help effectively teach personal finance and economics to more than a quarter of a million students each year. Alignment with state personal finance education standards and the widely adopted Common Core Standards allows easy integration of the Bank's suggested curricula into existing classroom priorities. In addition to the materials that the Bank provides, the St. Louis Fed offers a robust program of professional development that ensures that teachers are using the Bank's suggested materials effectively in their classrooms.

## Successes

**Student Programs** – While the Bank's primary focus is disseminating information to educators, the Bank began some exciting new programs geared specifically to students of OMWI-defined schools in the St. Louis area during 2012.

- A key initiative was the inaugural Student Board of Directors, which is comprised of local high school students. Members of the student board serve as liaisons between St. Louis area schools and the Bank. During their year on the board, student board members meet every other month at the Bank to discuss issues related to economics and personal finance, listen to speakers on topics ranging from leadership development to career planning and progression, and have the opportunity to compete for two summer internships at the Bank during the summer of 2013.
- In conjunction with the Congressional Black Caucus, the Bank hosted the Financial Education Youth Summit at which 25 students from Riverview Gardens High School (an OMWI-defined high school in St. Louis County) attended an afternoon of educational programming at the Bank.
- The Bank partnered with several local banks to provide Teach Children to Save Day programs throughout the St. Louis region, reaching more than 250 classrooms and 10,000 students.
- The Bank hosted 100 high school students and their teachers in a special program prior to an Economic Outlook Luncheon.

**Professional Development** – From webinars to workshops, to hosting events at the Bank as well as different venues throughout the Eighth District, the Bank's economic education team works to introduce Bank materials and resources to as many teachers as possible. During 2012 Bank staff:

- conducted 341 programs focused primarily on K-12 educators, and
- created online professional development programs built around the Bank's award-winning online learning programs.

**Learning Resources** – During 2012 Bank staff developed lessons, units and publications, both print and web-based, that educators can use to incorporate instruction about economics, the Federal Reserve, monetary policy and personal finance into a variety of subject areas. In 2012 the Bank's economic education staff added to Econ Lowdown, the Bank's brand for its materials, programs and tools for educators. The additions to Econ Lowdown included:

- three online courses for educators to use with their students—*Supply and Demand*, *Monetary and Fiscal Policy* and *Credit Cred*;
- two podcasts in the *Economic Lowdown* series, to bring the total offered to 11;
- two video complements to the *Economic Lowdown* series;
- two episodes to the *No Frills Money Skills* video podcast series;
- six *Personal Finance 101 Chats*;
- three webinars with educators in partnership with the Federal Reserve Bank of Atlanta; and
- a "Beat the Expert" game and personal finance flash cards, added to the Econ Ed Mobile Learning App.

**Community Partnerships** –The Bank's focus on bringing financial literacy to young people extends to the programs and partnerships the Bank forms within the communities it serves. During 2012:

- Bank staff participated on advisory boards of three of St. Louis' OMWI-defined high schools.

- The Bank piloted a program that pairs volunteers from minority-focused professional organizations with high school personal finance classes, and trains those volunteers to deliver the Bank’s curriculum in the classroom.
- The Bank partnered with St. Louis’ Casa de Salud, a wrap-around service provider for Spanish-speaking immigrants new to the area. Delivering the Finances Para Todo Familia program brought the Bank’s financial literacy curriculum to between 30 and 50 participants each month of the six-month program.
- The Bank partnered with the St. Louis Public Library and St. Louis Community College at Forest Park to deliver the four-part series The Money Part of College to high school students and their parents. This program looked at all aspects of financing a college education, from sourcing college funding to using FAFSA, budgeting disbursements, and avoiding common financial pitfalls in college.
- Bank staff continued to meet quarterly with the Bank’s OMWI Educator Advisory Council to seek feedback regarding the Bank’s plans and activities as well as to make connections and discover synergies within the communities served by the Bank.

## Challenges

- In light of the funding shortfalls faced by school districts, an emerging challenge is the ability for teachers to acquire substitutes to allow them to attend Bank workshops and events. Bank staff members are addressing this challenge by developing a more ro-

bust on-site professional development program that allows the workshops and materials to be delivered directly to educators during their scheduled professional development days and by scheduling more workshops after school hours.

## Next Steps

In 2013 the Bank will focus on further growing and refining the programs that have been put in place by:

- increasing the number of schools served by on-site professional development workshops;
- working with the Bank’s branch offices in Little Rock, Louisville and Memphis to determine whether opportunities exist in those areas to create programs similar to the St. Louis Student Board of Directors;
- continuing to develop courses that meet the needs of OMWI-defined student populations, including courses on budgeting, credit reporting, financing college and entering into a lease;
- expanding the use of social media as a highly democratic and readily available avenue for disseminating information about products and services to teachers;
- pilot testing the online professional development program with educators; and
- participating in Federal Reserve System Financial Education Day—a System-wide program on Federal Reserve financial education resources being held on Oct. 23, 2013.

## Reaching Out Through Education

The Eighth District’s economic education and financial literacy materials reach more than 275,000 students each year. The online materials are utilized in schools in all 50 states. Materials are also utilized in several other countries, and many resources are available in Spanish.

**econlowdown**<sup>™</sup>  
click. teach. engage.



The Bank’s collection of online economic and personal finance courses has been honored with an Award of Excellence from *Tech & Learning* magazine.

# Conclusion

The Bank continues to improve its overall culture through the implementation of Section 342 of the Dodd-Frank Act. As we close out our second full year of operating the OMWI, there is a belief that the Bank has become an even better place to work for all employees and offers more business opportunity to diverse suppliers. We recognize there is still room for improvement as it relates to diversity of the employee base (particularly at the executive level) and that of the overall spend profile. The Bank, with the full support of its senior leadership, will continue to place a high priority on the OMWI to achieve more diversity by enacting the aforementioned next steps and continually adopting best practices that will assist the Bank in its efforts to improve.

Plans for 2013 include:

- enhancing the Bank's College Outreach Strategy;
- continuing to refine and enhance the College Internship Program;
- continuing to partner with professional organizations that target women and minorities;
- seeking additional memberships to councils and development agencies that focus on MBEs and WBEs;
- continuing to participate in local, regional and national supplier diversity outreach events;
- conducting an educational outreach event with MBEs and WBEs to discuss the value of certification;
- test piloting the online professional development program with educators;
- participating in the Federal Reserve System Financial Education Day; and
- continuing to create financial literacy courses that meet the needs of OMWI-defined student populations.

“Diversity isn’t just good for morale. It’s a good business strategy. We attract and recruit the best possible talent by casting a wide net and diversifying our recruiting efforts. A diverse work force enhances our ability to be innovative and creates an environment where employees know that their ideas and contributions are valued.”

**James Bullard**

President and CEO



The Bank was honored by the St. Louis Regional Chamber as a “Top 50 Business” in St. Louis. The winning companies were selected based on their significant contributions to the St. Louis region and how they have positively affected the future of the area’s business community. The Chamber made note of the Bank’s economic education efforts.



## Appendix A

### EEO-1 Job Groups

The six EEO Classifications used by the Bank are described below. These groups are based upon the guidance provided by the Equal Employment Opportunity Commission (EEOC).

#### Executive/Senior-Level Officials and Managers

Individuals, who plan, direct and formulate policies, set strategy and provide the overall direction of enterprises/ organizations for the development and delivery of products or services, within the parameters approved by boards of directors or other governing bodies. Residing in the highest levels of organizations, executives plan, direct or coordinate activities with the support of subordinate executives and staff managers. They include, in larger organizations, those individuals within two reporting levels of the CEO, whose responsibilities require frequent interaction with the CEO. In the Bank, this group includes the president, first vice president, senior vice presidents, vice presidents and the OMWI director.

#### First/Mid-Level Officials and Managers

Individuals who serve as managers, other than those who serve as executive/senior level officials and managers, including those who oversee and direct the delivery of products, services or functions at group, regional or divisional levels of organizations. These managers receive directions from the executive/senior level management and typically lead major business units. They implement policies, programs and directives of executive/senior management through subordinate managers and within the parameters set by executive/senior-level management.

The first/mid-level officials and managers subcategory also includes those who report directly to middle managers. These individuals serve at functional, line-of-business segment or branch levels and are responsible for directing and executing the day-to-day operational objectives of an organization, conveying the directions of higher-level officials and managers to subordinate personnel and, in some instances, directly supervising the activities of exempt and nonexempt personnel. Examples of these positions in the Bank include vice presidents, assistant vice presidents, senior managers,

managers, assistant managers, coordinators with direct reports and supervisors.

#### Professionals

Most jobs in this category require bachelor or graduate degrees and/or professional certification. In some instances, comparable experience may establish a person's qualifications. Due to the large number of professional positions in the Bank, this group has been broken down for further analysis into the following groups:

- Accountants, Auditors, Attorneys and Examiners
- Economists (including research analysts, associates and support coordinators)
- Professional Generalists (examples include analysts, coordinators, editors, graphic designers, instructional staff, librarians and specialists not otherwise classified)
- Automation Professionals (examples include automation specialists, data professionals, programmers, systems consultants, technical architects and web designers)

#### Administrative Support Workers

These jobs involve non-managerial tasks providing administrative and support assistance, primarily in office settings. In the Bank, examples of positions in this group include administrative assistants, group leaders, production clerks and technicians.

#### Craft Workers

Most jobs in this category include higher-skilled occupations in construction (building trades craft workers and their formal apprentices) and natural-resource extraction workers. Examples include building technicians, mechanics, operating engineers and painters.

#### Service Workers

Jobs in this category include food service, cleaning service, personal service and protective service activities. Skills may be acquired through formal training, job-related training or direct experience. In the Bank, this group has been divided into two groups, which are Protection Officers and Service Workers (including building attendants and garage attendants).

## Appendix B

# Federal Reserve Bank of St. Louis Minority and Women Workforce Representation

St. Louis							
Job Categories	# of Employees (STL) <sup>1</sup>	# of Female Employees	% of Female Employees	Available % of Female Employees <sup>2</sup>	# of Minority Employees	% of Minority Employees	Available % of Minority Employees <sup>2</sup>
Executive/ Senior Officials & Managers	11	4	36.4%	30.3%	1	9.1%	4.6%
First/Mid Officials & Managers	181	74	40.9%	49.3%	28	15.5%	10.5%
Professionals	552	248	44.9%	56.1%	121	21.9%	16.2%
Administrative Support	91	76	83.5%	79.3%	35	38.5%	29.6%
Craft Workers	17	0	0.0%	2.6%	4	23.5%	7.7%
Service Workers	52	9	17.3%	13.0%	22	42.3%	19.0%

Memphis Branch							
Job Categories	# of Employees (MEM) <sup>3</sup>	# of Female Employees	% of Female Employees	Available % of Female Employees <sup>2</sup>	# of Minority Employees	% of Minority Employees	Available % of Minority Employees <sup>2</sup>
First/Mid Officials & Managers	14	5	35.7%	57.1%	10	71.4%	23.9%
Professionals	6	5	83.3%	57.4%	3	50.0%	22.7%
Administrative Support	25	15	60.0%	82.9%	20	80.0%	55.4%
Craft Workers	3	0	0.0%	0.0%	1	33.3%	25.0%
Service Workers	31	5	16.1%	15.8%	25	80.7%	65.8%

<sup>1</sup> Federal Reserve Bank of St. Louis Employee Population as of Dec. 31, 2012

<sup>2</sup> 2011 Job Patterns For Minorities and Women according to 2011 EEO-1 Aggregate Report for CBSA by NAICS-2 Code

<sup>3</sup> Federal Reserve Bank of St. Louis—Memphis Branch employee population as of Dec. 31, 2012

# Appendix C EEO-1 Consolidated Report

(as of Dec. 31, 2012)

Job Categories	Hispanic or Latino		Not Hispanic or Latino										TOTAL					
	Male	Female	Male					Female										
			White	Black or African-American	Native Hawaiian or Pacific Islander	Asian	American Indian or Alaskan Native	Two or More Races	White	Black or African-American	Native Hawaiian or Pacific Islander	Asian		American Indian or Alaskan Native	Two or More Races			
Executive/Senior Officials and Managers	0	0	6	1	0	0	0	0	0	4	0	0	0	0	0	0	0	11
First/Mid Officials and Managers	3	5	95	14	0	0	5	0	64	10	0	1	0	0	0	0	0	197
Professionals	5	2	249	27	0	0	22	1	188	57	0	11	1	0	0	0	0	563
Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sales Workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Administrative Support	0	0	14	11	0	0	0	0	49	43	0	0	1	0	0	0	0	118
Craft Workers	0	0	15	5	0	0	0	0	0	0	0	0	0	0	0	0	0	20
Operatives	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Laborers and Helpers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service Workers	0	0	34	35	0	0	0	0	2	12	0	0	0	0	0	0	0	83
<b>TOTAL</b>	<b>8</b>	<b>7</b>	<b>413</b>	<b>93</b>	<b>0</b>	<b>0</b>	<b>27</b>	<b>1</b>	<b>307</b>	<b>122</b>	<b>0</b>	<b>12</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>992</b>

The EEO-1 Consolidated Report is generated annually and submitted to the Equal Employment Opportunity Commission in September of each year. The EEO-1 data contained in the chart is a snapshot of the distribution of bank personnel for the Eighth District within applicable EEO-1 job categories by race and gender. See Appendix A for explanations of the EEO-1 job categories contained within the chart.

The report is reviewed by the OMWI director and used to identify potential areas for improvement in minority and women representation within EEO job categories at the Bank. The data are analyzed against community (local and/or national) availability. We assess the under/over utilization per job category that is statistically significant.

The OMWI director discusses improvement areas identified from the analysis with the Bank's senior management committee. These discussions lead to the creation of action plans focused on ways to improve representation.



CENTRAL TO AMERICA'S ECONOMY<sup>®</sup>

---

[STLOUISFED.ORG](http://STLOUISFED.ORG)