



# Diversity, Equity, Inclusion, and Accessibility FY 2022 Annual Progress Report

U.S. Department of Education  
Office of Inspector General

Office of Inspector General  
Sandra D. Bruce  
Inspector General

December 2022

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The Office of Inspector General's Diversity, Equity, Inclusion, and Accessibility FY 2022 Annual Progress Report is available at <https://www2.ed.gov/about/offices/list/oig/strategicplansperformancereports.html>.

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# Message from the Inspector General

On behalf of the U.S. Department of Education Office of Inspector General (OIG), I am pleased to present our fiscal year (FY) 2022 Diversity, Equity, Inclusion, and Accessibility (DEIA) Annual Progress Report. In the pages of this report, you will see what we accomplished in our third and final year of implementing the goals presented in our [FY 2019–2022 Diversity and Inclusion Strategic Plan](#). Thanks to the commitment of OIG staff at all levels, I am proud to report that we made significant gains in our third year of our diversity, equity, inclusion, and accessibility (DEIA) initiative. As you will read in the pages of this report, we met our goals and kept our commitment to take our DEIA initiative to a higher level. This included the following actions.

- Hired a Chief Diversity Officer (CDO). Our CDO now leads the OIG's efforts to ensure integration of DEIA into our business processes; build an inclusive workplace environment; and retain, develop, advance, and recruit a diverse and talented OIG team.
- Incorporated DEIA into our oversight work, issuing several reports with a DEIA connection. This included our review of how selected local educational agencies allocated Elementary and Secondary School Emergency Relief funds provided under the Coronavirus Aid, Relief, and Economic Security Act with a focus on direct allocations to schools in which children from low-income families and on allocations made exclusively for the benefit of children with disabilities. We also issued a report examining the effectiveness of Federal charter school programs in increasing the number of high-quality charter schools.
- Issued our organizational [5-year Strategic Plan covering FYs 2023–2028](#), keeping our promise to incorporate DEIA-related concepts and practices into the plan. We updated our vision and core values to better reflect who we are, what we stand for, and where we want to go in the future. We also established a new organizational goal focused on cultivating a talented and diverse workforce and our

commitment to building an inclusive, equitable, and accessible workplace that inspires engagement, creativity, and excellence. This plan was conceived, written, and produced entirely by OIG staff—a diverse group of colleagues from all OIG components, grade levels, backgrounds, and areas of expertise. It not only exemplifies our shared understanding of our role and responsibilities but is testament to our commitment to DEIA principles and practices.

I am also pleased to share with you that during this fiscal year, we issued our second [DEIA Strategic Plan](#) covering FYs 2023–2028. Our plan continues to affirm and advance our long-standing commitment to a diverse workforce and an equitable, inclusive, and accessible workplace that will help ensure that the work we produce is accessible to the diverse public we serve. As noted in the plan, DEIA is a journey, not a destination. Getting on the path and beginning the journey was the first step. With this, our second strategic plan, we're taking the next step on our path. In this second step, we will continue to focus on our people, our workplaces, and our products and services by committing to comprehensive human capital strategies to attract, develop, and retain a diverse and skilled workforce. We will take actions to ensure that our workplaces are accessible, inclusive, and harassment-free environments where OIG staff can be their authentic selves and thrive, keep a DEIA focus on our work when possible, and make sure that all our products and services are accessible to all.

In our DEIA strategic plan for FYs 2023–2028, we present new goals, strategies, and examples of the measures we will use to assess our progress. We will establish performance measures for FY 2023 that align with those goals and strategies. This includes (1) examining metrics related to hiring to determine whether the OIG's hiring practices are effectively attracting a diverse pool of candidates; (2) creating and maintaining opportunities for engagement, recognition, education, and collaboration; and (3) regularly monitoring and evaluating OIG

programs, accessible information technology, services, and policies for compliance and any other regulatory guidance to identify opportunities to improve the quality and consistency of access.

Through our DEIA initiative, the OIG is recognizing and celebrating our nation's rich diversity, and our increasing awareness that our strength and success as an organization lies in our differences, not our similarities. It is this understanding, this competence that will enable the OIG to truly produce and deliver products and services that are diverse as and accessible to the public we serve. I continue to be so proud of OIG employees for their commitment to one another and to furthering the goals of this important initiative, and I look forward to what this team will achieve in FY 2023.

A handwritten signature in black ink, reading "Sandra D. Bruce". The signature is written in a cursive, flowing style.

Sandra D. Bruce  
Inspector General

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# Mission, Vision, and Goals of the DEIA Initiative

The mission of the OIG DEIA Initiative is to cultivate and sustain a diverse workforce and an inclusive, equitable, and accessible workplace that allows individuals to attain their greatest potential and be engaged, motivated, and empowered in their efforts to provide outstanding oversight of the U.S. Department of Education's (Department) programs and operations. Our vision for our initiative is to incorporate DEIA concepts and practices into all facets of OIG operations by maximizing the unique strengths of all our employees through the synergy of our differences and capabilities.

The goals of our initiative align with the OIG's organizational goals set forth in its new Strategic Plan for FYs 2023–2028. Those goals are to (1) maximize our value to stakeholders by promoting effectiveness in the Department's programs and operations by delivering relevant and timely information to our stakeholders; (2) combat program fraud and cyber threats by conducting timely, high-quality investigations and digital analyses to detect and deter fraud, waste, abuse, and other criminal activity involving Department programs and operations; (3) invest in the OIG workforce and workplace by cultivating a talented and diverse workforce and an inclusive, equitable, and accessible workplace that inspires engagement, creativity, and excellence; and (4) innovate and collaborate by developing and implementing internal processes that leverage technology, foster strategic thinking, and advance organizational effectiveness.

Our DEIA Initiative also heeds the call of the June 2021 [Executive Order on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce](#). It also follows the roadmap established by the DEIA Work Group of the Council of the Inspectors General on Integrity and Efficiency (CIGIE), "[Advancing Diversity, Equity, Inclusion and Accessibility: A Roadmap for Offices of Inspectors General](#)," issued in June 2022, so we may use the talents of all segments of society in creating a culture that encourages collaboration, flexibility, and fairness.

# FY 2022 Progress Report

Our Diversity and Inclusion Strategic Plan for FY 2019–2022 stated our commitment to implementing a robust plan that included timely deliverables and effective measurement tools consistent with our DEIA vision and mission. That strategic plan included specific goals we sought to complete by the end of FY 2022. We shared our progress on those goals in our [FY 2020 and FY 2021 Annual Progress Reports](#). Our FY 2021 report presented our action goals for FY 2022. The following table summarizes our success in meeting those goals.

## FY 2022 Action Goals

FY 2022 Goal	Status
<b>Goal 1: Build a framework for diversity, equity, and inclusion that is predicated on the need for awareness of human differences in the workforce.</b>	-
Onboard a Chief Diversity Officer.	Completed
Create OIG DEIA policy statement.	Completed
Create a maturity assessment model.	Completed
Ensure that existing employee support services equitably serve LGBTQ+ employees.	Continuous
Incorporate “accessibility” and develop governance documents for the Diversity, Equity, and Inclusion Committee.	Completed
Promote awareness of diversity, equity, inclusion, and accessibility throughout OIG and create opportunities for engagement and education.	Continuous
<b>Goal 2: Foster diversity, equity, and inclusion by building a diverse workforce that will help achieve the OIG vision of excellence in government service.</b>	-
Implement an accountability system throughout the organization.	Initiated
Assess the status and effects of existing diversity, equity, inclusion, and accessibility initiatives or programs within the OIG.	Continuous



FY 2022 Goal	Status
Evaluate hiring initiatives to leverage and measure diversity, including measurement of demographic representation and trends related to diversity in the OIG's overall workforce composition, senior workforce composition, employment applications, hiring decisions, promotions, pay and compensation, professional development programs, and attrition rates.	Initiated
Develop and implement a job recruitment campaign that increases outreach to minority-serving institutions, veterans, and underserved communities.	Initiated
Include applicant demographic survey in the recruitment process.	Initiated
Develop "proud to be" milestones for a multiyear talent acquisition strategy that leverages diversity.	Initiated
Promote and increase the availability of paid internships.	Continuous
<b>Goal 3: Sustain diversity, equity, and inclusion by committing to a work environment that promotes diversity and equal opportunity, fosters mutual trust, respect for human rights, and no discrimination.</b>	-
Expand and improve the OIG ombudsman program.	Initiated
Examine and advance equity within the OIG for employees with disabilities.	Continuous
Identify areas where evidence is lacking and propose opportunities to build evidence to advance diversity, equity, inclusion, and accessibility and address those gaps identified.	Continuous
Use data collection, analysis, and reporting to assist in assessing diversity, equity, and inclusion efforts.	Continuous
Develop and implement diversity, equity, inclusion, and accessibility training opportunities for employees, managers, and leaders in compliance with Federal requirements.	Continuous
Demonstrate progress in eliminating employment barriers by assessing OIG recruitment, hiring, promotion, retention, professional development, performance evaluations, pay and compensation policies, reasonable accommodations access, and training policies and practices are equitable.	Initiated
Produce an annual progress report.	Initiated
Develop OIG DEIA Strategic Plan.	Completed



## OIG Workforce

The OIG is composed of staff from different States, countries, backgrounds, ages, abilities, languages, and socioeconomic statuses. Each person brings their own perspective to the workplace, which in turn creates a multifaceted environment with wide-ranging viewpoints and creative problem-solving skills. The OIG believes that the more diverse our voices and perspectives are, the more innovative we can be. This is particularly true in the OIG's efforts to provide oversight of and accountability in the widely diverse programs the Department administers, and the widely diverse State and local educational agencies, institutions of higher education, and students who participate in those programs.

### Diversity Within the OIG

Diversity is a collection of individual attributes that together helps us pursue organizational objectives effectively and efficiently. Examples of these attributes include characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures. Diversity also encompasses differences among people based on their backgrounds: where they are from, where they have lived, and differences in thought and life experiences.



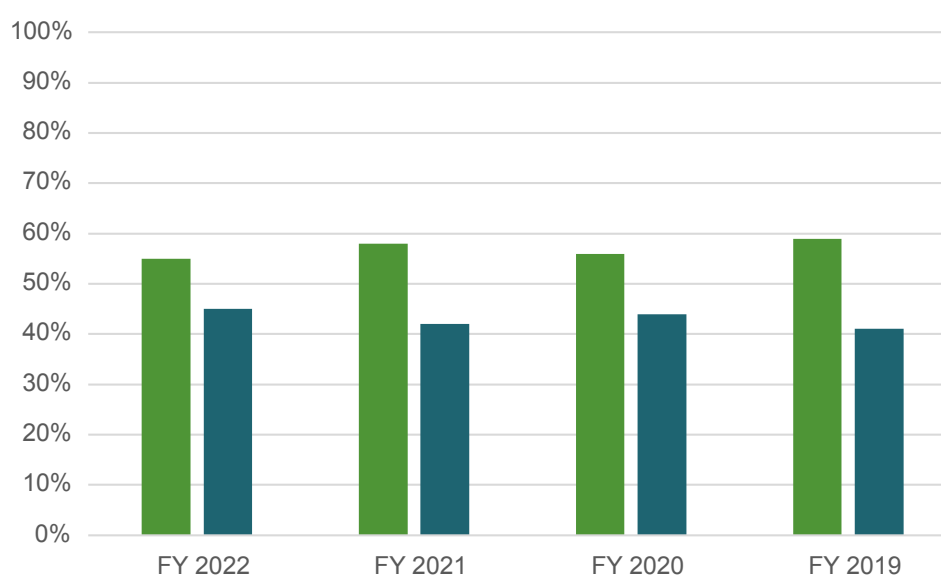
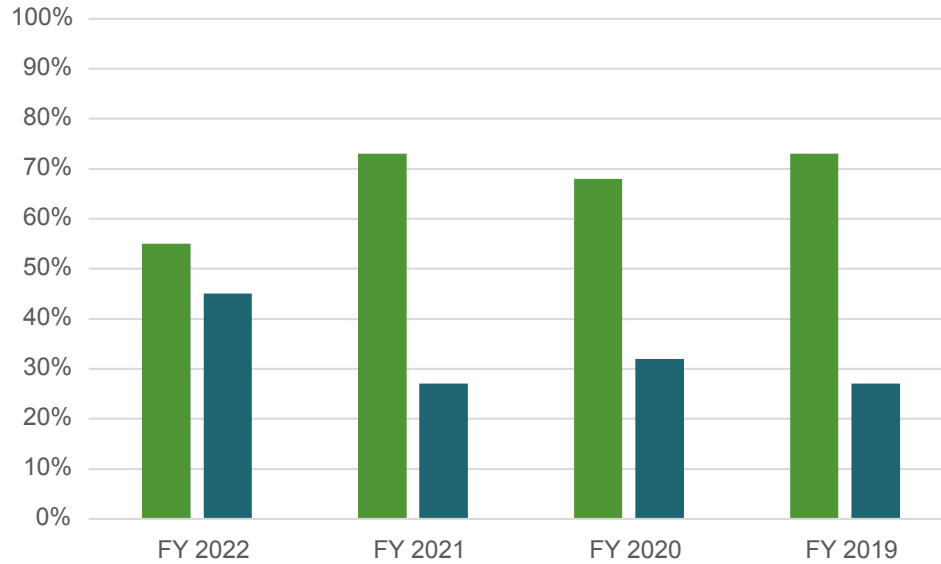
### **OIG Snapshot: FY 2022**

- 17 OIG offices located across the country (Arizona, California (2), Colorado, Florida, Georgia, Illinois, Massachusetts, Michigan, Missouri, New York, Pennsylvania (2), Puerto Rico, Tennessee, Texas, and Washington, DC).
- 244 employees: 228 full-time staff, 10 temporary full-time staff, and 6 temporary part-time staff. This was a nominal increase of 0.03 percent above FY 2021.
- Staff composed of auditors, accountants, criminal investigators, information technology specialists, forensic media analysts, investigative and financial analysts, attorneys, management analysts, budget analysts, human resources officers, acquisition specialists, communication specialists, Congressional liaisons, editors, graphic designers, and administrative support personnel.

### **OIG Workforce Demographics**

The following is a look at the gender, race, and ethnicity makeup of the OIG staff and leadership in FY 2019, before we initiated our Diversity, Equity, Inclusion, and Accessibility Initiative, and where we are at the end of FY 2022. We have more work to do, but we are moving in a direction of becoming a better, higher performing 21st century organization, which will be achieved through a diverse workforce and an equitable, inclusive, and accessible workplace.

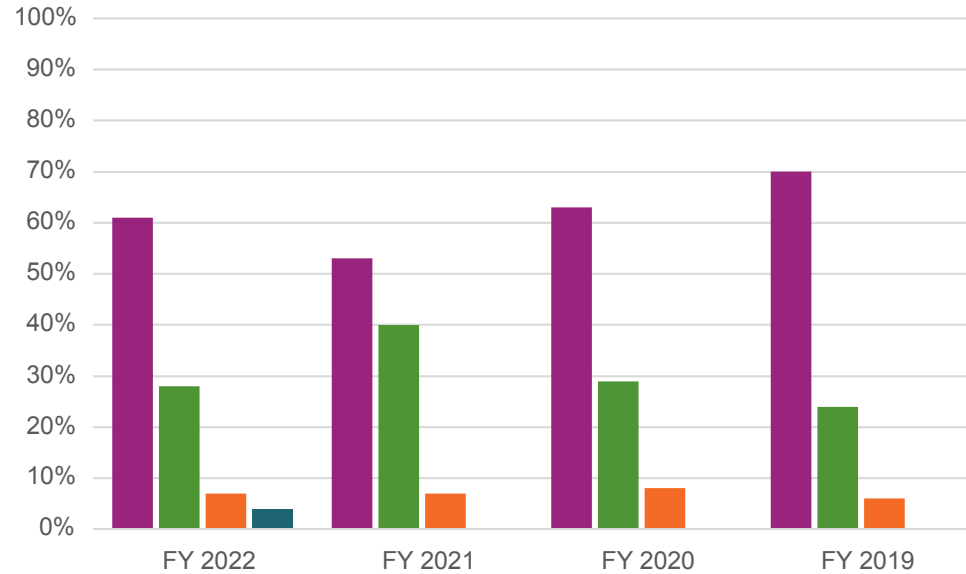
# Gender



# Race and National Origin

## OIG Leadership

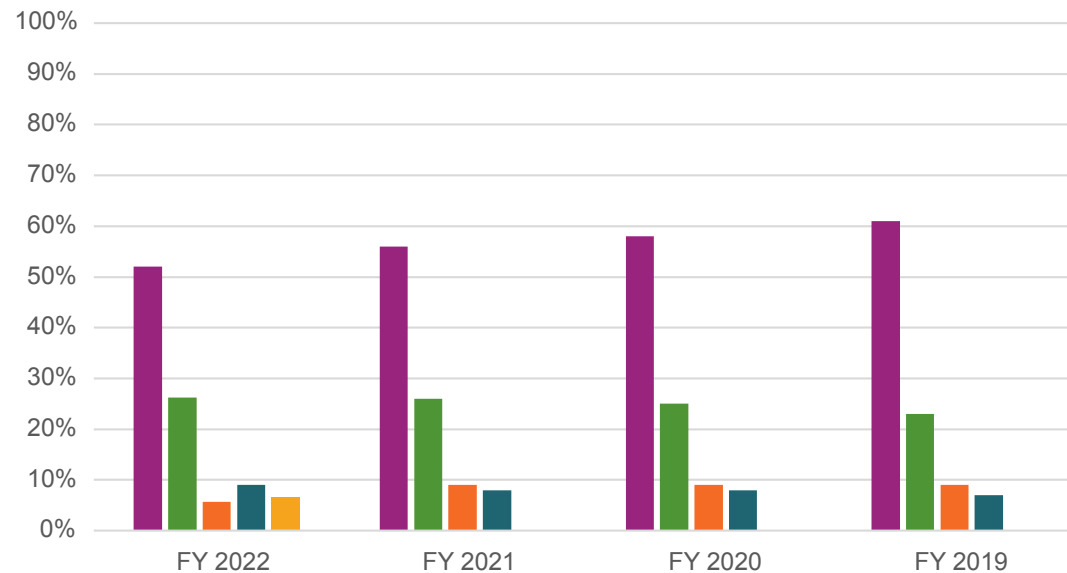
- White
- Black or African-American
- Hispanic or Latino
- Asian



## All OIG Staff

- White
- Black or African-American
- Hispanic or Latino
- Asian
- Two or more

*Note: For all four years, less than 1 percent of staff identified as "other" or "not specified."*





# OIG's FY 2022 Permanent Workforce Profile by Grade and Race

Race and National Origin	SES/EX-00 (Number and percent)	GS-15 (Number and percent)	GS-14 (Number and percent)	GS-13 (Number and percent)	GS-12 and below (Number and percent)	Total
Two or more races	0 / 0%	1 / 3%	2 / 3%	8 / 8%	5 / 10%	16 / 7%
Asian	0 / 0%	0 / 0%	4 / 7%	6 / 6%	12 / 24%	22 / 9%
Black	3 / 33%	9 / 30%	15 / 25%	24 / 25%	13 / 27%	64 / 26%
Hispanic	0 / 0%	0 / 0%	4 / 7%	8 / 8%	2 / 4%	14 / 6%
White	6 / 67%	20 / 67%	34 / 58%	51 / 53%	16 / 33%	127 / 52%
Unspecified	0 / 0%	0 / 0%	0 / 0%	0 / 0%	1 / 2%	1 / <1%
Total	9 / 100%	30 / 100%	59 / 100%	97 / 100%	49 / 100%	244 / 100%

## OIG Comparison to the U.S. National Civilian Labor Force

For the last several years, we have provided information in our DEIA Annual Progress Reports on the demographic breakdown of the OIG workforce. For FY 2022, we compared our demographics with the most recently available data from the National Civilian Labor Force to see how we compare with the national average. The National Civilian Labor Force is recognized as a benchmark established by the Equal Employment Opportunity Commission.

Race and National Origin	OIG Employees (Number and percent)	Civilian Labor Force
White Males	83 / 34.0%	35.2%
White Females	44 / 18.0%	32.7%
Black Males	24 / 9.8%	4.2%
Black Females	40 / 16.4%	5.8%
Hispanic Males	10 / 4.1%	4.8%
Hispanic Females	4 / 1.6%	4.6%
Asian Males	11 / 4.5%	2.2%
Asian Females	11 / 4.5%	4.1%
Native Hawaiian or Pacific Islander Males	0 / 0.0%	0.1%
Native Hawaiian or Pacific Islander Females	0 / 0.0%	0.1%
American Indian/Alaska Native Males	0 / 0.0%	0.2%
American Indian/Alaska Native Females	0 / 0.0%	0.3%
Two Or More Races Males	7 / 2.9%	1.2%
Two Or More Races Females	9 / 3.7%	1.6%
Unspecified Females	2 / 0.82%	0.0%
Total	244 / 100.0%	100%

# FY 2022 Progress by Goal

Our Diversity and Inclusion Strategic Plan for FYs 2019–2022 presented three overarching goals, along with strategies and action steps to reach those goals. In our first year, we initiated actions to reach those goals, a number of which are ongoing as we work to incorporate them into our policies and procedures. In FY 2021, we added “equity” to our goals, and in FY 2022, we added accessibility. And in FY 2022, the final year of that initial strategic plan, we made additional progress in integrating DEIA into all facets of our operations. In the following sections, we present the results of and progress made in DEIA at the OIG over the last 3 fiscal years.

## Goal 1: Build a framework for diversity, equity, and inclusion that is predicated on the need for awareness of human differences in the workforce.

*1.1. Heighten awareness of diversity, equity, and inclusion in the workforce to advance diversity, equity, and inclusion at all levels of the organization, equity, and inclusion at all levels of the organization.*

Action Steps from Strategic Plan	FY 2020 Status	FY 2021 Status	FY 2022 Status
Articulate a clear statement of diversity, equity, and inclusion for the OIG.	Continuous	Continuous*	Continuous
Develop and maintain a representative Diversity, Equity, and Inclusion Committee.	Completed	Completed	Updated/ Now Continuous
Develop and maintain a communication strategy on diversity, equity, and inclusion that encompasses various communications formats.	Continuous	Completed	Updated/ Now Continuous
Benchmark with other agencies to determine best practices.	Continuous	Continuous	Continuous
Establish and disseminate periodic formal updates to inform employees of progress on diversity, equity, and inclusion strategic goals.	Completed	Completed	Updated/ Now Continuous
Create and maintain opportunities for engagement, education, and discourse related to issues of diversity, equity, and inclusion.	Continuous	Continuous	Continuous

\* In FY 2021, we inadvertently reported this action as initiated.

### *Highlights*

The OIG understands that our diversity is a strength, and that effective leadership comes from leaders who are responsive to the needs of their employees. Our ability to embrace DEIA and lead by example is an integral part of our success as an agency. In FY 2022, the OIG DEI Committee continued its efforts creating and implementing an annual communications plan and updating a resource page highlighting available training for all staff. The committee developed programs and virtual events around national awareness months, such as Martin Luther King Day of Service, Black History Month, Women's History Month, and Pride Month, educating staff and celebrating the richness of our cultures, backgrounds, and achievements. The trainings provided in-depth information on topics such as fasting in the workplace and inclusion in the workplace.

Further, in FY 2022 and as noted above, the OIG hired its first CDO. As a result, we have taken our engagement and benchmarking efforts with the broader Inspector General and Federal Government communities to an even higher level. The CDO also participated in the Office and Personnel Management's DEIA Strategic Partners quarterly meetings and met monthly with other CDOs in the Inspector General community. These meetings provided the participants opportunities to share best practices and address challenges in implementing DEIA policies and procedures not only within their organizations, but across the Federal government and within the OIG community.

Throughout FY 2022, the CDO and other OIG staff also continued to work closely with the CIGIE DEIA Work Group, which is chaired by Inspector General Bruce. This included leading the creation of the CIGIE's Roadmap for Advancing DEIA in the OIG community. This first-of-its-kind resource presents a path forward for OIGs of all sizes and capabilities to advance DEIA in their offices and by doing so, help create a culture of belonging throughout the OIG community. In August both [Federal News Network](#) and [Government Executive](#) published articles on the CIGIE DEIA Work Group and the roadmap. The Government Executive article was based on its interview with Inspector General Bruce, the Chair of the DEIA Work Group, and Inspector General Lerner, FDIC and Vice Chair of the Work Group.

The OIG wasted no time putting the CIGIE roadmap to use, using it as a guide in creating our DEIA maturity model that we will employ to measure the success of our DEIA practices and processes. Beginning in FY 2023, the CDO will monitor, evaluate, and report on the progress of the OIG's DEIA-related efforts via our maturity model levels.

- **Ad Hoc—1:** The OIG has yet to formally incorporate DEIA initiatives into its goals and strategies. DEIA efforts may still be siloed within components and not aligned with OIG’s DEIA strategic plan.
- **Defined—2:** The OIG provides guidance on staffing, recruitment, and hiring practices, communications to promote continuous education and awareness, and requires OIG staff to take DEIA-related training to advance DEIA in the organization and comply with relevant Federal laws and other mandates.
- **Progressive—3:** The OIG has established policies and procedures to advance DEIA in the organization. The OIG implements these policies and procedures in various ways, yielding improved results and outcomes driven by dedicated resources, employee engagement, and goal setting. The OIG consistently promotes DEIA activities for optimal awareness. The OIG routinely assesses DEIA and uses the results of such assessments to determine areas of potential improvement.
- **Optimized—4:** The OIG has formally incorporated DEIA into its mission and guiding principles that are consistent with current leading practices. OIG consistently implements DEIA driven initiatives through strategies, data-driven analysis, and continuous improvement. The OIG undertakes structural reforms of policies and procedures to mitigate any barriers. DEIA is fully integrated in the OIG’s strategic planning, performance management, and learning agendas.



*1.2. Foster an organizational culture of inclusion where all employees treat each other respectfully and fairly, and all employees have work-life balance and opportunities to excel in their positions.*

Action Steps from Strategic Plan	FY 2020 Status	FY 2021 Status	FY 2022 Status
Provide effective leadership in promoting diversity and understanding of differences.	Continuous	Continuous	Continuous
Support participation in employee advisory groups.	Continuous	Continuous	Continuous
Use the Employee Viewpoint Survey to assess the OIG's working environment.	Continuous	Continuous	Continuous
Identify and address barriers in the workplace and develop targeted actions.	Continuous	Continuous	Continuous

### *Highlights*

Throughout FY 2022, the OIG continued to use data collection, analysis, and reporting to assist in assessing our overall DEIA efforts. Information collected through job satisfaction surveys is one way to help measure success in this area. As such, we continued to assess staff responses to the Federal Employee Viewpoint Survey to identify issues involving barriers to employee success. Based on the results of the Federal Employee Viewpoint Survey for FY 2021, we found that our overall employee engagement score increased over 3 percent, to 83.5 percent. In addition, we reviewed the Best Places to Work in The Federal Government, issued by the Partnership for Public Service, where we ranked 77 out of 432 subcomponent agencies as a Best Place to Work. Our FY 2021 Engagement and Satisfaction score was the highest it has ever been.

Much like in FY 2021, OIG employees at all levels were encouraged to participate in employee advisory groups, and we used the feedback from these groups to ensure that we continue to provide effective leadership that promotes DEIA and understanding our differences. Senior staff members were empowered to use employee feedback and work with the OIG DEI Committee to address those areas identified by employees as needing improvement. In addition, and throughout FY 2022, the OIG continued to create avenues for staff to engage with one another, including our year-long "It's About Us Campaign." Throughout the campaign, staff shared information on their interests (e.g., books, music, movies, sports teams), their backgrounds (hometowns, alma maters, majors), and suggestions for OIG clubs and social activities.

## Goal 2: Foster diversity, equity, and inclusion by building a diverse workforce that will help achieve the OIG vision of excellence in government service.

*2.1. Attract and retain diverse, talented, and skilled personnel to secure and maintain a high-performance workforce drawn from all segments of society.*

Action Steps from Strategic Plan	FY 2020 Status	FY 2021 Status	FY 2022 Status
Ensure hiring managers use a diverse selection panel during the hiring process.	Completed	Completed	<i>Updated/</i> Now Continuous
Evaluate current recruitment strategies and adjust as needed to improve target areas.	Continuous	Continuous	Continuous
Include hiring managers in recruitment activities, including career fairs and outreach activities.	Continuous	Continuous	Continuous
Ensure equal access to appropriate developmental opportunities.	Continuous	Continuous	Continuous
Incorporate diversity, equity, inclusion, and accessibility debrief in exit interviews and implement corrective actions as appropriate.	Completed	Continuous	Continuous
Create and maintain opportunities for engagement, education, and discourse related to issues of diversity, equity, and inclusion.	Continuous	Continuous	Continuous

### *Highlights*

Throughout FY 2022, OIG hiring managers kept the tenets of DEIA front of mind. Managers ensured that diverse selection panels were involved in the hiring process from the beginning stages of recruitment. Our commitment to DEIA did not stop when the hiring process was completed. When new staff were brought on board, we provided equal access to appropriate developmental opportunities and opportunities for engagement, education, and discourse relating to diversity, equity, and inclusion.

*2.2. Develop practices and strategies to equip leadership with the ability to manage diversity, achieve results, and refine approaches to inclusion, equity, and accessibility.*

Action Steps from Strategic Plan	FY 2020 Status	FY 2021 Status	FY 2022 Status
Educate leaders on unconscious biases in the workplace.	Completed	Continuous	Continuous
Provide leadership and management with tools to effectively manage a diverse workforce.	Continuous	Continuous	Continuous
Include diversity, equity, and inclusion performance objectives for the leadership and management team.	Completed	Completed	Updated/ Now Continuous

*Highlights*

Throughout FY 2022, the OIG empowered its leadership cadre, who are equipped to effectively manage a diverse workforce. OIG leaders and managers participated in training sessions focused on incorporating DEIA into our oversight work, gender inclusivity, conversations in the midst of change, and understanding bias to unleash the organization’s full potential. These trainings provided information and tools to help leaders and managers create safe space for open and honest conversations. They also allowed leadership to better understand gender identity and the neuroscience behind why unconscious bias exists and how it affects organizational results.

We also aligned leadership and management staff performance plans with the OIG’s DEIA organizational performance objectives, requiring our leaders and managers to participate in at least two DEIA-focused training or informational sessions during the fiscal year. And we didn’t stop there. We also encouraged all staff—regardless of grade level—to participate in at least two DEIA-focused trainings or sessions during FY 2022. To this end, we also offered training sessions to all staff, including sessions on gender inclusivity, unconscious bias, and conversations in the midst of change.

**Goal 3: Sustain diversity, equity, and inclusion by committing to a work environment that promotes diversity and equal opportunity, fosters mutual trust, respect for human rights, and no discrimination.**

*3.1. Build and sustain a commitment from leadership for a diverse, equitable, and inclusive organization through accountability, data, and education.*

Action Steps from Strategic Plan	FY 2020 Status	FY 2021 Status	FY 2022 Status
Leverage both qualitative and quantitative metrics to manage diversity, equity, inclusion, and accessibility efforts; use results and refine strategies as needed.	Continuous	Initiated	Updated/ Now Continuous
Identify measurable metrics for each goal and action of the diversity, equity, inclusion, and accessibility strategic plan.	Continuous	Initiated	Updated/ Now Continuous
Annually review and analyze OIG demographics data.	Continuous	Continuous	Continuous
Develop action plans to address areas of concern.	Continuous	Continuous	Continuous
Provide quarterly reporting and hold meetings around diversity, equity, inclusion, and accessibility actions.	Continuous	Continuous	Continuous
Produce annual progress reports.	Completed	Completed	Completed

*Highlights*

In FY 2022, there was a collaborative effort conducted by a diverse group of OIG staff from different OIG components, grade levels, backgrounds, and expertise. Our organizational strategic plan incorporated DEIA-related concepts and practices and established a new organizational goal focused on cultivating a talented and diverse workforce and our commitment to building an inclusive, equitable, and accessible workplace that inspires engagement, creativity, and excellence. We also incorporated DEIA into our organizational vision and our core values to better reflect who we are and where we want to go in the future. Our new vision: To be a dynamic, high-performing oversight organization with a diverse, inclusive, engaged, and skilled workforce that drives continuous improvement in Federal education programs. Our new core values: Collaboration, Accountability, Respect, and Excellence, or CARE. These values guide our

professional actions and decisions; they answer the question, “What do we stand for?” and they align with our CARE for each other, our mission, and our work.

Our [DEIA Strategic Plan for FYs 2023–2028](#) updates the goals and capitalizes on the progress made through our previous strategic plan. As noted in the plan, we will continue to focus on our people, our workplaces, and our products and services. We look to invest in our people by committing to comprehensive human capital strategies to attract, develop, and retain a diverse and skilled workforce. We will strive to take actions to ensure that our workplaces are accessible, inclusive, and harassment-free environments where OIG staff can be their authentic selves and thrive. And we will add a DEIA focus to our work when possible and will be sure that all of our products and services are accessible to all. Our new strategic plan also establishes the following as our overarching goals for DEIA over the next 5 years.

- **Goal 1: Cultivate a Diverse and Inclusive Workforce.** Commit to human capital strategies that help attract, hire, develop, and retain a diverse, skilled, engaged, and inclusive workforce.
- **Goal 2: Foster an Inclusive, Equitable, Accessible, and Safe Workplace.** Invest in creating a harassment-free and inclusive work environment where employees feel appreciated, safe, and able to excel in their positions.
- **Goal 3: Deliver Inclusive and Accessible Products and Services.** Deliver high-quality and accessible audits, investigations, outreach, and other work products that align with our DEIA initiatives.

Our plan also presents key strategies we will employ to reach our goals and provides examples of the action items that we will use to assess how well we are achieving our desired objectives. For each year covered by the strategic plan, we will present a full range of action items that we seek to initiate or complete during the fiscal year. Our action items for FY 2023, the first year of our new strategic plan, are presented on [page 20](#) of this report.



### 3.2. Foster and sustain a workplace culture of diversity, equity, and inclusion.

Action Steps from Strategic Plan	FY 2020 Status	FY 2021 Status	FY 2022 Status
Comply with applicable laws and regulations related to Equal Employment Opportunity, diversity, equity, and inclusion and train all employees regarding requirements.	Continuous	Continuous	Continuous
Use engagement surveys and other forms of employee feedback to identify workplace dimensions impacting diversity, equity, and inclusion efforts.	Continuous	Continuous	Continuous
Encourage leadership to routinely discuss the importance of diversity, equity, and inclusion as a core organizational strategy.	Continuous	Continuous	Continuous
Prompt leaders and managers to use their positions to promote a consistent and positive attitude for diversity, equity, and inclusion efforts.	Continuous	Continuous	Continuous

#### Highlights

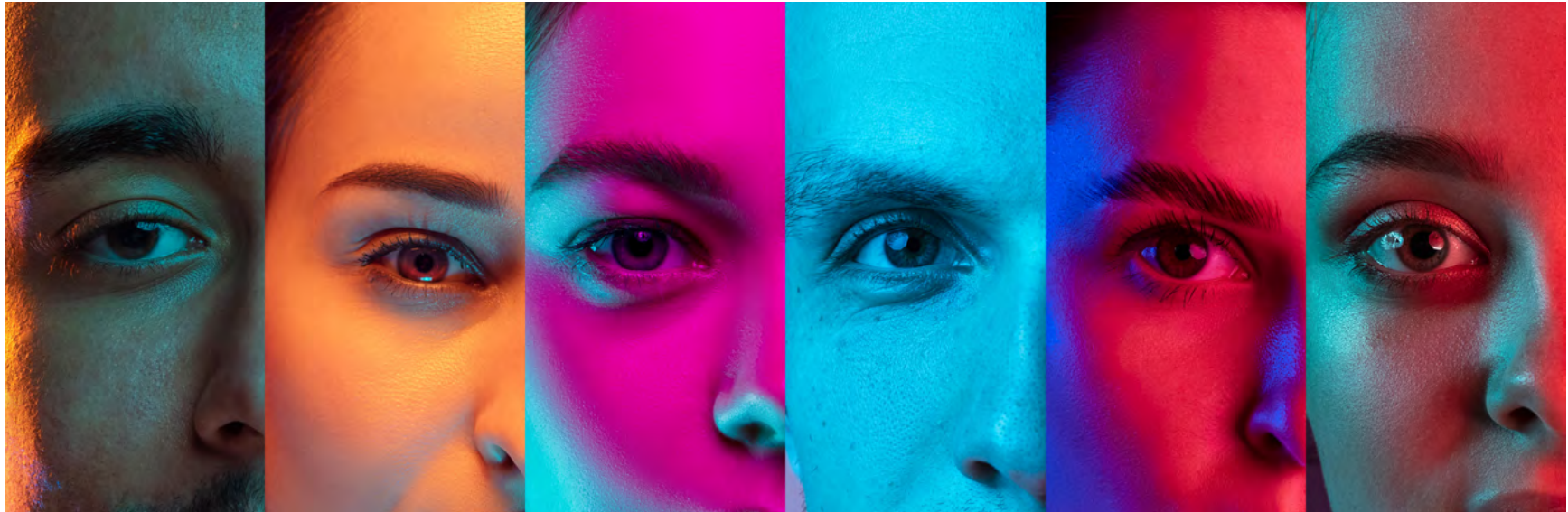
In FY 2022, our third year of implementing our DEIA initiative, the OIG distributed a voluntary, confidential employee survey specific to DEIA. The survey sought employee perspectives on DEIA concepts, underrepresented groups, harassment and discrimination, and the DEIA-related communications and efforts over the last 3 years. The survey also captured demographic data on gender identity, ethnicity, race, veteran status, disability status, and sexual orientation for the OIG workforce. We look to conduct similar surveys in future years as a means of tracking our DEIA-related progress.

Further, in FY 2022, OIG senior leaders and managers put their training on how to incorporate DEIA into their oversight work into practice, issuing several reports with a DEIA focus. This included our review of how selected local educational agencies allocated Elementary and Secondary School Emergency Relief funds provided under the Coronavirus Aid, Relief, and Economic Security Act with a focus on direct allocations to schools with children from low-income families and on allocations made exclusively for the benefit of children with disabilities. We also issued a report examining the effectiveness of Federal charter school programs in increasing the number of high-quality charter schools. In addition, our investigative work led

to criminal actions that stopped a number of student loan debt relief scams, student loan fraud rings, public corruption cases of embezzlement and fraud involving high-ranking K–12 and college officials, identify and stop unauthorized access to and misuse of Department data systems, and assist our criminal justice partners with investigations involving student loan debt relief scams. You can read more about these audits and investigations in our [Semiannual Reports to Congress](#).

We will continue to look at our work through a DEIA lens whenever possible in FY 2023. In our FY 2023 Annual Plan—a report that presents the major initiatives and priorities that the OIG intends to undertake each year—we highlight additional work we look to conduct with a DEIA-focus. Such work includes an examination of the Federal Student Aid (FSA) office’s outreach to individuals from underserved communities, as well as and State educational agency oversight of spending and educational outcomes of prevention and intervention programs for children and youth who are neglected, delinquent, or at-risk. In addition, we will look at equity in the Individuals with Disabilities Education Act to determine what steps the Department has taken to implement its final regulations on significant disproportionality in special education.

Lastly, the OIG once again included the pursuit of the goals presented in our DEIA Strategic Plan as an opportunity in our overall Risk Profile—the opportunity being that by implementing the goals of diversity, equity, inclusion, and accessibility into the OIG workplace culture, we will empower all employees to achieve at their highest levels. In addition, we once again exceeded our annual small business contracting goals—ensuring that OIG contracts were awarded to women-owned, service-disabled veteran-owned, and small disadvantaged businesses whenever possible. In FY 2022, we increased these contract awards by 33 percent above what we did in FY 2021.



## Our Path Forward—Planned Actions FY 2023

In FY 2023, the OIG will continue evolving its DEIA efforts through policies, continuous education, and engagement. We will create new opportunities and avenues that will allow the OIG to attract and retain great talent from all segments of society. We will continue to expand our corporate culture that encourages collaboration, flexibility, and fairness so we can continue to meet our mission, exceed our goals, and produce quality work that is accessible to the diverse public we serve.

### FY 2023 Action Goals

The following are our DEIA action goals and steps for FY 2023. These measures align with the goals presented in our [DEIA Strategic Plan for Fiscal Years 2023–2028](#). They also follow Federal policies and requirements for agencies to strengthen DEIA in their workforce policies, practices, and culture. These action goals incorporate concepts from the CIGIE DEIA Work Group [“Advancing Diversity, Equity, Inclusion and Accessibility: A Roadmap for Offices of Inspectors General.”](#)

## FY 2022 Goal

### Goal 1. Cultivate a Diverse and Inclusive Workforce

- Examine hiring metrics to determine whether the OIG's hiring practices are effectively engaging a diverse pool of candidates.
- Assess applicant screening and selection process to identify and mitigate potential biases and minimize potential barriers in support of hiring diverse and highly qualified candidates.
- Use data collection, and analysis, and reporting to assess DEIA efforts.
- Establish and evaluate promotion and retention practices with a focus on advancing equitable outcomes.
- Assess the status and effects of existing DEIA initiatives and programs within the OIG.
- Develop a recruitment campaign that establishes partnerships with minority-serving institutions and veteran groups.
- Identify areas where evidence is lacking and propose opportunities to advance DEIA.
- Promote awareness of DEIA and create opportunities for engagement and education.
- Implement an accountability system throughout the OIG.
- Evaluate hiring initiatives to leverage and measure demographic representation and trends.
- Promote and increase the availability of paid internships.
- Create and maintain opportunities for engagement, recognition, education, and collaboration.
- Develop "Proud to Be" milestones for multiyear talent acquisition strategy that leverages diversity.

### Goal 2. Foster an Inclusive, Equitable, Accessible, and Safe Workplace

- Evaluate current demographic representation in the workforce and target recruitment efforts based on evaluation findings.
- Ensure leaders at all levels understand their role in elevating awareness of OIG's and the Department's Employee Assistance Program, workplace flexibilities, and the Physical Security and Emergency Preparedness Division.
- Ensure a safe workplace to deter violent, disruptive, aggressive, or abusive behavior, and report any such behavior in accordance with OIG and Department policies.
- Proactively update training, onboarding, and hiring materials around accessibility processes, policies, and resources to elevate awareness and utilization across OIG.
- Promote work-life balance through policies and programs that adapt to changing conditions to meet the evolving needs of employees.

## FY 2022 Goal

### Goal 2. Foster an Inclusive, Equitable, Accessible, and Safe Workplace (continued)

- Develop a continuous learning approach to workplace safety and harassment to equip managers and supervisors with the skills and knowledge to effectively support employees.
- Conduct training and lunch and learns addressing bullying, workplace civility, and antiharassment to educate and train at all levels of OIG.
- Develop a continuous learning approach to workplace safety and sexual harassment training without fear of retaliation to enable supervisors to follow required steps and effectively support employees through the experience to the best of their abilities.
- Dedicate and retain resources to support DEIA activities.

### Goal 3. Deliver Inclusive and Accessible Products and Services

- Regularly monitor and evaluate OIG programs, accessible information technology, services, and policies for compliance and any other regulatory guidance to identify opportunities to improve the quality and consistency of access.
- Provide supervisors and employees with improved training and better access to resources to enable stronger support to employees who require reasonable accommodations.
- Add at least one assessment of an aspect of DEIA into the OIG annual work plan
- Regularly assess internal processes that seek to ensure equity in assignments and projects within OIG.
- Invest in physical and information technology infrastructure to ensure accessibility is seamlessly integrated into the hybrid operating model, reducing the need for reasonable accommodations.
- Update the communications strategy on DEIA that encompasses various communications formats.






## DEIA: Part of our Foundational Principles

Our commitment to DEIA in the workplace is more than just an initiative, program, or policy for the OIG; it is a part of our foundational principle that sets the tone for how the OIG identifies efficiency, effectiveness, and integrity within our teams and offices. Diversity in the workforce brings people with different backgrounds together to integrate ideas that benefit everyone. Equity ensures the fair treatment, equal access, opportunity, and advancement of and for all employees. Inclusion inspires innovation, cultivates new ideas, and fosters a welcoming culture. Accessibility ensures equitable access to everyone along the continuum of human ability and experience and space for the characteristics that each employee brings to the workplace. Encouraging diversity, equity, inclusion, and accessibility enhances the work environment and provides an experience where all employees value each other and the

unique contributions each employee brings to the table. At the OIG, we believe that through our DEIA Initiative, we will improve our work and become an even better, higher performing 21st century organization that is open to the contributions, skills, and strengths, which is achieved through a diverse, inclusive, and equitable, workforce.





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