



U.S. Department of Education
Office of Inspector General

Diversity and Inclusion Strategic Plan FY 2019–2022

Office of Inspector General
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Deputy Inspector General Delegated the Duties of Inspector General
July 2019

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U.S. Department of Education Office of Inspector General
Diversity and Inclusion Strategic Plan
Fiscal Years 2019–2022

Please Note:

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Message from the Inspector General

On behalf of the U.S. Department of Education (Department) Office of Inspector General (OIG), I am pleased to share our Diversity and Inclusion Strategic Plan for Fiscal Years 2019–2022. Through this plan, we affirm and advance our long-standing commitment to a diverse and inclusive workforce and workplace environment that will help ensure that the work we produce is accessible to the diverse public we serve.

This plan aligns with the goals presented in our statutory Five-Year Strategic Plan (FY 2018–2022). Specifically, our office strategic goals are to (1) deliver high-quality, timely, and impactful products and services that promote efficiency, effectiveness, and integrity in the Department's operations and programs; (2) cultivate a diverse, highly skilled, and inspired workforce; and (3) implement internal processes that promote organizational effectiveness, stewardship of resources, and accountability. Our Diversity and Inclusion Strategic Plan also heeds the call of Executive Order 13583, "Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce," so we may use the talents of all segments of society in creating a culture that encourages collaboration, flexibility, and fairness.

The results of the efforts presented in our plan will have a positive impact on the work we produce for and on behalf of America's taxpayers and students, as we will draw on a wealth of varied perspectives, experiences, and skills that will allow us to consistently improve our products and services. These results will also allow us to better meet our statutory mission to promote the efficiency, effectiveness, and integrity of, and root out waste, fraud, and abuse involving the Department's programs and operations.

In closing, I would like to thank the OIG staff for their active engagement and participation in producing this plan, as it is testament to their commitment to one another and their shared belief that by working together, we will be a high-performing 21st century organization that is open to the contributions, skills, and strengths that are achieved through a diverse and inclusive workforce.

Sandra D. Bruce
Deputy Inspector General Delegated the Duties of Inspector General



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Diversity and Inclusion

The OIG has adopted the Office of Personnel Management definition of “diversity” and “inclusion” from Executive Order 13583.

VISION

Our vision is to cultivate diversity and inclusion in the OIG’s core values by using the unique strengths of all its employees through the synergy of our differences and capabilities.

MISSION

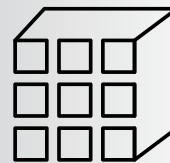
Our mission is to leverage a diverse and inclusive workforce and work environment that allows individuals to attain their greatest potential and achieve efficiency, effectiveness, and integrity in the Department’s programs and operations.

DIVERSITY

A collection of individual attributes that together helps us pursue organizational objectives effectively and efficiently. Diversity can include characteristics such as cultural background, ethnicity, age, gender, gender identity, disability, sexual orientation, religious beliefs, language, and education.

INCLUSION

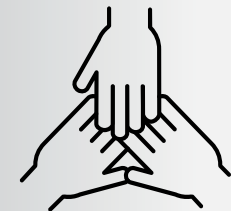
A set of behaviors that promote collaboration among a diverse group. Inclusion empowers people to contribute their skills and perspective for the benefit of the organizational performance and outcomes.



**Build a
Framework**



Foster



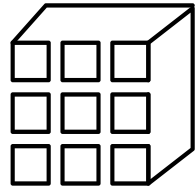
Sustain



“We are at our best when we draw on the talents of all parts of our society, and our greatest accomplishments are achieved when diverse perspectives are brought to bear to overcome our greatest challenges.”

President Barack Obama

BUILDING A FRAMEWORK FOR DIVERSITY AND INCLUSION



The need to develop and implement a diversity and inclusion framework is predicated on the need for awareness of human differences in the workforce.

Goal 1.1

Heighten awareness of diversity and inclusion in the workforce.

Strategy

Dedicate resources; establish intentional and committed initiatives; and act to advance diversity, inclusion, and equity at all levels of the organization.

Action

- Articulate a clear statement of diversity and inclusion for the OIG.
- Develop a representative committee of Diversity Change Agents.
- Develop a communication strategy on diversity and inclusion that encompasses various communication formats.
- Benchmark with other agencies to determine best practices.
- Establish periodic formal updates to inform employees of progress on diversity and inclusion strategic goals.
- Create and maintain opportunities for engagement, education, and discourse related to issues of equity, diversity, and inclusion.

Goal 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.

Strategy

Create and sustain a working climate for inclusion where people with differing cultural backgrounds, identities, abilities, and life experiences are welcomed, valued, and supported.

Action

- Provide effective leadership in promoting diversity and understanding of differences.
- Support participation in employee advisory groups.
- Use the Employee Viewpoint Survey to assess the OIG's working environment.
- Identify and address barriers in the workplace and develop targeted actions.

The Federal Government's recruitment policies should "endeavor to achieve a workforce from all segments of society."

Civil Service Reform Act of 1978,
Public Law 95-454



FOSTERING DIVERSITY AND INCLUSION



A diverse workforce is critical to achieving the vision of excellence in government services by providing the OIG with the necessary knowledge, experience, and capability to effectively provide value-added audit, investigative, and other services.

Goal 2.1

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

Strategy

Ensure the OIG's recruitment process reaches and appeals to a diverse, highly qualified pool of candidates.

Action

- Ensure hiring managers use a diverse selection panel during the hiring process.
- Evaluate current recruitment strategies and adjust as needed to improve target areas.
- Include hiring managers in recruitment activities, including career fairs and outreach activities.
- Ensure equal access to appropriate developmental opportunities.
- Incorporate diversity and inclusion debrief in exit interviews and implement corrective actions as appropriate.

Goal 2.2


Develop practices and strategies to equip leaders with the ability to manage diversity, achieve results, and refine approaches to inclusion.

Strategy

Demonstrate leadership commitment and accountability to promote a diverse and inclusive workplace culture.

Action

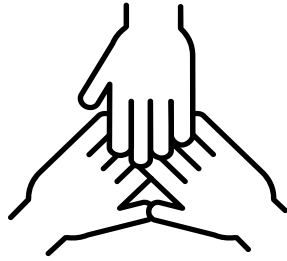
- Educate leaders on unconscious biases in the workplace.
- Provide leadership and management with tools to effectively manage a diverse workforce.
- Include diversity and inclusion performance objective for the leadership and management team.



“We are all participants in creating a strong social fabric. And culture—everything that helps us to understand our environment, ourselves, and one another, from music to literature to science—helps us to do that.”

Yo-Yo Ma, Cellist

SUSTAINING DIVERSITY AND INCLUSION



We are committed to a work environment that promotes diversity and equal opportunity and fosters mutual trust, respect for human rights, and no discrimination.

Goal 3.1

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

Strategy

Use data collection, analysis, and reporting to assist in assessing diversity and inclusion efforts.

Action

- Leverage both qualitative and quantitative metrics to manage diversity and inclusion efforts; use results and refine strategies as needed.
- Identify measurable metrics for each goal and action of the diversity and inclusion strategic plan.
- Annually review and analyze OIG demographics data.
- Develop action plans to address areas of concern.
- Provide quarterly reporting and hold meetings around diversity and inclusion actions.
- Produce an Annual Diversity and Inclusion Progress Report

Goal 3.2

Foster and sustain a workplace culture of diversity and inclusion.

Strategy

Demonstrate accountability, commitment, and involvement related to diversity and inclusion in the workplace.

Action

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



Through the implementation of this plan, we affirm and advance our commitment to a diverse and inclusive workforce and workplace environment that will help ensure the work we produce is accessible to the diverse public we serve.

IMPLEMENTATION

We are committed to implementing a robust plan that includes timelines, deliverables, and effective measurement tools that are consistent with our diversity and inclusion vision and mission. The following presents our short-term goals over the next 6 months and our goals through the end of FY 2020.



Fiscal Year 2020 (First Quarter)

- I. Create specific timelines for implementing diversity and inclusion.
- II. Outline any challenges.
- III. Develop performance measures for managers and the leadership team to establish accountability for diversity and inclusion.
- IV. Develop performance measures for employees to establish accountability for diversity and inclusion.
- V. Appoint Diversity Change Agent Leaders.
- VI. Establish a Diversity Change Agent working group.
- VII. Diversity Change Agents develop a training and communication plan.



Fiscal Year 2020 (Fourth Quarter)

- VIII. Train all staff on diversity and inclusion and unconscious bias.
- IX. Update hiring policies to include diversity and inclusion.
- X. Monitor the diversity report on OIG's current staff.
- XI. Develop hiring strategies to address diversity and inclusion.



Conclusion

As the demographics of the American population change, the Federal government must shift and be prepared to serve a more diverse population. To accomplish that goal, the OIG must have a workforce that reflects its citizenry and meet those challenges through a diverse staff that promotes inclusion.

Our commitment to diversity and inclusion in the OIG workplace is more than a program or policy; it is part of a foundational principle that sets the tone for how the OIG identifies efficiency, effectiveness, and integrity within our teams and offices. As such, encouraging a diverse and inclusive workforce brings people with different backgrounds together to integrate ideas that benefit everyone. Inclusion inspires innovation, cultivates new ideals, and fosters a welcoming culture.

More so, diversity and inclusion enhance the work environment and provide an experience where all employees value each other and the unique contributions each employee brings to the table.

References

- Title 5, Code of Federal Regulations, Part 720, Subpart B, Federal Equal Opportunity Recruitment Program
- Title 5, Code of Federal Regulations, Part 720, Subpart C, Disabled Veterans Affirmative Action Program
- Equal Employment Opportunity Commission, Equal Employment Opportunity Management Directive 715 (MD-715)
- Office of Personnel Management's Guidance for Agency-Specific Diversity and Inclusion Strategic Plans
- Executive Order 13583, Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce
- Executive Order 13171, Hispanic Employment in the Federal Government
- Executive Order 13518, Employment of Veterans in the Federal Government
- Executive Order 13548, Increasing Federal Employment of Individuals with Disabilities
- Executive Order 13163, Increasing the Opportunity for Individuals with Disabilities to be Employed in the Federal Government
- Executive Order 13078, Increasing Employment for Adults with Disabilities

The OIG's mission is to promote the efficiency, effectiveness, and integrity of U.S. Department of Education programs and operations on behalf of America's taxpayers and students.





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