


Federal Reserve Bank of San Francisco

THE FACES OF THE FED



A MESSAGE FROM THE DIVERSITY COUNCIL

OUR DIVERSITY PHILOSOPHY

ur diversity philosophy begins with a commitment to sustain/champion a culture that encourages all employees to contribute at their fullest potential so that we may carry out the Bank's mission.

The philosophy is based on respect and recognizes that, while we have a great deal in common, we all bring unique perspectives and experiences to the Bank. In this context, our definition of diversity includes race, gender, age, and ethnicity, as well as socioeconomic background, education, religious beliefs, sexual orientation, veteran status, physical abilities, and life experiences. Recognizing these additional dimensions of diversity ensures that we promote a culture that values, respects, and embraces the unique experiences of all employees.

Our diversity philosophy ensures that employees are treated fairly, recognized and rewarded for their performances, and encouraged to manage their careers by taking advantage of development opportunities. This philosophy requires that our workplace be free from harassment, discrimination, and intolerance.

The philosophy also acknowledges that we must be visibly diverse at all levels of the Bank in order to attract, motivate, develop, and retain a high-performing workforce, and to enhance our credibility in the eyes of our customers, the public, our colleagues, and our employees.

OUR STRATEGY TO RECRUIT TOP TALENT

According to an annual survey of more than 43,000 undergrads by pollster UniversumUSA, the Federal Reserve ranked among the top 50 ideal employers chosen by college undergrads in 2008. The June 9, 2008, edition of *Business Week* spotlights the survey and notes the Fed made the list for the first time.

With baby boomers getting ready to retire, Reserve Banks, like private-sector companies, are redefining their brands as employers of choice to attract and retain the workforce that's next in line—Gen Xers and Gen Ys. At the Federal Reserve Bank of San Francisco, we're integrating creative strategies to recruit skilled talent to meet our business objectives, while offering unique and dynamic professional challenges for employees.

As part of our strategy, we have built strong relationships with our “backyard” universities—the University of San Francisco, San Francisco State University, UC Berkeley, UC Davis, UC Riverside, Pepperdine University, Gonzaga University, the University of Arizona, and the University of Washington, to name a few. In addition, we have expanded our intern recruitment efforts by increasing the number of INROADS* interns and creating a Bank-sponsored intern program.

Attracting a diverse applicant pool continues to be the overarching recruitment focus. We attend a large number of diversity career events and host several very successful Open House Career Fairs, most recently at the San Francisco Head Office and the Los Angeles Branch. We also partner with national diversity cohorts, such as Historically Black Colleges and Universities, the National Society of Hispanic MBAs, the National Society of Black MBAs, Women in Technology, and the National Association of Women MBAs.

As we focus on the future, we will continue to refine our marketing brand and increase the national and local visibility of the Federal Reserve Bank of San Francisco as an employer of choice. Visit our Careers site on frbsf.org to watch video vignettes that profile a day in the life of some of the unique and dynamic careers we offer. Look for us on Facebook, other social networking sites, and at virtual job fairs to find the next challenge in your career.

* For over three decades, INROADS has been the premier organization for the leadership and professional development of outstanding ethnically diverse students and placement of those students in internships at many of North America's top corporations, firms, and organizations. The Federal Reserve Bank of San Francisco has participated in the INROADS internship program for over ten years.

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EMPLOYEE EXCERPTS



San Francisco
Los Angeles
Portland
Salt Lake City
Seattle
Phoenix

RITA AGUILAR

Director, Cash Services, Los Angeles



My first “real job” was as a teller for Bank of America, and eventually, I moved on to the check processing unit at Bank of America. It was here that I worked with a woman whose husband was employed at the Fed, and I learned about an opening in the Cash department. I started in a clerical position and eventually moved to the Cash Shipping/Receiving department as a vault teller. From there, I evolved into a supervisory management position and transferred to Human Resources as a manager. About three

years ago, I rotated back to my original home in Cash as an officer.

I’ve had the greatest learning opportunities here at the Fed where I’ve gained project management and analytical skills, as well as HR and operational experience. I don’t believe there are a lot of other companies that give you that range of skills or experiences. I just celebrated my 20-year anniversary at the Bank and was shocked. Where did the time go? But then, how could I notice the time with all the interesting and challenging opportunities and experiences I’ve had at the Fed.

When I think of diversity, I don’t necessarily think of gender or ethnic differences. For me, diversity is about recognizing that we are all going to have different experiences, backgrounds, and points of view that shape us, and it’s that perspective that we all bring to the table.

“I don’t believe there are a lot of other companies that give you that range of skills or experiences.”

MARYDALY

Vice President, Economic Research, San Francisco



I was the first in my family to attend college and that experience of going away from home and meeting large numbers of diverse people still guides me today. I went to college in Kansas City, got a PhD at Syracuse, and did post-doctoral work at Northwestern University. I studied economics, philosophy, and psychology, which aren't so very different; they all strive to understand human behavior. I've been lucky to find a career that blends all of these fields. My research program involves thinking about the psychology, and philosophy, underlying economics.

I believe the Fed presents unique opportunities to its employees. Ultimately it is a public service organization and a place where I can combine my skills with others to make a difference. What I value most about the Federal Reserve System is that many voices are heard. The Fed supports many different kinds of people with different opinions and approaches, so I'm constantly hearing new ideas and seeing alternative ways to meet our goals. I see the Fed as a forward looking place, always asking how can we make our people better, how can we improve the institution, and how do we increase our ability to fulfill our mission—and I want to be a part of that.

When I think about diversity, I think about how much broader my thinking has become as I learn from people who have different ideas, skills, and attributes. The Fed creates an open environment, one in which everyone feels valued for their contributions.

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DONNIE DANCEY

Chief, Police Services, San Francisco



In my 15 years at the Bank, I worked my way up from police officer to management. What I like most are the people I work with and the close relationships I've developed here. The Bank has the best benefits of anywhere around, and if you're looking for opportunity, it's there if you apply yourself. I feel connected here at the Bank and that what I do is important; I use my skills to help others and contribute to the goals of the Bank.

Diversity has affected me in so many ways, and it means so many things. I come from a diverse family with African American, Native American, white, and Hispanic relatives. My mother is African American and Native American, born in Alabama, with a very dark complexion. My father is white and African-American, and appears to look white. A long time ago, when my parents lived in the South, they had to keep their marriage hidden, and my mother would walk behind my father, since interracial marriages weren't accepted.

The most valuable lesson I've learned is being true to yourself and who you are. If you lose your sense of integrity, people can pick up on that. It's also important to treat people as you would want them to treat you.

“The most valuable lesson I've learned is being true to yourself and who you are.”

MAGGIE GLANOWSKA

Education Outreach Coordinator, Public Information, San Francisco



Cracow, Poland, is the city of kings, queens, and dragons. That's where I was born and spent my childhood and teenage years.

My grandparents are U.S. citizens, so they sponsored my family to come to Chicago in 1994. Relatively quickly, I adapted to a new environment and was ready to start an exciting chapter of my life. I learned English and enrolled in college.

In the meantime, I was looking for a job and to make my grandma happy, I interviewed at the Federal Reserve Bank of Chicago. I got a job in the mailroom and quickly realized that I could do something more people oriented. I took an interest in Public Information and arranged a meeting with the department's vice president. I asked what I needed to study in order to work in Public Information, and he advised me to take public relations classes. Six months later, the department had an opening, and I was hired as a full-time Public Information representative.

I liked my work at the Fed; however, cold and brutal winters in Chicago were unbearable. I got tired of shoveling snow, so I started to search for a warmer location. I saw a great opportunity in Public Information at the Federal Reserve Bank of San Francisco and transferred to the West Coast. I've been with the Federal Reserve System for 10 years. To me, diversity is respect for all kinds of differences—ethnic, cultural, and religious—but differences should be acknowledged, not thrown into the same pot or put under one umbrella. By honoring diversity, we recognize the unique characteristics and individual contributions. Without a doubt, diversity of thought, experiences, backgrounds, skills, and talents foster a creative, successful, and productive environment. I am proud of my Polish heritage and glad that I can contribute to the Bank's diversity.

“By honoring diversity, we recognize the unique characteristics and individual contributions.”

TIMOTHYGODECKER

Projects Manager, Information Technology Services, San Francisco



Growing up in Indiana, I didn't see a whole lot of diversity. My parents taught me to respect people of all races and religions, so I find diversity enjoyable, offering a lot of variety and insight into different cultures. I realize there are different aspects of diversity, like diversity of thought, but the fundamental differences are cultural and racial. I really enjoy being in a diverse atmosphere and talking to people of other cultures.

I've been at the Fed for 11 years, and my experience has been great! After starting out as a developer for the Statistics and Reserves application, I became a project lead for the production support team and then a project manager for Web development. A valuable lesson I've learned at work and in life in general, is the need to adapt because of my gradual loss of vision. At first, it was adapting to not driving and then to using a cane, and eventually getting Carlo, my seeing-eye dog. When I was offered a management position, I decided it was a good opportunity to adapt and use my skills in a different way. It was getting difficult to see the computer screen for programming, but I still had the knowledge and experience to use in leading others. Now, I focus on growing my management skills, as well as keeping up with trends in technology. I also take advantage of accessibility tools, such as software that reads e-mail and documents to me.

I use my hearing and rely on it a whole lot more than the average person, but I don't have above-average hearing; I just use it in a different way. I rely on it much more, and I can pick up on people's emotions based on their voices, instead of looking for visual expressions. When I'm walking, I'm listening for sounds around me to navigate my way. Everything for me is about being adaptable.

“I really enjoy being in a diverse atmosphere and talking to people of other cultures.”

MARIE SACRAMENTO

Manager, Learning & Organizational Development, San Francisco



I'm a native Californian, born and raised in the East Bay. I'm American, and when I was growing up I would check the "Asian" ethnicity box which later included a "Pacific Islander" category. I was raised with a mix of cultural influences Filipino, Chinese, Spanish, and British, to name a few. I enjoy traveling, which allows me to soak up other cultures as well.

I obtained my bachelors degree in film studies from the University of California at Irvine, and I'm currently pursuing a master's degree in leadership at the graduate school at Saint Mary's College in Moraga, California, thanks to the Fed's generous tuition reimbursement program. My Fed experience, thus far, has been very rich because I'm surrounded by people who represent all generations and have a wealth of knowledge to share. There hasn't been a dull moment, as my position has given me opportunities to lead and support System, District, Bank and Department initiatives, as well as manage a high-performing team.

I think diversity is like a Slinky: You have age, gender, race, etc.—everything that makes us different, but if you let go of the Slinky, it's still the same. It's still you. You can pull the Slinky apart and try to focus on one aspect, but you still have to be respectful and aware of the person as a whole. Diversity has affected my life since I was little. My sister is lighter skinned than me, and I'm tanner. Although we have done things together, we experience life differently. I've learned to accept who I am. Everybody has preconceived notions, but awareness and empathy can curb those thoughts because we all are coming from a different point of view.

“ I think diversity is like a Slinky . . . ”

DERRICK TAYLOR

Manager, District Cash Services, Los Angeles



Before I worked at the Fed, I was a manager at INROADS/ Los Angeles. One of my accounts was the Fed, and I found out about the management development program, where I applied for a position as a recruiter. My experience here has allowed me to have varied positions in varied departments, from a recruiter in Human Resources to a supervisor and assistant manager in District Cash, to a manager in currency verification. I've learned a lot and experienced varied challenges.

Since I'm African American, I've usually been the individual who makes the group diverse. One thing that has been hard is being asked to represent the point of view of all African Americans. Diversity makes me think that everyone's point of view should be valued. There is much to learn from others who have different viewpoints, experiences, and paradigms.

I've learned to always work hard and never let someone else tell me what I can and can't do in life. In most situations, I try to understand before being understood.

“There is much to learn from others who have different viewpoints, experiences, and paradigms.”



At the Federal Reserve Bank of San Francisco, our
people proudly reflect the diversity
of the communities we serve.

The Federal Reserve Bank of San Francisco
is an Equal Opportunity Employer.