



STRATEGIC PLAN

FY 2016 – FY 2018



Office of Minority and Women Inclusion

A Message from the Director, Office of Minority and Women Inclusion

I am pleased to present the first Federal Housing Finance Agency (FHFA) Strategic Plan for the Office of Minority and Women Inclusion (OMWI). This plan presents FHFA's shared vision on how to make diversity, inclusion, and equality an intrinsic part of the agency's culture.

FHFA's OMWI was established in accordance with Section 342 of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010 and is tasked with promoting diversity at all levels of the agency's activities, including employment, management, and contracting. The FHFA OMWI Strategic Plan for FY 2016 – FY 2018 represents FHFA's efforts not only to meet these statutory requirements, but also to foster a work environment that leverages diverse perspectives and encourages collaborative approaches to achieve business success. It also reflects FHFA's strategic initiative to promote diversity and ensure the inclusion of minorities and women in the business and activities of the agency and the regulated entities. The plan is a dynamic, working document that will evolve as OMWI works to strengthen diversity and inclusion at FHFA, the regulated entities, the housing finance industry, and other sectors of the financial services industry.

OMWI is keenly aware of its responsibilities and the impact its efforts will have on FHFA's reputation as a leader in diversity and inclusion. I am confident that FHFA's OMWI team has the passion, experience, and drive necessary to achieve its diversity and inclusion mission.

Sharron P. A. Levine
Director, OMWI



Table of Contents

Executive Summary..... 3

Vision, Mission, and Values 4-5

OMWI Strategic Plan Framework 6

OMWI Goals and Objectives 7-17

- I. Goal 1: Design a Comprehensive OMWI Operational Structure 7
- II. Goal 2: Develop Clear and Meaningful Standards 9
- III. Goal 3: Deliver Meaningful OMWI Communication 12
- IV. Goal 4: Create an Agency-Wide Understanding of Diversity, Inclusion,
and Equal Opportunity 14
- V. Goal 5: Drive Cultural Awareness 16

APPENDIX: Strategic Planning Process18-20



Executive Summary

The Office of Minority and Women Inclusion (OMWI) Strategic Plan for FY 2016 – FY 2018 reflects the results of a strategic planning process to develop effective strategies to fulfill OMWI’s role in leading diversity and inclusion (D&I) and equal employment opportunity (EEO) efforts at the Federal Housing Finance Agency (FHFA), and D&I efforts at Fannie Mae, Freddie Mac and the Federal Home Loan Bank System, which includes 11 Banks and the Office of Finance (together, the regulated entities). The plan applies a strategic framework that defines the OMWI vision, mission, and values. It also outlines how OMWI will support D&I and EEO mandates included in both the Housing and Economic Recovery Act of 2008 (HERA) and the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010 (Dodd-Frank Act), while aligning with FHFA’s mission. The plan also describes how OMWI will help the agency advance and achieve its FY 2015 – 2019 strategic goals, most notably *Strategic Goal 2: Ensure Liquidity, Stability, and Access in Housing Finance*. Many of the means and strategies that accompany this strategic goal encompass the agency’s commitment to promoting minority and women inclusion in the activities of FHFA and the regulated entities. OMWI strategic goals and objectives will be achieved through the development of annual operational plans and measured through specific performance metrics.



Vision, Mission, and Values

Our Vision

An agency and its regulated entities where diversity is both an intrinsic value and the normal course of business; an environment where open conversations about similarities and differences enable strong, sustainable organizational decisions; and a culture where inclusion is reflected in our everyday actions and underlies the FHFA mission to support a strong, safe, and sound housing finance market.

Our Mission

We ensure diversity, inclusion, and equality of opportunity in FHFA's employment and business practices. We supervise our regulated entities, and educate, guide, and collaborate with stakeholders. We promote diversity of thought. We model the organizational behaviors that enable the agency and its regulated entities to fulfill their missions to the fullest extent.

Our Values

OMWI is built on a foundation of values that distinguish our service, guide our decisions, and drive our actions. Our values define who we are and how we conduct ourselves.

Integrity

We serve as reliable stewards of the mission entrusted to us. We are honest in our business dealings, respectful of our role, and knowledgeable about laws, rules and regulations. We are grounded in a strong value system and respect the values of others. We keep our commitments and display courage, empathy and compassion in our everyday actions.

Accountability

We hold ourselves responsible for what we say and do. We act with integrity and are honest with others and ourselves. We clarify roles, responsibilities, and expectations and are committed to the success of D&I efforts and initiatives. We hold ourselves to and demonstrate high professional and ethical standards.



Collaboration

We conduct our work in a spirit of partnership and inclusion to foster a shared sense of purpose. We value the diversity of people and their perspectives. We believe that working closely with employees, colleagues, and stakeholders is an essential component of our mission. We are thoughtful in our work and strive to find common ground. We demonstrate our passion through our ability to understand and respond to the needs of others.

Influence

We have a positive impact by educating, inspiring, and modeling behaviors for others. We seek to build persuasive and compelling coalitions. We are informed and action-oriented and are aware that our activities can have an impact on the agency's workforce, its operations, and the entities it regulates. We work to affect attitudes through an authentic approach to communication and cooperation.

Helping Others

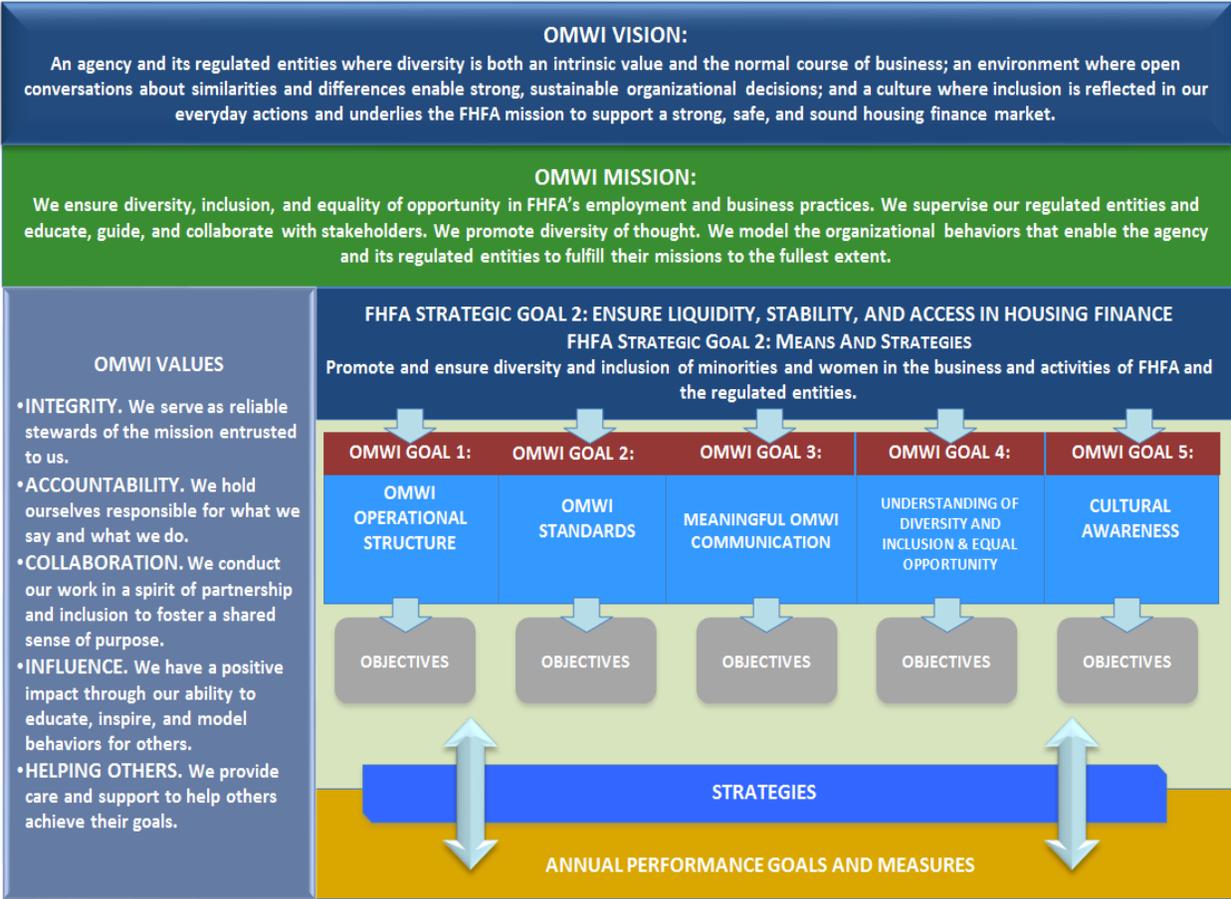
We provide care and support to help others achieve their goals. We are empathetic listeners and trustworthy advisors. We seek to find realistic, meaningful solutions that focus on individual needs and challenges. We are honest and approachable partners, committed to both sharing knowledge and learning from those around us.



OMWI Strategic Plan Framework

Organizations use the strategic planning process to set priorities; focus energy and allocate resources; and ensure that employees and other stakeholders are working toward common goals with agreed-upon and intended outcomes. OMWI employed an industry-standard strategic planning framework to establish goals and to outline a course of action to achieve those goals, all of which have been developed and informed by our vision, mission, and values. OMWI’s strategic plan has also been designed to reflect and support FHFA’s strategic goals for FY 2015 – 2019, particularly *Strategic Goal 2: Ensure Liquidity, Stability, and Access in Housing Finance*. The framework OMWI followed to develop the strategic plan is illustrated in Figure 1 below:

Figure 1: FHFA OMWI Strategic Plan Framework



OMWI Goals and Objectives

OMWI has established five organizational goals for FY 2016 – FY 2018. OMWI’s goals align with FHFA’s strategic performance goals¹ while supporting statutory requirements and regulatory commitments. The five OMWI goals are as follows:

Table 1: Goals and Objectives

Goal	Description
Goal 1: Design a Comprehensive OMWI Operational Structure	Identify the components, and design an operational structure necessary for the effective and efficient delivery of OMWI programs and services.
Goal 2: Develop Clear and Meaningful Standards	Develop standards for implementing D&I within the agency and guidance for use by the regulated entities.
Goal 3: Deliver Meaningful OMWI Communication	Educate internal and external stakeholders on the OMWI mission and the inherent benefits and opportunities in achieving its objectives.
Goal 4: Strengthening the Understanding of Diversity, Inclusion, and Equal Opportunity	Enhance understanding of the OMWI and EEO missions and ownership of the roles and responsibilities in fulfilling the missions, through knowledge, education, and training, both within the agency and for its regulated entities.
Goal 5: Drive FHFA Cultural Awareness	Serve as a catalyst for identifying and addressing FHFA’s cultural inclusion challenges and opportunities.

I. Goal 1: Design a Comprehensive OMWI Operational Structure

Identify the components, and design an operational structure necessary for the effective and efficient delivery of OMWI programs and services.

To fulfill its mission, OMWI must have the structural, functional, and procedural components essential to effective delivery of OMWI’s services. This includes developing, implementing, and communicating clear functional definitions, defined organizational structures, documented processes and procedures, and delineated roles and responsibilities. These elements will enable OMWI to meet its D&I priorities in a predictable and reliable manner.

¹ See *FHFA Strategic Plan: Fiscal Years 2015 – 2019*, August 15, 2014; http://www.fhfa.gov/AboutUs/Reports/ReportDocuments/FHFA_Strategic_Plan_Fiscal_Years_2015-2019.pdf.



OMWI will define its internal organizational functions to ensure compliance with applicable provisions of HERA, the Dodd-Frank Act, Equal Employment Opportunity Commission (EEOC) regulations and directives, and Office of Personnel Management (OPM) guidelines. OMWI will assess existing processes and practices and document clear and consistent procedures in order to carry out the OMWI mission. OMWI will ensure that agency employees, as well as external stakeholders, understand their respective roles and responsibilities in fulfilling the OMWI mission. This will enable OMWI to target required or desired skills development programs or initiatives and growth opportunities for OMWI staff. OMWI will design an internal organizational and operational structure that can support current service needs while preparing the agency for future growth. Through carefully selected outreach activities, OMWI will develop productive and collaborative relationships within FHFA and with external organizations and advocacy groups in order to expand the reach and effectiveness of OMWI's services.

OBJECTIVES

A. Objective 1.1

Define all OMWI functions and structures.

- Assess organizational, structural and functional components for delivering EEO services.
- Assess existing organizational, structural and functional components for delivering OMWI services required under HERA and the Dodd-Frank Act.
- Conduct organizational development activities to define goals and objectives, skills and resources, and roles and responsibilities.
- Design and implement organizational and functional structures in compliance with HERA, the Dodd-Frank Act, EEOC regulations and directives, and OPM guidelines.
- Develop succession planning and employee development strategies to eliminate key person dependencies and broaden necessary skill sets.



B. Objective 1.2

Define, document, and codify key processes and procedures.

- Design and implement organizational and functional structures in compliance with HERA, the Dodd-Frank Act, EEOC regulations and directives, and OPM guidelines.
- Identify and assess the validity and effectiveness of existing processes and procedures.
- Prioritize the development and codification of new processes and procedures.
- Develop and implement sustainable OMWI knowledge and records management tools and systems.

C. Objective 1.3

Build a network of internal and external relationships.

- Collaborate and network with other OMWI offices, civil rights offices, and others as appropriate.
- Collaborate with FHFA offices to develop agency-wide performance measures and targets for advancing OMWI objectives and initiatives.
- Conduct outreach with established stakeholders to communicate roles and responsibilities and address key OMWI issues.

II. Goal 2: Develop Clear and Meaningful Standards

Develop standards for implementing D&I practices within the agency and guidance for use by the regulated entities.

The success of any organizational effort to achieve its D&I goals is directly related to its ability to develop and implement clear and meaningful standards. Standards define why, when, and how D&I must be demonstrated in the workplace. Successful organizations define and apply standards that both help stakeholders to understand the importance of D&I, and to implement practical, real-life D&I and EEO programs.



OMWI will develop standards for the agency and guidance for the regulated entities in order to promote the advancement of D&I and equal employment in all their respective business activities and practices. This will include clarifying legal requirements, developing clear compliance guidelines, and implementing criteria to exhibit fairness and inclusion in the workplace and in contracting activities. The standards and guidance will fulfill OMWI's obligations as outlined in HERA and the Dodd-Frank Act.² OMWI will review and revise existing policies, assess the quality of current programs and services, and develop new practices, procedures and programs, as necessary. OMWI will incorporate these standards into agency programs and initiatives that include recruitment, hiring, retention, contracting, and outreach programs. OMWI will also develop examination protocols for assessing the D&I practices and activities of the regulated entities.

OBJECTIVES

A. Objective 2.1

Analyze and assess existing agency D&I and EEO policies and procedures as well as the policies and procedures of the regulated entities.

- Clarify and, where necessary, define D&I and equal opportunity concepts and requirements for inclusion in policies, procedures, guidelines, and training and educational materials.
- Identify D&I and EEO best practices and conduct appropriate data analyses for developing effective guidelines.
- Identify industry best practices for D&I in contracting and procurement.
- Review existing or contemplated agency D&I policies, procedures, and implementation guidelines for consistency with best practices.

² HERA obligates (1) each regulated entity to establish its own OMWI or to assign the OMWI functions to a specific office within the organization; and (2) FHFA to promote diversity and ensure inclusion in its workforce. The Dodd-Frank Act establishes the OMWI requirements for several federal financial regulatory agencies, including FHFA, with respect to both their workforce and all their business and activities.



B. Objective 2.2

Develop internal D&I and EEO standards required under HERA and the Dodd-Frank Act.

- Develop D&I and EEO standards for FHFA’s recruitment, hiring and retention practices.
- Develop standards to ensure the fair inclusion of minority- and women-owned businesses in FHFA programs and the contracts of the agency.
- Develop standards for increasing the participation of demographically underrepresented groups in FHFA programs and contracts, where feasible.
- Develop a plan for implementing developmental opportunities and financial literacy programs, including outreach to minority- and women-serving organizations and educational institutions.
- Develop financial literacy program curricula geared to specific levels of education.
- Develop and implement an agency D&I strategic plan to comply with OPM’s requirements and the agreed-upon recommendations of the FHFA Office of Inspector General.



C. Objective 2.3

Design and develop an agency D&I Examination Program.

- Develop and propose standards for use by the regulated entities in implementing D&I legislative and regulatory requirements under HERA.
- Develop guidelines to assist regulated entities in applying the standards in designing D&I programs and initiatives.
- Develop a program for use by FHFA to examine and assess the D&I practices of the regulated entities.
- Implement an examination protocol for use by FHFA in assessing regulated entity compliance with HERA, FHFA regulations and agency guidelines and standards.

III. Goal 3: Deliver Meaningful OMWI Communication

Educate stakeholders on the OMWI mission and the inherent benefits and opportunities in achieving its objectives.

Communication is the foundation of organizational outreach. It increases commitment by building relationships; builds motivation by promoting an open and supportive environment; and drives behavior by expanding knowledge. Effective communication is critical if OMWI is to drive interest in, support for, and commitment to its mission and to ensure that internal and external stakeholders are both engaged in, and benefiting from, its work.

OMWI will develop and implement a comprehensive communication strategy that will provide a roadmap for communication success. We will employ a variety of communication techniques using different media and technologies while encouraging increased interpersonal interactions. OMWI communication efforts will seek to educate stakeholders, both internally and externally, about who we are, what we do, and how we work, as well as demonstrate the benefits of the activities we initiate. OMWI will define clear, repeatable messages, working collaboratively to communicate in a consistent and productive manner. We will provide tools and forums that encourage feedback, pique curiosity, and contribute to the ongoing dissemination of information. Communication activities and platforms will acknowledge what different audiences have to say, promote active listening and diversity of thought, and foster an environment of engagement, collaboration, and trust.



OBJECTIVES

A. Objective 3.1

Develop a comprehensive OMWI communications plan.

- Conduct audience and internal and external stakeholder analyses to refine communication preferences and messaging needs.
- Research best practices using information from other OMWI, EEO, and diversity offices as resources to develop meaningful D&I and equal opportunity messaging.
- Assess current OMWI and FHFA communication tools and channels for perceived value and effectiveness, including the use of social media.
- Develop an OMWI communications strategy.
- Develop and implement annual communications objectives and metrics.

B. Objective 3.2

Develop and implement communication tools that align OMWI's messaging and methodology.

- Use multiple tools and channels to communicate internally throughout FHFA (including web-based technologies, face-to-face interactions, print and video services, education and training, and other communication media).
- Develop communication tools that ensure that employees are aware and informed of their rights and responsibilities in the workplace.
- Develop communication tools that ensure that employees are aware of and actively involved in OMWI initiatives to advance D&I throughout the agency.
- Conduct branding and other activities to raise the OMWI profile across the agency.



C. Objective 3.3

Actively solicit and integrate feedback, input, and ideas to improve agency engagement in and ownership of OMWI activities.

- Partner with the Office of Congressional Affairs and Communications (OCAC) and the Office of Technology and Information Management (OTIM) to develop tools for communicating information and gathering feedback from stakeholders.
- Implement outreach and feedback programs to reach multiple stakeholders.

IV. Goal 4: Strengthen the Understanding of Diversity, Inclusion, and Equal Opportunity

Enhance understanding of the OMWI and EEO missions and ownership of the roles and responsibilities in fulfilling the missions, through knowledge, education, and training both within the agency and for its regulated entities.

To achieve its mission, OMWI must expand the level of understanding about D&I and equal opportunity across the agency: what they are, what they mean for employees and the organization, and how the entire FHFA community will benefit from the shared responsibility for achieving the mission. Through education and training, OMWI will seek to influence employee behavior and create a sense of ownership in D&I and EEO activities. OMWI will expand leadership and employee awareness of D&I and equal opportunity through the work of D&I education specialists and business liaisons. We will form an agency-wide Diversity Advisory Council to address D&I and EEO challenges and to identify engagement opportunities. Through a series of partnerships with other FHFA offices, OMWI will collaborate on the development of D&I and EEO competencies, education tools, technologies, and media.



OBJECTIVES

A. Objective 4.1

Expand awareness of the OMWI mission and define the leadership and employee roles and responsibilities in mission objectives.

- Identify and train D&I specialists to deliver targeted educational and training services across the agency.
- Establish an OMWI ambassador program to serve as a liaison with FHFA business units.
- Create a Diversity Advisory Council to address D&I and EEO issues, recommend services, and oversee the implementation of OMWI objectives.

B. Objective 4.2

Develop a strong D&I and EEO knowledge base through education and training.

- Create D&I and EEO education tools for use by managers and other leaders across the agency.
- Develop self-service D&I and EEO tools.
- Partner with OCAC, OTIM, and the Office of Human Resources Management (OHRM) to assess possible social media platforms for encouraging D&I and EEO discussions and soliciting feedback.

C. Objective 4.3

Develop FHFA D&I and EEO competencies.

- Partner with OHRM on a series of defined competencies outlining the knowledge, skills, judgment, and attributes required for effective D&I and EEO integration.
- Educate managers and staff on D&I and EEO competencies and expectations.
- Partner with OHRM to align D&I and EEO competencies with all staff, manager, and leadership performance plans.



V. Goal 5: Drive FHFA Cultural Awareness

Serve as a catalyst for identifying and addressing FHFA's cultural inclusion challenges and opportunities.

OMWI is charged with addressing D&I and equal opportunity at all levels. It must lead the agency in focusing on its own organizational inclusion efforts by openly discussing the cultural environment and providing a set of specific activities, projects, and measures intended to formalize and guide the cultural awareness process.

In its role as collaborator and advisor, OMWI will add visibility and structure to agency efforts to address internal environmental challenges. We will provide forums for safe dialogue, helping the agency acknowledge employee engagement challenges and develop strategies for addressing barriers. By building coalitions across the organization, OMWI will work to strengthen the FHFA community, break down barriers, and identify sources of environmental friction. We will assess multiple data sources to identify both current cultural challenges and meaningful opportunities for change. OMWI will engage stakeholders across the agency to build a sense of energy around realistic and pragmatic solutions and an expectation of leadership and employee ownership of sustainable cultural change.

OBJECTIVES

A. Objective 5.1

Facilitate executive engagement in and support of OMWI cultural awareness efforts.

- Convene the executive cohort in facilitated sessions to gain agreement on and direction for cultural awareness activities.
- Equip executives with targeted tools and strategies for improved communication and community building.
- Incorporate Federal Employee Viewpoint Survey (FEVS) themes, issues, and OMWI cultural awareness activities and messages into managerial and leadership development requirements.
- Cascade clear, measurable cultural inclusion goals into managerial performance plans using specific metrics from FEVS data.



B. Objective 5.2

Analyze existing data to define the current state of the agency’s culture and the environment surrounding it.

- Obtain information on best practices and strategies and implement applicable ones.
- Assess FEVS, FHFA Focus Group, and other agency data, to define levels of employee engagement in order to design and develop appropriate tools to enhance such engagement.
- Identify leadership needs, OMWI cultural priorities and stakeholder preferences in order to develop and implement effective programs and tools to bridge gaps in those areas.

C. Objective 5.3

Conduct communications and educational activities that openly address FHFA culture, employee engagement, and inclusion.

- Develop a business case for OMWI leadership in cultural awareness efforts.
- Sponsor Special Emphasis Programs and other forums for open dialogue and discussion, especially on FHFA organizational change issues.
- Use multiple communication tools and channels (emails, web links and postings, speaker series, video sessions, employee resource groups, Lunch and Learn sessions, etc.) to conduct outreach events and facilitate discussions.
- Work with the FHFA Learning Academy to secure resources that support facilitation, coaching, and consulting on cultural efforts.



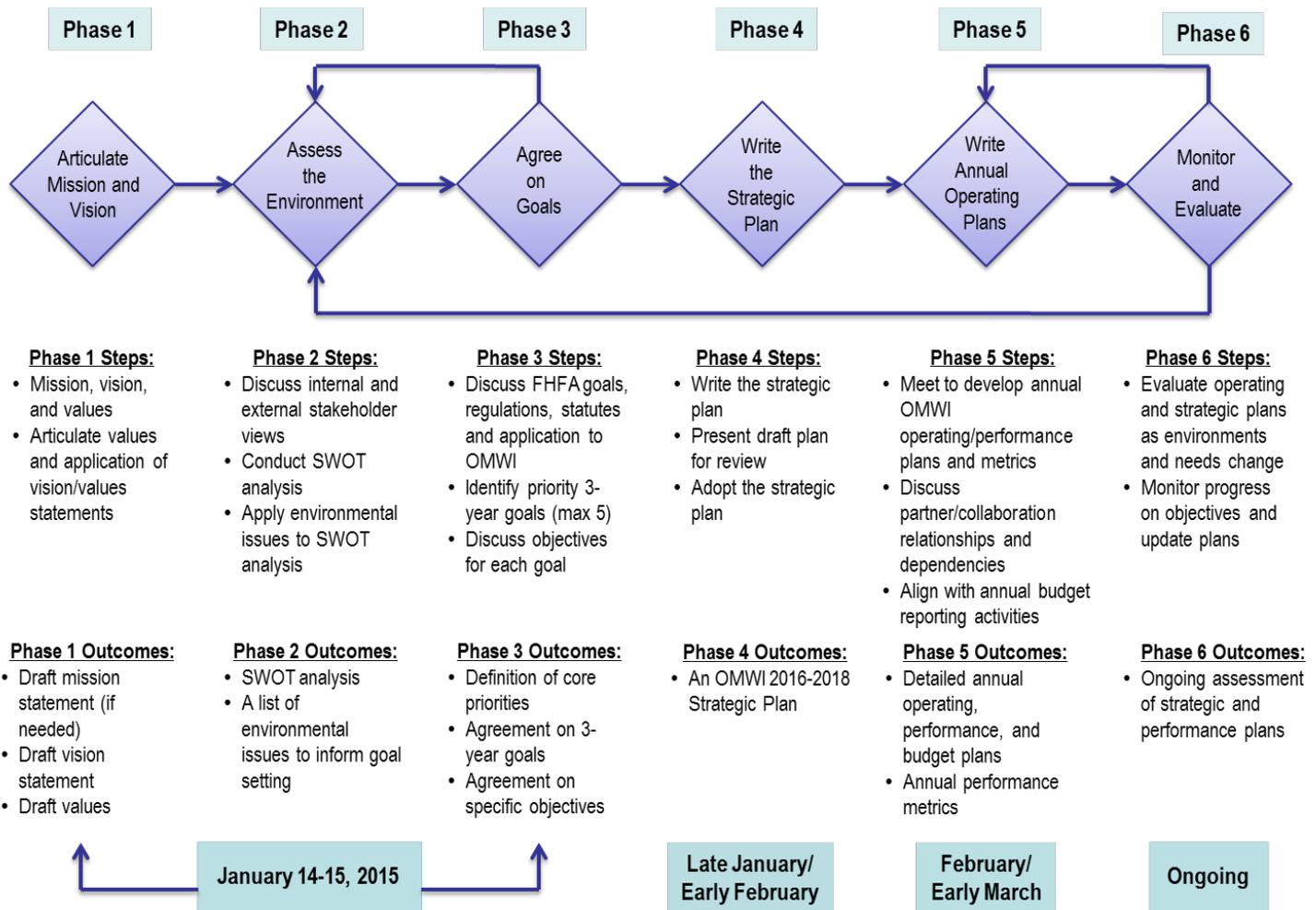
APPENDIX
STRATEGIC PLANNING PROCESS



OMWI Strategic Planning Process

OMWI employed a collaborative applied strategic planning process. During a multi-day strategic planning effort, the OMWI team reviewed, discussed, and developed the OMWI strategic goals and corresponding objectives. These goals are consistent with, and support, FHFA’s Strategic Plan for FY 2015 – 2019, while focusing on OMWI’s unique legal requirements and regulatory responsibilities.

Figure 2: OMWI Strategic Planning Process



*SWOT – Strengths, Weaknesses, Opportunities, and Threats



Linking Means, Strategy, and Performance in Support of FHFA Strategic Goals

OMWI will identify and efficiently deploy resources to accomplish its five strategic goals. Annual operational plans will identify specific strategies and define both organizational and individual performance goals toward the accomplishment of the OMWI Strategic Plan, in alignment with the strategic goals identified in FHFA’s Strategic Plan for FY 2015 – 2019.

Because OMWI operates in a dynamic environment – one with a number of requirements and dependencies that could affect strategic priorities – the annual performance goals, measures, and targets may change over time. As priorities change, OMWI will assess the strategic goals to ensure the organization is continually addressing changing challenges and opportunities.

