



# Diversity, Equity, Inclusion, and Accessibility FY 2021 Annual Progress Report

U.S. Department of Education \* Office of Inspector General



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

November 2021

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The Office of Inspector General's Diversity, Equity, Inclusion, and Accessibility FY 2021 Annual Progress Report is available at <https://www2.ed.gov/about/offices/list/oig/strategicplansperformancereports.html>.

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# Message from the Deputy Inspector General Delegated the Duties of Inspector General

On behalf of the U.S. Department of Education (Department) Office of Inspector General (OIG), I am pleased to present our fiscal year (FY) 2021 Diversity, Equity, Inclusion, and Accessibility Annual Progress Report. In the pages of this report, you will see what we accomplished in our second year of implementing the goals presented in our FY 2019–2022 Diversity and Inclusion Strategic Plan and advancing our long-standing commitment to a diverse, equitable, and inclusive workforce and workplace environment to help ensure that the work we produce is accessible to the diverse public we serve.

Our FY 2021 initiative started as diversity, equity, and inclusion but now also includes accessibility—an important addition to our efforts. Accessibility encompasses how organizations ensure equitable access to everyone along the continuum of human ability and experience, as well as how organizations make space for the characteristics that each person brings to the workforce. For the OIG, it also means taking actions to ensure that our products and services are more broadly accessible by all, as accessibility is not just about our physical workplace environment, it's about ensuring that everyone can access and benefit from the work we produce and the services we provide. We see this as an accountability component, as it is not what we say, but what we do that demonstrates that we are taking our goals and commitment to diversity, equity, inclusion, and accessibility seriously. I'm proud to report that for FY 2021, due to the commitment of OIG staff at all levels, we made gains in our second year and have positioned ourselves to take our initiative to an even higher level in FY 2022.

Although FY 2021 was once again defined by the global pandemic that continued to keep the majority of our staff working from their homes, it did not deter us from fostering a sense of belonging and connection, expanding our cohesive culture where diverse talents

can thrive, and where all OIG employees understand the role they play in creating an environment where everyone can succeed. We did this internally by incorporating diversity, equity, inclusion, and accessibility into our everyday operations and externally with the products and services we produced and delivered. Some significant examples include the following.

- **Core Values.** We updated our core values—the fundamental beliefs and principles that drive and guide our work—firmly stating our commitment to cultivating a diverse, equitable, and inclusive workforce and accessible workplace; empowering and appreciating one another; meaningfully recognizing outstanding efforts; considering all perspectives when making decisions that affect our workforce; and promising to deliver quality and timely products and services that meet the needs of our stakeholders and are accessible to the diverse public we serve.
- **Hiring.** We incorporated diverse hiring panels to interview candidates for available OIG positions from entry level to senior staff. These panels provided new perspectives that allowed OIG hiring managers to think more broadly and inclusively about who we are bringing onboard.
- **Training.** We provided workforce development training on topics such as incorporating diversity, equity, and inclusion into our oversight work; identifying unconscious bias to help us understand our biases, counteract them, and lay the foundation for a truly collaborative and inclusive workforce; identifying “trust gaps” in our personal credibility and in our relationships at work; leading across generations for managers to understand and leverage the differences among generations; and

championing diversity to unleash the power of our employees by proactively seeking out and celebrating our differences.

- **Communicating.** We significantly increased our communication efforts, most notably by our Diversity, Equity, and Inclusion Committee, composed of staff from all OIG components. The committee created programs and virtual events around national awareness months, educating staff and celebrating the myriad and richness of our cultures, backgrounds, and achievements. The committee also and provided in-depth information on topics such as microaggressions in the workplace and emotional intelligence, a first step in building a diversity, equity, and inclusion competence, and furthered OIG's knowledge and support of the diverse affinity groups and organizations available to Government employees.
- **Rewarding.** Employee recognition is a cornerstone of effective management and in FY 2021, we stepped up our efforts to ensure OIG employees feel appreciated and know their value. This included revamping our annual awards process and creating new, clearly defined awards categories that encouraged and made it easier for staff to nominate their peers, be it for accomplishing tasks, deepening a commitment to the OIG's core values, or for actions that made a positive difference in our everyday work lives.

In this report we also set forth our diversity, equity, inclusion, and accessibility goals for FY 2022, where we look to take what we accomplished in 2021 to an even higher level. This includes (1) hiring a Chief Diversity, Equity, and Inclusion Officer who will assess the impact and effectiveness of our initiative to date, establish and lead the implementation of the goals for our next strategic plan, and work with all OIG staff to further a more vibrant, inclusive, and supportive workplace and workforce; (2) taking new steps to measure the success of our efforts because we know that we cannot manage what we cannot measure; and (3) holding ourselves accountable to specific goals for diversity, equity, inclusion, and accountability in the same

way that we manage our progress toward our other strategic goals and objectives. You can read more about our action goals for FY 2022 on [page 15](#) of this report.

Through our Diversity, Equity, Inclusion, and Accessibility 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 as diverse and accessible as 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 achieves in FY 2022.



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



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The image features a background of weathered, teal-colored wood with a central brown horizontal band. The wood grain is visible, showing signs of age and wear. The text is centered within the brown band.

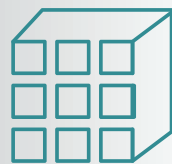
We will use the talents of all segments of society in creating a culture that encourages collaboration, flexibility, and fairness.

# Purpose and Goals of the Initiative

The purpose of the OIG Diversity, Equity, Inclusion, and Accessibility Initiative is to build, foster, and sustain a work environment that allows all employees to reach their full potential, spurs creativity and productivity, and allows us to attract and retain an empowered staff so the OIG can exceed its goals and further its mission to America's taxpayers and students.

The goals of this Initiative align with the OIG's organizational goals set in its statutory Five-Year Strategic Plan (FY 2018–2022). Those 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, Equity, Inclusion, and Accessibility Initiative also heeds the call of the January 2021 [Executive Order on Diversity, Equity, Inclusion, and Accessibility 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.



**Build a  
Framework**



**Foster**



**Sustain**

# FY 2021 Progress Report

The OIG Diversity and Inclusion Strategic Plan states our commitment to implementing a robust plan that includes timeliness, deliverables, and effective measurement tools that are consistent with our diversity, equity, and inclusion vision and mission. The Strategic Plan included specific goals we sought to complete by the end of FY 2020. We shared our progress on those goals in our [FY 2020 Annual Progress Report](#), which also presented our action goals for FY 2021. The following table summarizes our success in completing those goals.

## FY 2021 Action Goals

FY 2021 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>	-
Develop governance documents for the Diversity, Equity, and Inclusion Committee.	Initiated
Promote awareness of diversity, equity, and inclusion throughout OIG.	Continuous
Create opportunities for engagement and education.	Continuous
Incorporate diversity, equity, and inclusion action items in employee engagement action plans.	Continuous
Create a maturity assessment model.	FY 2022
<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>	-
Evaluate hiring initiatives to leverage and measure diversity.	Continuous
Issue an OIG-specific antidiscrimination notice.	Completed
Issue an OIG-specific antiharassment policy.	Completed
Develop a recruitment campaign that establishes partnerships with minority-serving institutions.	FY 2022



FY 2021 Goal	Status
Increase veteran outreach efforts.	FY 2022
Include applicant demographic survey in the recruitment process.	FY 2022
Implement an accountability system throughout the organization.	FY 2022
Use data collection, analysis, and reporting to assist in assessing diversity, equity, and inclusion efforts.	Continuous
Develop “proud to be” milestones for a multiyear talent acquisition strategy that leverages diversity.	FY 2022
<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 the OIG ombudsman program.	Initiated
Develop and implement diversity, equity, and inclusion training opportunities for leaders and staff in compliance with Federal requirements.	Continuous
Develop and implement OIG-wide student internship program.	Continuous
Demonstrate progress in eliminating employment barriers.	Continuous
Produce an annual Diversity, Equity, and Inclusion Initiative progress report.	Completed



## Snapshot: 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. 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.



## FY 2021

Some quick facts about the OIG workforce in FY 2021:

- 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 DC).
- 219 full-time employees—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.
- 21 term employees assisting with our specialized work, including our oversight work specific to the coronavirus pandemic.

The following is a look at the race, ethnicity, and gender makeup of the OIG staff and leadership in FY 2019, before we initiated our Diversity, Equity, Inclusion, and Accessibility Initiative; our progress at the end of FY 2020 as shared in our last progress report; and where we ended FY 2021, our second year of implementing the initiative. 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.

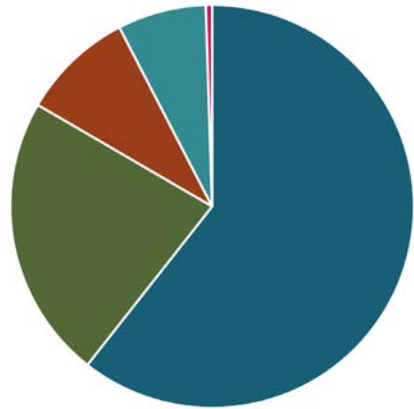
### Dimensions of Diversity Within the OIG

When people think of “diversity,” they may think of race, gender, or sexual orientation. But it’s much more than that. The diverse world in which we live is a composite of many cultures, values, and ways of interacting with one another. The dimensions of diversity include gender, religious beliefs, race, marital status, ethnicity, parental status, age, education, military background, physical and mental ability, income, sexual orientation, occupation, language, geographic location, and many more components.

# Race and Ethnicity

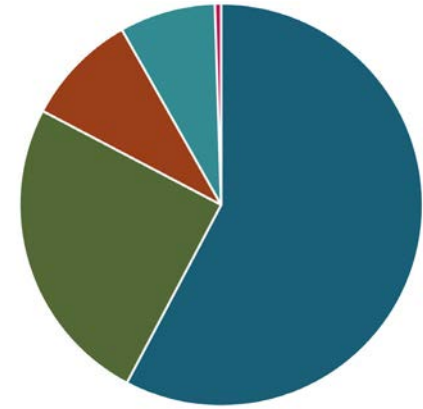
All OIG Staff

FY 2019



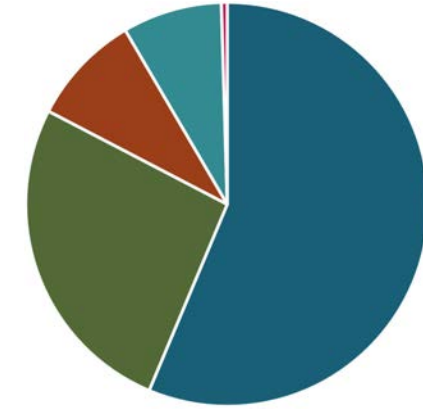
- White 61%
- Black or African-American 23%
- Hispanic or Latino 9%
- Asian 7%
- Other >1%

FY 2020



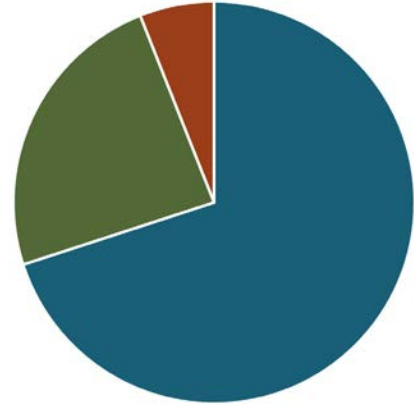
- White 58%
- Black or African-American 25%
- Hispanic or Latino 9%
- Asian 8%
- Other >1%

FY 2021

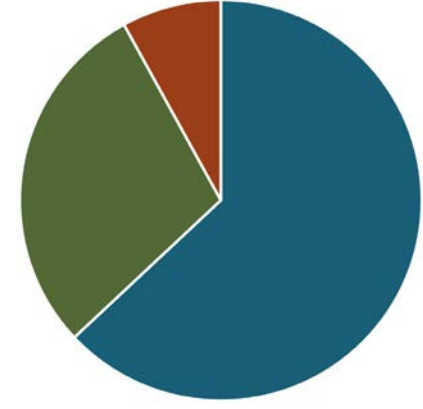


- White 56%
- Black or African-American 26%
- Hispanic or Latino 9%
- Asian 8%
- Other >1%

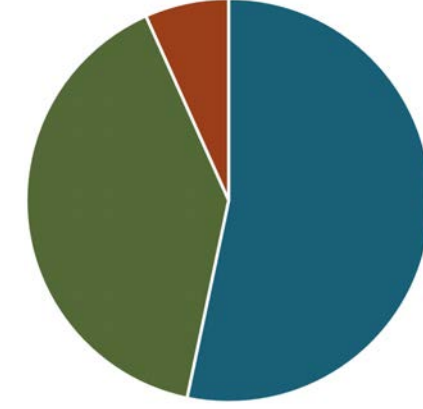
OIG Leadership



- White 70%
- Black or African-American 24%
- Hispanic or Latino 6%



- White 63%
- Black or African-American 29%
- Hispanic or Latino 8%

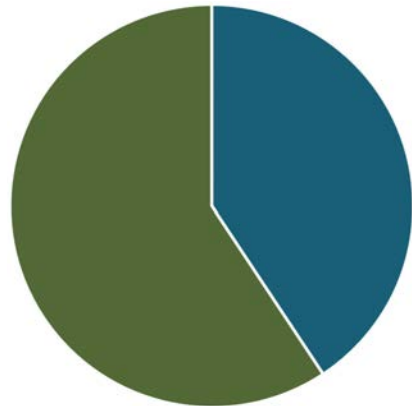


- White 53%
- Black or African-American 40%
- Hispanic or Latino 7%

# Gender

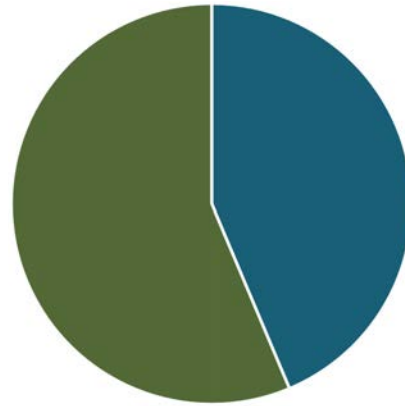
All OIG Staff

FY 2019



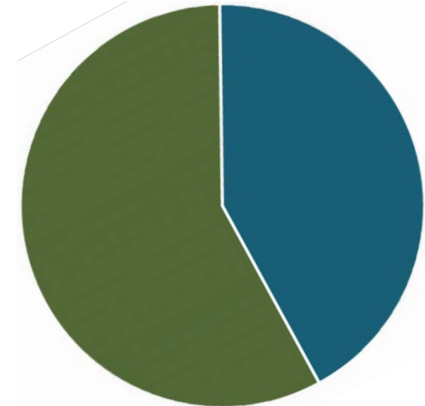
Male 59%  
Female 41%

FY 2020



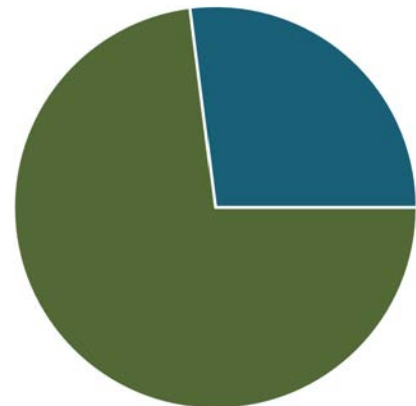
Male 56%  
Female 44%

FY 2021

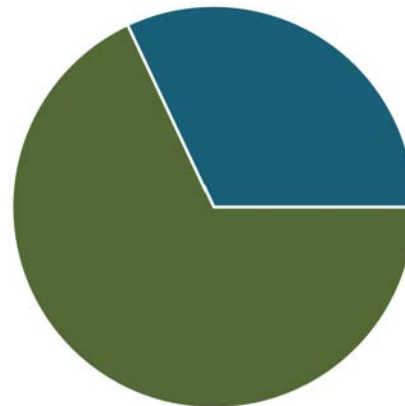


Male 58%  
Female 42%

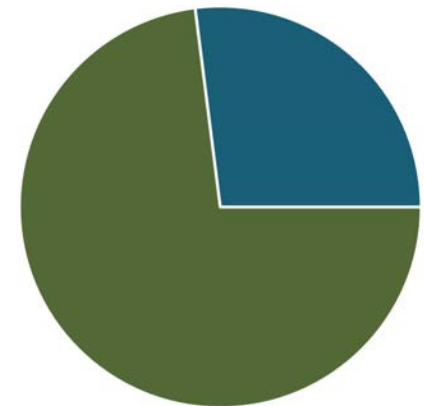
OIG Leadership



Male 73%  
Female 27%



Male 68%  
Female 32%



Male 73%  
Female 27%

# FY 2021 Progress by Goal

Our Diversity and Inclusion Strategic Plan for FY 2019–FY 2022 presents three overarching goals, along with strategies and action steps to reach those goals. In our first year, we made progress in initiating 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 for FY 2022, we are adding “accessibility.” The following sections present the results of, and progress made, in year one and two by goal.

## 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.*

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

\* In our previous report, we used the status “ongoing;” in this report, we use “continuous” for clarity.

### 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

diversity, equity, and inclusion and lead by example is an integral part of our success as an agency. In FY 2021, the Diversity, Equity, and Inclusion Committee, composed of staff from all OIG components—Audit Services; Investigation Services; Information Technology, Audits, and Computer Crime Investigations; Management Services; Counsel; Congressional, Public Affairs, and Communications Services; and our Quality and Integrity Group—created a communications plan; developed a resource page highlighting available training for all staff; and developed programs and virtual events around national awareness months such as Hispanic Heritage Month, Pride Month, and Human Rights Awareness Month) educating staff and celebrating the myriad and richness of our cultures, backgrounds, and achievements. The committee also provided in-depth information on topics such as microaggressions in the workplace and emotional intelligence—a first step in building a diversity, equity, and inclusion competence—and furthered OIG’s knowledge and support of the diverse affinity groups and organizations available to Government employees. The committee also continued to engage and communicate with its counterparts in other agencies for best practices.

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

*Highlights*

The success of a workplace can be measured in a number of ways, including through employee satisfaction surveys. In FY 2021, the OIG assessed staff responses to the 2020 Federal Employee Viewpoint Survey and used that data to identify any issues involving barriers to employee success and set a baseline for employee engagement and workplace satisfaction going forward.

And in FY 2020, the OIG scored higher than any other Department of Education component in employee satisfaction, most notably in communications. Much like in 2020, OIG employees at all levels were encouraged to participate in employee advisory groups, and we use the feedback from these groups to ensure that we continue to provide effective leadership that promotes diversity, inclusion, and understanding of differences. Senior staff members are empowered to use employee feedback and work with the Diversity, Equity, and Inclusion Committee to address those areas identified by employees as needing improvement.

**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
Ensure hiring managers use a diverse selection panel during the hiring process.	Completed	-
Evaluate current recruitment strategies and adjust as needed to improve target areas.	Continuous	Continuous
Include hiring managers in recruitment activities, including career fairs and outreach activities.	Continuous	Continuous
Ensure equal access to appropriate developmental opportunities.	Continuous	Continuous
Incorporate diversity, equity, inclusion, and accessibility debrief in exit interviews and implement corrective actions as appropriate.	Completed	-
Create and maintain opportunities for engagement, education, and discourse related to issues of diversity, equity, and inclusion.	Continuous	Continuous

*Highlights*

Throughout FY 2021, hiring managers kept the tenets of diversity, equity, and inclusion front of mind. Managers ensured that diverse selection panels were involved in the hiring process



from the beginning stages of recruitment. Our commitment to diversity, equity, and inclusion, however, 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. When employees resigned or retired from the OIG, we ensured that questions specific to diversity, equity, and inclusion were a part of the exit interview process. We intend to use that feedback to improve our workforce operations, as appropriate.

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

*Highlights*

OIG managers and leaders participated in trainings on incorporating diversity, equity, and inclusion into our oversight work; unconscious bias to help us understand our biases to help us counteract them and lay the foundation for a truly collaborative, inclusive, and effective workforce; identifying and address “trust gaps” in our personal credibility and in our relationships at work; leading across generations for managers to understand and leverage the real differences among different age groups; and championing diversity to unleash the power of our employees by proactively seeking out and celebrating our differences. We have empowered our leadership cadre, who are equipped to effectively manage a diverse workforce. We also included diversity, equity, and inclusion performance objectives in all employees’ performance plans.

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

*Highlights*

First, we updated our core values—the fundamental beliefs and principles that drive and guide our work—firmly stating our commitment cultivating a diverse, equitable, and inclusive workforce and accessible workplace; empowering and appreciating one another; meaningfully recognizing outstanding efforts; considering all perspectives when making decisions that affect our workforce; and promising to deliver quality and timely products and services that meet the needs of our stakeholders and are accessible to the diverse public we serve.

Second, while we continue to develop meaningful diversity, equity, inclusion, and accessibility measures within the OIG, we used the results of the Federal Employee Viewpoint Survey as one way of assessing our progress and results. The Federal Employee Viewpoint surveys measure employees’ perceptions of whether, and to what extent, conditions characteristic of successful organizations are present in their agencies. The survey includes questions about where the

organization is in terms of the five habits that denote an inclusive work environment: fairness, openness, cooperativeness, supportive, and empowering. The results of our FY 2020 Federal Employee Viewpoint Survey, released in FY 2021, showed significant increases in these areas over FY 2019, something we attribute directly to our diversity, equity, and inclusion initiative. The OIG will continue to build on the inclusive habits to ensure all employees feel equally involved in and supported in all areas of the OIG workforce.

OIG leadership understands the importance of the perspective of employees at all levels when considering changes that would impact them. Going forward, and with the addition of our first Chief Diversity, Equity, and Inclusion Officer in FY 2022, the OIG will implement meaningful measures and effectively analyze the impact of diversity, equity, inclusion, and accessibility efforts across the whole of the OIG, in both our internal operations and our external products and services.

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

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

*Highlights*

OIG senior leaders and managers were trained in how to incorporate diversity, equity, and inclusion into their oversight work and put that training into practice by including diversity, equity, inclusion, and accessibility measures into its oversight work. This included work specific to the more than \$280 billion in coronavirus response and relief aid that the Department has been charged with administering to help schools meet their needs and the needs of their students impacted by the coronavirus pandemic. Examples of our audit work in this area

examined whether selected schools used coronavirus higher education-related relief funding as required to help eligible students, and whether it complied with requirements to suspend involuntary collections on defaulted loans held to help provide relief to student borrowers impacted by the pandemic. We also reviewed the Office of Civil Rights' complaint dismissal process; completed work to determine the Federal Student Aid office's processes for reallocating student aid to those schools most impacted by the devastating hurricanes Harvey, Irma, and Maria; reviewed selected schools' use of professional judgment that allows a school's financial aid administrator to make adjustments to a student's Federal student aid award balance in cases such as an unexpected change in a student's financial circumstance; and reviewed the Department's oversight of a multibillion-dollar formula grant program aimed at increasing the capacity of States, local educational agencies, schools, and local communities to provide all students with access to a well-rounded education. 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; identified and stopped unauthorized access to and misuse of Department data systems; and assisted 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](#). Lastly, the OIG is proud to report that in FY 2021, we exceeded our small business contracting goal—ensuring that OIG contracts were awarded to women-owned, service-disabled veteran-owned, and small disadvantaged businesses whenever possible, and increased these contract awards above FY 2020 by \$1.5 million.

The OIG also incorporated and implemented, where necessary, requirements specific to the White House's [Executive Order on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce](#), which makes clear that the Federal government should better reflect the public it serves. It states that Federal agencies "must provide resources and opportunities to strengthen and advance diversity, equity, inclusion, and accessibility." It is an important call to action and one where the OIG was already positioning itself. We will continue to follow all applicable laws and regulations regarding issues of diversity, equity, inclusion, and accessibility as we continue to encourage and provide opportunities for awareness, cultural and societal celebrations and commemorations, training, discussions, and feedback from all employees on their experiences with diversity, equity, inclusion, and accessibility. Lastly, the OIG included the pursuit of the goals presented in our 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.



## Our Path Forward—Planned Actions FY 2022

In FY 2021, the OIG continued to deliver on its goals to implement its diversity, equity, inclusion, and accessibility initiative. In FY 2022, we look to go even further. Our continued path forward will include leading, listening, learning, and creating new opportunities and avenues that will enable 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 2022 Action Goals

The following are our action goals for our Diversity, Equity, Inclusion, and Accessibility Initiative for FY 2022. With our Chief Diversity, Equity, and Inclusion Officer joining our team in FY 2022, we do anticipate potential changes to these action goals. We will share any changes to the goals and report on our progress in achieving all goals in our FY 2022 annual report.

## FY 2022 Action Goals

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

- Onboard a Chief Diversity, Equity, and Inclusion Officer.
- Assess the status and effects of existing diversity, equity, inclusion, and accessibility initiatives or programs within the OIG.
- Identify areas where evidence is lacking and propose opportunities to build evidence to advance diversity, equity, inclusion, and accessibility and address those gaps identified.
- Create a maturity assessment model.
- Incorporate “accessibility” and develop governance documents for the Diversity, Equity, Inclusion, and Accessibility Committee.
- Promote awareness of diversity, equity, inclusion, and accessibility throughout OIG and create opportunities for engagement and education.
- Incorporate diversity, equity, inclusion, and accessibility action items in employee action plans.

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

- Implement an accountability system throughout the organization.
- 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.
- Develop and implement a job recruitment campaign that increases outreach to minority-serving institutions, veterans, and underserved communities.
- Include applicant demographic survey in the recruitment process.
- Use data collection, analysis, and reporting to assist in assessing diversity, equity, inclusion, and accessibility efforts.
- Develop “proud to be” milestones for a multiyear talent acquisition strategy that leverages diversity.
- Promote and increase the availability of paid internships.

## FY 2022 Action Goals

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

- Expand and improve the OIG ombudsman program.
- Examine and advance equity within the OIG for employees with disabilities.
- Ensure that existing employee support services equitably serve LGBTQ+ employees.
- Develop and implement diversity, equity, inclusion, and accessibility training opportunities for employees, managers, and leaders in compliance with Federal requirements.
- 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.
- Produce an annual progress report.

In addition, we will incorporate diversity, equity, inclusion, and accessibility into our oversight work. In our FY 2022 annual work plan—the OIG’s plan for the work we intend to conduct in the fiscal year—includes programs such as the Career Pathways Programs (postsecondary education and training for adult learners to obtain credentials and employment opportunities in growing occupations); provisions of the Individuals with Disabilities Education Act (our nation’s foremost law that looks to ensure that students with disabilities receive an appropriate public education to meet their unique needs and prepare them for further education, employment, and independent living); Charter School Program Grants (examining their effectiveness in increasing the number of high-quality charter schools, compliance with the Family Educational Rights and Privacy Act that protects the privacy of student education records); and our oversight work specific to pandemic relief aid, ensuring that these funds are helping schools meet their needs and the needs of their students impacted by the coronavirus pandemic. Further, we will be upgrading our website to ensure our public reports, which are already compliant with Section 508 of the Rehabilitation Act, are available in other accessibility formats and languages, particularly for downloading purposes and for printed versions of our materials. We will also work to exceed our small business contracting goal and hire minority-owned, service-disabled veteran-owned, and small disadvantaged businesses whenever possible.

## More than a Commitment: Part of our Foundational Principles

Our commitment to diversity, equity, inclusion, and accessibility in the workplace is more than just an initiative, more than a program or policy for the OIG; it is a part of our foundational principles, setting 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 Diversity, Equity, Inclusion, and Accessibility 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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