



**COUNCIL OF THE INSPECTORS GENERAL
ON INTEGRITY AND EFFICIENCY**

**Advancing Diversity, Equity,
Inclusion, and Accessibility:
*A Roadmap for Offices of Inspectors General***



**COUNCIL OF THE INSPECTORS GENERAL
ON INTEGRITY AND EFFICIENCY**

This report is a product of the [Diversity, Equity, Inclusion, and Accessibility Work Group](#) of the Council of the Inspectors General on Integrity and Efficiency.

Sandra D. Bruce
Chair
Inspector General
U.S. Department of Education

Jay N. Lerner
Vice Chair
Inspector General
Federal Deposit Insurance Corporation

June 2022

Links or references to resources outside the Federal government are being provided as a convenience and for informational purposes only; they do not constitute an endorsement or an approval.

All images used under license from Shutterstock.com.

CONTENTS

Click on a page number or section title below to go directly to that section. In the body of the report, you can also navigate to sections by clicking on the colored dots in the right margin of the page.

1	Introduction	9	Continuous Education
18	Staffing, Recruitment, and Hiring	24	Promotions and Professional Development
30	Performance, Recognition, and Awards	37	Business Supplier Diversity
44	Stakeholders and Partners	50	Safe, Inclusive, and Harassment-Free Workplaces
54	Data Collection, Assessment, and Reporting	58	Appendices



Introduction

This roadmap includes routes and actions for Offices of Inspectors General (OIGs) to use in advancing diversity, equity, inclusion, and accessibility (DEIA) in the following areas:

- Continuous Education
- Staffing, Recruitment, and Hiring
- Promotions and Professional Development
- Performance, Recognition, and Awards
- Business Supplier Diversity
- Stakeholders and Partners
- Safe, Inclusive, and Harassment-Free Workplaces
- Data Collection, Assessment, and Reporting

Who is This Document For?

This roadmap is a tool for all OIGs. The goals and actions offered here can be used by OIG senior executives, managers, team leads, human resources staff, diversity and inclusion offices and teams, and staff to advance DEIA initiatives in their offices. In building this roadmap, we ensured each section included actionable steps any OIG can take, regardless of size and current state of their




DEIA initiatives. We factored in the unique opportunities and considerations for OIGs of all sizes, whether an OIG has a few staff members or more than a thousand, and whether it already has a leadership team dedicated to DEIA initiatives or an ad hoc group of staff members who see opportunities for incremental change.

Why Should OIGs Seek to Advance DEIA?

The Council of the Inspectors General on Integrity and Efficiency's (CIGIE) commitment to DEIA in the OIG community is more than a program or policy; it is one of its foundational principles. As demonstrated in its [FYs 2023–2027 Strategic Plan](#), CIGIE is committed to addressing the integrity, economy, and effectiveness issues that transcend individual Government agencies. A diverse, equitable, inclusive, and accessible organization will allow all OIGs to increase their professionalism and effectiveness of their personnel and will aid in the establishment of a well-trained and highly skilled workforce.

Embracing diversity and supporting equal opportunities, inclusion, and accessibility is the right thing to do from a moral and ethical standpoint. But it also improves organizational performance and results. The following are some areas in which organizations can find measurable improvements by advancing DEIA efforts.

- **Performance.** Diverse perspectives and talents enhance performance, productivity, and results across an organization. Diverse organizations are better able to serve diverse customers and communities. A McKinsey and Company study that covered 366 public companies in a variety of countries and industries found more ethnically and gender diverse companies performed significantly better than others.
- **Talent.** Organizations that embrace and support DEIA initiatives attract, acquire, and maintain top talent. A study of more than 1,300 full-time employees found that an inclusive culture is key to both hiring and retaining talent, and 80 percent of respondents said that inclusion is an important factor in choosing an employer. Nearly a quarter of all respondents left jobs due to lack of diversity and inclusion. An inclusion strategy is key to retaining a diverse workforce.



A sense of belonging leads to
56% increase in job performance
50% drop in turnover
75% reduction in sick days

- **Engagement.** Employees in organizations that foster a culture of inclusivity and accessibility are more engaged with each other and their work, and they are more committed to the mission. A BetterUp study found that a sense of belonging is linked to a 56-percent increase in job performance, a 50-percent drop in turnover risk, and a 75-percent reduction in sick days.



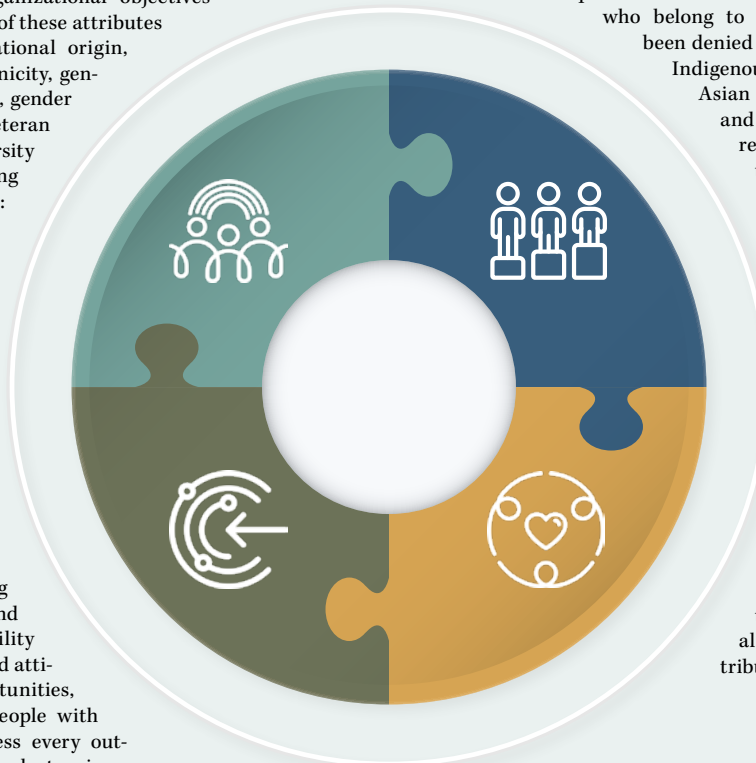
- **Creativity.** DEIA fosters creativity and innovation. Employees who feel respected and valued for their individual perspectives are more likely to bring forward new ideas and approaches to problem-solving. Leaders who give diverse voices equal attention unleash value-driven insights, and employees in a “speak up” culture are 3.5 times more likely to contribute their full innovative potential.
- **Intellect.** Diverse groups are 58 percent more accurate in problem solving as compared to homogeneous groups. Collective and individual intelligence increases in diverse groups.

What Does DEIA Mean?

Diversity, equity, inclusion, and accessibility are a combination of concepts essential to preventing bias and discrimination of various types while encouraging best outcomes for organizations by maximizing potential and applying moral continuity both inward and outward. Engagement represents the environment in which these concepts operate together.

Diversity is a collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. 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 of thought and life experiences.

Accessibility is the design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them. Accessibility includes the provision of physical and attitudinal barriers to equitable opportunities, a commitment to ensuring that people with disabilities can independently access every outward-facing and internal activity or electronic space, and the pursuit of leading practices such as universal design.



Equity is the consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment, such as Black, Latino, Indigenous, and Native American persons, Asian Americans and Pacific Islanders, and other persons of color; members of religious minorities; lesbian, gay, bisexual, transgender, queer, intersex, and asexual (LGBTQIA+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality.

Inclusion is a culture that connects each employee to the organization. This type of organizational culture encourages collaboration, flexibility, and fairness; and leverages diversity throughout the organization, so that all individuals can participate and contribute to their full potential.

Engagement is an employee’s sense of purpose that is evident in their display of dedication, persistence, and effort in their work or overall attachment to their organization and its mission.

Commitment and First Steps

Advancing DEIA efforts on a systemic and organizational level requires the commitment of staff at all levels. A culture of belonging for everyone in the OIG, including senior leaders, managers, and employees, is critical for sustaining a diverse, equitable, inclusive, and accessible work environment and workplace.

When leaders are committed to DEIA, employees' sense of inclusion nearly doubles. Through their attitude and actions, senior leaders can build a sense of community and social responsibility in which each staff member feels included, valued, respected, and heard. Dedicating resources to DEIA efforts and promoting DEIA as a cross-functional, office-wide priority are crucial steps to demonstrating this commitment.

Senior leaders and managers can engage in and encourage their staff to participate in #SEED: Support—Engage—Educate—Data, four steps we can all take to help mature DEIA throughout the OIG community. Specifically:

- **Support:** Commit to, participate in, and provide for representatives to assist with advancing DEIA in the OIG community and your respective offices. Vocally commit and then take the necessary actions to back up the words. A solid track record validates commitment levels.
- **Engage:** Foster engagement, make assessments, and implement DEIA Work Group efforts that apply to your respective offices. Integrate DEIA into decision-making and performance measurement.
- **Educate:** Enhance DEIA competence through methods such as speakers, videos, and sharing DEIA Work Group products with staff.
- **Data:** Use data and technology to share information and leading practices.

How to Get Started: Senior Leaders and Managers

- Decide how your organization defines diversity, equity, inclusion, and accessibility. You can use the definitions above or start with them as a jumping-off point.
- Identify who in your organization will lead your DEIA program efforts.
- Sign up for the [U.S. Postal Service OIG collaboration site](#), request access to the [CIGIE DEIA collaboration site](#), and ensure your DEIA staff have access to it as well. Once access is granted, start collaborating. As appropriate, request access to subgroup sites focused on the areas this roadmap covers.
- Gather data to assess where you stand in terms of DEIA. This will help you determine what areas you would like to sustain and improve on and allow you to track your progress. One tool that can help is a Diversity, Equity, and Inclusion Maturity Model; it can help you see where your



organization is in terms of workplace (culture), workforce (people), work focus on DEIA, and suppliers (contract support).

- Based on data gathered and results of the maturity model, develop a strategy to address your needs and interests related to DEIA. Include what goals, actions, and measures—measures that focus on hiring, training, developing, recognizing, rewarding, promoting, and retaining diverse individuals—you will use to move your organization forward on the maturity model.
- Review the roadmap and determine what areas your OIG should focus on and how to incorporate those areas into strategic planning, budgeting, OIG initiatives, etc.

How to Get Started: Employees

- [Sign up for the govDelivery updates](#) specific to DEIA.
- Signing up for those updates will also subscribe you to [The Ally](#), which is the CIGIE DEIA Work Group’s newsletter. Submit articles for the “Our Voices” feature to tell your DEIA story.
- Volunteer to establish or support existing DEIA efforts within your office, such as helping with newsletters, DEIA events, surveys, training, awareness campaigns, and so on.
- Participate in DEIA events at your OIG, your agency or department, and CIGIE, including monthly DEIA Work Group meetings.
- Learn about your role in making OIG work products accessible to people with disabilities, including identifying your OIG’s, agency’s, or department’s policies for creating accessible documents, presentations, web content, and applications.
- Review this roadmap for areas specifically related to your job, and work with your supervisors and managers on ways you can help support these efforts.



How to Use This Roadmap

This roadmap focuses on the following four overarching areas.

OUR PEOPLE. This section includes four internally focused functional areas: Continuous Education; Staffing, Recruitment, and Hiring; Promotions and Professional Development; and Performance, Recognition, and Awards.

OUR BUSINESS. This section includes two externally focused functional areas: Business Supplier Diversity and Stakeholders and Partners.

OUR WORKPLACES. This section includes information on creating safe, inclusive, and harassment-free workplaces.

OUR PROGRESS. This section includes three areas related to measuring our progress: Data Collection, Assessment, and Reporting.

Each of the areas above includes goals, which we refer to as “routes,” to help an OIG advance in that area. Each route includes a list of specific steps an OIG can take, as well as expected results you’ll see from taking those steps, and metrics for measuring progress. As OIGs consider which routes and actions will be most appropriate and beneficial to their specific office, they should also ensure they protect employee privacy in all actions, especially any that include tracking and reporting of protected groups.

The appendices include [references and resources](#), [terminology](#), and an [acronyms list](#).

You can navigate through sections of the report by clicking on the colored dots in the right margin of the page.

We intend for this document to inspire positive change and open further conversations and collaboration throughout the OIG community. This represents the next stage in our journey together to drive innovation and position OIGs as model employers that value and promote equity for all Americans.

About the Work Group

This roadmap was created by the CIGIE Diversity, Equity, Inclusion, and Accessibility Work Group. For questions, contact Dorona Chappelle at Dorona.Chappelle@ed.gov.



Mission

The Diversity, Equity, and Inclusion Work Group looks to affirm, advance, and augment CIGIE's commitment to promote a diverse, equitable, and inclusive workforce and workplace environment throughout the OIG Community that will help ensure comprehensive work, produced by a well-trained and highly skilled workforce, to be made accessible, when possible, to the diverse public we serve.

47

Federal Inspectors General represented on the work group



Sandra D. Bruce, Chair
Inspector General
U.S. Department of Education

Jay N. Lerner, Vice Chair
Inspector General
Federal Deposit Insurance Corporation



Read more about the work group's purpose, operations, and responsibilities of members in its [charter](#).

Other Work Group Activities



Every other month, the work group publishes *The Ally*, a newsletter that is designed to enhance continuous education and awareness and advance DEIA throughout the OIG community.



The work group has been featured on Government Matters and Federal News Network, outlining the purpose, importance, and roadmap for advancing DEIA throughout the OIG community.



The work group consults with and coordinates with other CIGIE Committees and forums, including the Training Institute, the Professional Development Committee, and the Pandemic Response Accountability Committee, as appropriate.



The work group has a technology presence on Oversight.gov. This collaboration site provides information about the framework and actions of the work group. The committee also has a presence on IGMET.gov.



Our People

People are our greatest asset.

Comprehensive human capital strategies clearly aligned with diversity, equity, inclusion, and accessibility strategies throughout an employee's life cycle help to attract and retain a diverse and skilled workforce and promote the OIG community as a premier workforce within the Federal government. By focusing on continuous education; staffing, recruitment, and hiring; promotions and professional development; and performance, recognition, and awards, the OIG community can make meaningful and sustainable progress with investing in our people.



Continuous Education

Continuous education is a foundational building block for advancing DEIA within an organization. Through ongoing training, awareness activities, and collaboration, the OIG community can strengthen the competency, motivation, and retention of a talented and diverse workforce, one that values and embraces the contributions of all its members.

Why does continuous education matter? For leaders, it can help equip them with DEIA knowledge and skills. As a result, leaders can more effectively manage their workforce and create a safe work environment in which everyone has equitable access and respect.

For people who have less representation in leadership roles, certain jobs, decision making, or parts of the community—people of color, women, the LGBTQIA+ community, people with disabilities, etc.—continuous education programs are an effective first step to show that the OIG knows it can do better and it is committed to change.

Alignment with Work Group Strategic Goals

This section aligns with the following strategic goals from the DEIA Work Group Charter:

- Increase collaboration among the OIG community to identify training and awareness resources that promote diversity, equity, and inclusion.
- Promote effective training and awareness resources to enhance diversity, equity, and inclusion across the OIG.



For people who are ambivalent or actively resistant to DEIA programs, continuous education is the start of a conversation to help them understand what DEIA means and why it's needed. People may have fears about DEIA programs: Will I have to share personal information about my background or religion? Will we be forced to hire less qualified people? Will I be excluded from jobs or leadership roles because I'm not in a protected group? Continuous education can help address these fears and is the first essential step to gaining buy-in for further action.

For everyone, continuous education helps foster conversations and connections, which are necessary for building inclusion and accessibility into the culture of the OIG. We must be aware of different perspectives and learn steps we can take to ensure those differences are included in our decision making and processes. Doing so enhances our office culture, our work products, and our effectiveness.

The following sections outline actions OIGs can take along three routes towards advancing DEIA: training, awareness, and collaboration.



Training: Incorporate diversity, equity, inclusion, and accessibility courses and topics into your agency training program or efforts.

How Can We Get There?

- 1. Provide sufficient financial and staff resources for DEIA training program.**
 - a. Incorporate DEIA training activities in the OIG's budget planning, formulation, and execution process. If possible, plan beyond one fiscal year. This will allow the OIG to provide interconnected training sessions over a long period of time (for example, a series of sessions relating to unconscious bias, or creating a culture of belonging).
 - b. Consider the best options for training delivery, which may involve any or all of the following depending on your available resources.
 - Identify current staff or hire staff with sufficient training skills and subject matter knowledge to provide DEIA training.
 - Invest in "train the trainer" courses to build current staff capacity and provide necessary skills to develop and present DEIA training.
 - Identify and plan DEIA training available from others, such as contractors, staff from your department or agency, or staff from another OIG.



2. Catalog and use resources to support and sustain continued DEIA training program.

- a. Create a catalog of past training materials and presentations. We recommend assessing content from the past 3 to 5 years to identify training that is DEIA-specific or that will address DEIA areas of concern to your OIG. The following are possible sources you may consider.
 - Assess training already provided to your OIG, your department or agency, and external parties.
 - Consult with your department or agency diversity office to determine existing DEIA training that is available.
 - Review the CIGIE DEIA collaboration site for information about vendors specializing in DEIA training.
 - Consult with other OIGs that have established DEIA training programs; collaborate when possible and as needed.
- b. Review DEIA websites of other Federal agencies (not limited to OIGs) to obtain ideas, suggestions, and leading practices regarding DEIA training programs.

3. Maintain a formal DEIA training program.

- a. Notify OIG employees of the DEIA training program. Ideally, this will be done in several ways, including through all-OIG email messages, blog posts, webinars, town hall meetings, and the supervisory chain of command.
- b. Issue new or update existing training policy documents to ensure that DEIA is formally established in the training program.
- c. Budget for and spend sufficient funds to maintain the training program.
- d. Hire and maintain dedicated DEIA staff to conduct regular DEIA training, or establish annual contracts with external parties (your department or agency, other OIGs, contractors) to provide required training.
- e. Develop or purchase DEIA training materials and presentations.
- f. Collaborate with your OIG, department, or agency training program coordinator to catalog other available trainings and workshops that may not have DEIA in the title but
 - support efforts to enhance employees' sense of belonging,
 - assist with identifying unique strength and transferable skills, or
 - support team building and continuous improvement.

Examples include Gallup CliftonStrengths workshops, DISC assessment workshops, Servant Leadership training, and other development trainings and workshops.

- g. Establish a schedule of DEIA training activities. Coordinate with your OIG, department, or agency training program staff to avoid conflicts and ensure maximum participation.
- h. Regularly (at least annually) conduct DEIA-specific training for all OIG employees.
- i. Leverage technology. This can include hosting or participating in virtual events that allow people to attend from a variety of locations, as well as technology to increase engagement during virtual training (online polls and surveys, breakout rooms to foster small group conversation and connection, multimedia presentations, etc.).
- j. Ensure training is accessible to people with disabilities. This may include using technology like captioning for live streams, virtual meetings, and videos, as well as ensuring documents are accessible to people using assistive technology (compliant with Section 508 of the Rehabilitation Act).

What Should We See?

1. Enhanced ability to coordinate, facilitate, or provide DEIA training to OIG staff.
2. Increase in opportunities to promote Federal employment and advancement opportunities for qualified disabled veterans through the Disabled Veteran Affirmative Action Program.
3. A maintained list of potential resources (training programs and contacts) that can be pursued as needed. Small OIGs and those without dedicated DEIA or training staff may need to maintain a central list of points of contact. At a minimum, we recommend the CIGIE DEIA collaboration site and the department's or agency's DEIA and training offices.
4. Increase in the ability to plan DEIA training activities in advance.
5. DEIA training activities are fully incorporated into OIG's policies and training programs.
6. Increase in opportunities to maintain a range of courses, job aids, and resources related to OIG DEIA efforts.
7. Organizational development sessions on valuing, respecting, and treating employees fairly.
8. Individual assessment services for individual employees and teams that include team building or development activities or team-dedicated leadership development workshops or services.

9. All OIG employees understand the purpose of and intent of the DEIA program.
10. All OIG employees regularly receive impactful DEIA training and awareness opportunities.



Awareness: Conduct regular activities to promote DEIA awareness within the OIG.

How Can We Get There?

1. **Develop library or catalog of existing resources for DEIA awareness program.**
 - a. Consult with your department or agency diversity office to determine what established DEIA awareness programs are available, and as appropriate, promote such programs for OIG staff.
 - b. Subscribe to listservs and participate in Federal agency DEIA groups to obtain information about upcoming events and activities.
 - c. Gather information and resources to develop a DEIA library, including ideas and leading practices, for use in future events and programs.
2. **Establish a team of employees (for example, a formal or informal DEIA committee or internal work group) to plan awareness activities.**
 - a. Depending on available resources, this may include any combination of the following:
 - hiring or maintaining dedicated DEIA staff,
 - using existing Special Emphasis Programs managers and other support staff to lead or conduct the team, and
 - seeking volunteers from workforce to hold informal meetings to brainstorm and gather ideas.

If an OIG does not have sufficient staff to establish a work group, it can use surveys, brown bag gatherings, focus group discussions, and other informal mechanisms to get input from staff.
 - b. Provide continuous education for assigned staff on DEIA subject matter, as appropriate. This may include sending DEIA staff and other work group members to DEIA-related conferences and affinity group meetings.



3. Conduct activities relating to key DEIA events and issues.

- a. Notify employees of upcoming events using all available messaging systems, including all-employee emails, blog posts, newsletters, computer alerts, etc.
- b. Hold DEIA awareness events.
 - Events can be formal (guest speakers or panels, cultural events cosponsored with affinity groups and employee organizations) or informal (lunch-and-learns, employee field trips to cultural exhibits, memorials, or museums).
 - Initial activities may focus on specific observances (e.g., Women’s History Month) and be held only once a month. As resources (time and staff) increase, the OIG may expand activities and announcements throughout the year. For example, an LGBTQIA+ program may conduct activities in June (Pride Month), October (LGBT History Month, National Coming Out Day), November (Transgender Day of Remembrance), and other months.
 - Fully established programs can also hold events that consider the intersection of multiple identities into their programs. For example, they may host an event focusing on issues that affect Black women or Native Americans in the LGBTQ+ community.

What Should We See?

1. Increase in capacity to hold awareness activities.
2. Increase in the number of activities held.
3. Increase in employee engagement with DEIA activities (both from participating team members and attendance at more events).
4. Increase in employee knowledge of available DEIA activities.
5. Increase in understanding of DEIA by the workforce.



Collaboration: Engage with internal and external partners to optimize the success of DEIA training and awareness initiatives.

How Can We Get There?

1. Create and maintain a list of DEIA contacts, using results of work from Routes 1 and 2 as appropriate.

2. **Enhance collaboration between OIG human resources, Equal Employment Opportunity, and DEIA offices and functions.**
 - a. Clarify (or initially define, if necessary) the role of each office and function in DEIA initiatives, and delegate joint assignments as applicable.
 - b. Conduct learning sessions for employees, supervisors, and managers to increase their understanding of the difference between human resources, Equal Employment Opportunity, and DEIA offices and functions.
 - c. Human resources, Equal Employment Opportunity, and DEIA staff meet regularly to coordinate projects and initiatives, as applicable.
3. **Engage internal and external partners to assist in creating a robust, collaborative DEIA program.**
 - a. Promote DEIA communications from external partners (listservs, articles, event announcements, etc.).
 - b. When planning events, consider including external speakers to bring in outside viewpoints.
 - c. Develop programming that encourages collaboration within the OIG.
 - d. Offer various avenues for all OIG staff to share their perspectives, suggestions, and feedback (e.g., participation in group discussions or individual communication of ideas through emails).
 - e. Keep the CIGIE/OIG community informed of each stage of your department's or agency's process.

What Should We See?

1. An up-to-date contact list of partners for DEIA continuous education.
2. Increase in communication and understanding of different roles of the three functions (human resources, Equal Employment Opportunity, and DEIA) agency-wide.
3. Human resources, Equal Employment Opportunity, and DEIA offices and functions collaborate, share responsibilities, and jointly contribute to initiatives where the three areas overlap.
4. Continuous education efforts are aligned.
5. DEIA initiatives include diverse viewpoints.
6. Healthy work relationships are fostered.
7. Creative ideas and innovative solutions are brought together.
8. More impactful learning experiences.



How Do We Measure Progress?

The following table provides metrics for measuring progress in the area of continuous education.

Table 1. Measuring Progress for Continuous Education

Level	Description
4—Optimized	OIG has formally incorporated DEIA continuous education into its mission and guiding principles. Consistent with current leading practices, OIG regularly promotes and/or conducts DEIA events throughout the year; provides or otherwise ensures access to DEIA training for all staff; and, as appropriate and resources allow, collaborates with other OIGs in DEIA activities, trainings, and other continuous education events for the entire OIG community.
3—Progressive	OIG has established policies and procedures to advance DEIA throughout the organization. OIG implements these policies and procedures in various ways, including but not limited to ensuring that all OIG staff have access to regular DEIA training and that OIG consistently promotes DEIA activities for optimal awareness. OIG routinely assesses its DEIA continuous education and uses the results of such assessments to determine areas of potential improvement.
2—Defined	OIG provides required DEIA training to its staff and shares DEIA information and promotes DEIA activities to the extent that Federal laws and other mandates require such training and activities.
1—Ad Hoc	OIG has not formally incorporated DEIA continuous education initiatives into its goals and strategies. However, it still may make DEIA training available to staff and announce DEIA events that OIG staff can attend.

How Should We Report Results?

- OIGs are encouraged to keep a record of DEIA training that they provided or otherwise made available to OIG staff, DEIA activities and programs that are held and promoted, attendance records, and other feedback from staff about such events (e.g., post attendance surveys). OIGs can and should use these records to establish internal baseline information and progress.
- As appropriate, OIGs can report information through various mechanisms to internal and external stakeholders, including but not limited to all-OIG messages (e.g., webinars, email blasts), Semiannual Reports to Congress, Congressional hearing testimony, and Management Directive 715 reports to the Equal Employment Opportunity Commission (EEOC).
- CIGIE may send out data calls for information about DEIA training and awareness activities to assess the overall community’s progress in



advancing DEIA. This will be measured against baseline data that was obtained during the initial CIGIE DEIA Work Group survey.

What References and Resources Can Help?

Legal Authorities

- Government Employees Training Act, 5 U.S.C. §§ 4101-4121
- Section 9 of [Executive Order 14035](#), “Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce,” June 25, 2021
- [5 C.F.R. 410](#) (Training)
- [5 C.F.R. 412](#) (Supervisory, Management, and Executive Development)

Federal Resources

- [CIGIE Training Institute](#). DEIA content under development.
- [EEOC Training Institute](#). Focus is on Equal Employment Opportunity programs, but also has courses on barrier analyses, Management Directive 715, etc. Can help OIGs assess their DEIA efforts as part of an overall model Equal Employment Opportunity program.
- [EEOC No-Cost Outreach Programs](#). Outreach programs provide general information about the EEOC, its mission, the employment discrimination laws enforced by the Commission, and the charge and complaint process. Representatives are available on a limited basis at no cost to make presentations and participate in meetings, conferences, and seminars with employee and employer groups, professional associations, students, nonprofit entities, community organizations, and other members of the general public.
- [Hispanic Employment Statistical Annual and Semiannual Reports](#). The U.S. Office of Personnel Management (OPM) annual reports may contain examples from Federal agencies about training activities that may be of interest to OIGs. As of March 1, 2022, the most recent report was from FY 2018. However, the available reports may still provide resource/contact information. Be sure to review your own OIG’s, department’s, or agency’s report as well.

Terminology

- **Awareness.** A state of knowing, gained through one’s own perceptions or by means of outside information, and having concern about and well-informed interest in a particular situation or development.
- **Training.** The process of transferring knowledge, skills, values, beliefs, experiences, and habits of a person or group to others through storytelling, discussion, teaching, education, or research.





Staffing, Recruitment, and Hiring

Creating a talent pipeline that is reflective of the best people with different backgrounds and perspectives leads to better decision-making and increased creativity, critical thinking, productivity, and innovation. With high levels of competition for top talent in today's labor market, taking deliberative actions to recruit, hire, and develop this talent can provide the OIG community with a competitive advantage and reputation.

Workforce sustainability is about attracting and retaining the right people with the right skills and abilities to meet mission needs. Being forward leaning requires a comprehensive evaluation of talent acquisition and losses with a strategic approach to improving recruitment and hiring outcomes. OIGs need to assess barriers—real and perceived—to ensure equity and access to the opportunities and benefits of merit-based employment. As the American workforce

Alignment with Work Group Strategic Goals

This section aligns with the following strategic goals from the DEIA Work Group Charter:

- Identify and promote successful techniques for integrating diversity, equity, inclusion, and accessibility into human capital strategies to attract, recruit, and sustain talent.



continues to become more diverse, the OIG community must be intentional in adapting innovative strategies to better identify applicants from traditionally underrepresented communities.

The routes and actions in this section help OIGs accomplish the following.

- Demonstrate top leadership commitment to staffing, recruitment, and hiring, which are integral components for making meaningful and sustainable progress.
- Promote a clear alignment of DEIA strategies throughout the employee life cycle.
- Promote the OIG community as a premier workforce within the Federal government through OIG- and CIGIE-sponsored recruiting events.
- Develop comprehensive recruitment and hiring strategies to attract a diverse and skilled OIG workforce.



Staffing: Develop workforce planning processes that provide opportunities to recruit and hire diverse talent.

How Can We Get There?

1. Include commitment to and support of **DEIA initiatives** as part of the OIG's strategic or human capital plan.
 - a. Develop quarterly reports on professional development, attrition, rewards, retention, and promotion action by race, national origin, gender, disability, and veteran status.
 - b. Conduct annual human capital planning discussions with senior leaders, hiring officials, and managers to develop a targeted hiring and recruitment plan.
 - c. Conduct annual mandatory unconscious bias training for leaders, managers, and staff involved in staffing, recruitment, and hiring activities.
 - d. Analyze student internship and fellowship programs compared with agency workforce demographics. Maximize the use of the Pathways Program to attract and develop top talent.



What Should We See?

1. Increase in the overall demographic diversity of the OIG workforce including in leadership positions.
2. Increase in the percentage of applicants from underrepresented groups selected for student programs and fellowships.



Recruitment: Increase the breadth and frequency of outreach and engagement with professional organizations and institutions of higher education for historically underrepresented groups to improve the diversity of applicant pools.

How Can We Get There?

1. **Collaborate across the CIGIE community to share outreach and recruitment activities.**
 - a. Encourage OIG Human Capital or Human Resources offices to coordinate across CIGIE to use local OIG staff as recruiters at local job fairs, forums, and other outreach events.
 - b. Post outreach and recruitment activities on IGMET.gov to share information to the CIGIE community.
2. **Increase the percentage of applicants from traditionally underrepresented groups for key occupations, such as law enforcement positions, auditors, and program managers.**
 - a. Broaden outreach and marketing strategies to institutions serving communities that have been historically underrepresented in the Federal government to increase the pool of applicants. You may need to develop Memorandums of Understanding on collaborative efforts.
 - b. Use inclusive language and images in recruitment materials and job announcements, including on public websites. See the [Diversity Movement](#) for guidance on inclusive language.
 - c. Build partnerships with professional organizations representing communities that have been historically underrepresented in the Federal government. For more information, see the [Directory of Organizations Serving Underrepresented Populations](#).



- d. Craft inclusive messaging targeted to underrepresented groups and to different generations (mid-career workers, Millennials, Gen Z, etc.) to convey that they are welcomed in the OIG workforce.
 - e. Ensure a diverse pool of recruiters, including targeted representation from people with disabilities.
- 3. Establish a tool to track and measure the outcomes of recruitment strategies and activities.**
- a. Generate and disseminate quarterly dashboard reports to OIG senior leadership conveying the status of organization workforce diversity to ensure that outreach and recruitment strategies are effective.
 - b. Use available demographic data to assess the diversity of applicants, when available, per specific vacancy announcements. Consistent with EEOC and OPM guidance, an applicant tracking system would help identify (1) who applied, (2) who qualified, (3) who was referred, (4) who was interviewed, and (5) who was selected.

What Should We See?

1. Increase in the number of outreach and recruitment activities with minority professional organizations from current baseline.
2. Increase in the number of diverse applicants per vacancy announcement.
3. Increase in the number of recruiters from underrepresented groups.



Hiring: Leadership provides direction, vision, and commitment to hiring applicants from all groups and creating a diverse workforce and an inclusive organizational culture, which ultimately yields higher performing organizations.

How Can We Get There?

1. **Establish accountability by including DEIA elements in annual performance plans for senior executives and hiring officials.**
 - a. Develop policy recommending the use of diverse interview panels and appoint diverse panels (including members from across the OIG community) to review applications and conduct interviews. Ensure that Human Resources office briefs panel members on expectations and procedures for reviewing applications and conducting interviews.



- b. Increase awareness of and eliminate potential biases and unnecessary requirements in vacancy announcements that may disqualify otherwise qualified applicants.
- c. Develop a dashboard or other tool to track hiring outcomes, including the number of diversity applicants selected for interviews and hired.
- d. Provide quarterly reports of activities to senior leadership that will be used to factor in the overall performance rating.

What Should We See?

1. Increase in the diversity of applicants interviewed and selected for critical positions.
2. Increase in the use of Special Hiring Authorities for the recruitment and hiring of individuals with disabilities.
3. [OPM hiring goals](#) are met for individuals with disabilities, individuals with targeted disabilities, and veterans.
4. Increase in the percentage of applicants from underrepresented groups selected for student programs and fellowships.

How Do We Measure Progress?

The following table provides metrics for measuring progress in the areas of staffing, recruitment, and hiring.

Table 2. Measuring Progress for Staffing, Recruitment, and Hiring

Level	Description
4—Optimized	The OIG consistently demonstrates current leading practices in the advancement of diversity, equity, and inclusion in staffing, recruitment, and hiring policies and procedures. Diversity, equity, and inclusion are key components of the OIG’s mission and guiding principles.
3—Progressive	The OIG consistently implements staffing, recruitment, and hiring policies and procedures to advance diversity, equity, and inclusion throughout the organization. The effectiveness of diversity and inclusion practices is routinely assessed, and the results of the assessments inform improvements.
2—Defined	Staffing, recruitment, and hiring practices to advance diversity and inclusion are primarily implemented to comply with relevant laws and mandates.
1—Ad Hoc	Staffing, recruitment, and hiring practices have not been formally incorporated as part of the OIG’s goals and strategies.



How Should We Report Results?

Conduct workforce data analysis to identify low participation rates among diverse staff and issues in the recruitment and hiring from underserved communities. These data will help establish structured planning and approaches to address implicit biases and promote a clear alignment of DEIA strategies throughout the employee life cycle.

See action items above for suggested frequency for reporting of key data and outcomes.

What References and Resources Can Help?

- [OPM, Policy, Data, Oversight: Diversity and Inclusion](#). Provides Federal agencies concrete strategies and leading practices to recruit, hire, include, develop, retain, engage, and motivate a diverse, results-oriented, high-performing workforce.
- [Federal Equal Opportunity Recruitment Program Reports](#). OPM's annual reports may contain examples from Federal agencies about training activities that may be of interest to OIGs. As of March 1, 2022, the most recent report was from FY 2018. However, the available reports may still provide resource/contact information. Be sure to review your own OIG's, department's, or agency's report as well.





Promotions and Professional Development

To grow a work environment in which DEIA principles are valued and implemented, the OIG community must incorporate DEIA into promotions and professional development strategies. At first glance, the civil service appears to be racially unbiased; however, a closer look at various statistics shows that people of color hold a significantly smaller percentage of senior-level positions than their percentage of the workforce. Diversity and inclusion increase an agency's capacity to serve and protect people who have different experiences or backgrounds and enhance its ability to be receptive to different traditions and ideas. Furthermore, OPM has noted that "Increased creativity is another byproduct of capitalizing on differences. Historically, some of the most creative periods in civilization have emerged when people of different backgrounds have contact and work together."

Alignment with Work Group Strategic Goals

This section aligns with the following strategic goals from the DEIA Work Group Charter:

- Identify and promote effective techniques for consolidating diversity, equity, and inclusion initiatives into promotion and professional development processes to facilitate advancement within the OIG Community workforce.



This roadmap section aims to position the OIG community as a Federal leader in promotions and professional development opportunities in an equitable, inclusive, and accessible environment for everyone, reflective of the diverse communities in which we work.

The routes and actions in this section help OIGs accomplish the following.

- Promote equity, fairness, and inclusiveness in internal promotional and professional development practices.
- Provide transparency and accountability for internal procedures and outcomes of promotions and professional development.
- Maintain processes to assess and address disparities in internal promotional and developmental opportunities.
- Comply with Merit Systems Principles when implementing DEIA strategies for promotions and professional development.



Equity: Assess and address equity in the current state of employees' positions descriptions, promotions, and pay.

How Can We Get There?

- 1. Conduct reviews periodically to evaluate job classifications and position descriptions to ensure parity across series and grade levels.**
- 2. Conduct annual reviews to examine, track, and compare how much employees are paid and who is being promoted, and take action to address disparities.**
 - a. Commit organizational resources towards assessing, identifying, and addressing disparities in equity and fairness regarding promotions and pay for OIG staff.
 - b. Collect data on the demographics of OIG employees at all levels on the pay scale.
 - c. Analyze the data of all employees to determine whether disparities exist at supervisory levels.
 - d. Identify any delays in time-in-grade promotions of internal staff. Collect and analyze demographic data on affected staff. Determine causes of these delays and solutions to address and prevent future delays.



- e. Survey underrepresented staff at your respective OIG to determine possible causes of disparities. Document and report findings to staff agency wide.
- f. Incorporate appropriate actions to hold leadership accountable for disparities that remain unaddressed.
- g. Incorporate DEIA into the succession planning process and in policy related to promotions and professional development.
- h. Consult relevant human resources representatives on potential options to promote underrepresented internal staff.

What Should We See?

1. Increase in internal awareness of promotions and pay disparities based on data derived from, but not limited to, internal surveys, demographic datasets, and policy reviews.
2. Documented and tracked assessment of the status of internal promotions based on demographic data points year over year.
3. Retention of talent and innovation from underrepresented groups.
4. Increase in specific activities taken to eliminate barriers and mitigate issues.



Promotions: Clearly articulate steps to advancement for all types of positions within the agency.

How Can We Get There?

1. **Increase transparency among OIG staff, specifically for underrepresented communities, on the skills and achievements necessary for promotional opportunities.**
 - a. Determine how many job series exist within the agency.
 - b. Determine and share with staff the current paths to advancement in each selected series.
 - c. Provide and discuss with staff their current position descriptions and the position descriptions for the grade level above them (with approval from human resources).
 - d. Create internal promotion panels comprising underrepresented internal employees, external employees, or both. Share documented feedback with candidates who are not promoted.



- e. Communicate with all staff the paths to advancement that internal senior and executive leadership took, and the possibility of staff taking those or alternatives.
- f. Identify ways to minimize the outliers and promote transparency in advancement.

What Should We See?

1. Increase in employee awareness on necessary steps for advancement.
2. Increase in transparency of promotional decisions made by management and senior leadership.
3. Increased trust that leadership bases promotions on fairness and considers DEIA.



Professional Development: Provide direction and opportunities for all employees to partake in professional development activities.

How Can We Get There?

1. Provide opportunities and encourage all staff (especially underrepresented staff) to have meaningful interactions and discussions with senior leaders.
2. Ensure that all staff (especially underrepresented staff) are provided growth opportunities.
 - a. Encourage internal executives and senior leaders to have one-on-one sessions and town halls (including question and answer mentoring sessions) with all staff (especially underrepresented staff).
 - b. Develop an interagency mentor program geared toward developing all staff (especially underrepresented staff).
 - c. Build a coaching program, or similar process, to allow staff an opportunity to learn and practice at the following:
 - Resume writing
 - Interviewing techniques
 - Making persuasive arguments
 - Public speaking
 - Networking skills
 - d. Assist all staff (especially underrepresented staff) in securing executive-level, external mentors, including mentors from communities that are not underrepresented.



3. **Develop processes to ensure equity of opportunity when assigning staff to work assignments and special projects and initiatives.**
 - a. Develop a tool for tracking staffing decisions (including staff preferences for work assignments, if applicable).
 - b. Designate a management official to monitor staff assignments and participation on special projects to ensure equity of opportunities and project leadership opportunities.

What Should We See?

1. Increase in communication between senior leaders, management, and all staff, especially underrepresented staff.
2. Increase in encouragement and opportunities for underrepresented staff to partake in professional development activities.
3. Continued equitable access to opportunities for promotions and professional development for all staff.
4. Increase in awareness of the developmental experiences of underrepresented staff.
5. Increased trust in leadership and management.
6. Improved diversity in historically underrepresented positions.
7. Increase in diversity of staff assigned to high-profile audits, key projects, and investigations.
8. Increase in participation of staff from underrepresented groups in leading and participating in OIG special projects and initiatives.
9. Increase in specific activities taken to eliminate barriers and mitigate issues.

How Do We Measure Progress?

The following table provides metrics for measuring progress in the areas of promotions and professional development.

Table 3. Measuring Progress for Promotions and Professional Development

Level	Description
4—Optimized	Increased promotional transparency, equity in pay, and greater opportunities for all staff to participate in professional development activities, are key components of the agency's mission and guiding principles. The agency consistently assesses, tracks, demonstrates, documents, and communicates current leading practices in the advancement and development of its underrepresented staff.



Level	Description
3—Progressive	The OIG consistently implements policies and procedures to increase promotional transparency, combat pay disparity, and create greater opportunities for all staff (especially underrepresented staff) to partake in professional development activities. The OIG routinely assesses and communicates the effectiveness of these DEIA practices, and it uses the results of the assessments to inform improvements.
2—Defined	The OIG defines and documents practices to increase transparency and decrease disparities regarding pay, promotions, and professional development. The OIG creates and documents opportunities for all staff (especially underrepresented staff) to partake in professional development activities. However, this is primarily implemented to comply with relevant laws and mandates.
1—Ad Hoc	The OIG tracks, assesses, and documents disparities (or lack thereof) in pay and promotion, and it communicates its efforts to assess and address pay disparities to all staff. The OIG does not formally incorporate DEIA practices as they relate to promotions and professional development into its goals and policies.

How Should We Report Results?

1. Collect baseline demographic data on all staff.
2. Collect baseline data on pay, promotions, and training transcripts of all staff.
3. Compare data compared to overall representation within the OIG’s respective department or agency.

What References and Resources Can Help?

- A recent [LeanIn report](#) found that Black women are “much less likely” than their non-Black colleagues to interact with senior leaders at work.
- Hispanic women are another minority group whose development is often overlooked. According to a [Catalyst report](#), in addition to lacking access to mentors, role models, and sponsors.
- IMDiversity, “[Breaking Through: The Making of Minority Executives in Corporate America](#)”
- Harvard Business Review, “[Research: Black Employees Are More Likely to Be Promoted When They Were Referred by Another Employee](#)”
- Gartner, “[3 Actions to More Effectively Advance Underrepresented Talent](#)”
- Harvard Business Review, “[To Build a Diverse Company for the Long Term, Develop Junior Talent](#)”
- CNBC, “[Why Black Workers Face Promotion and Wage Gaps that Cost the Economy Trillions](#)”





Performance, Recognition, and Awards

Once you identify your goals and strategies, it is essential to decide what performance expectations and standards you will use to engage your people at all levels in supporting DEIA, including executives, managers, supervisors, and staff. People discern the level of DEIA by what they see and how they are treated in the workplace, including who gets hired, who gets developed, who gets promoted and why, who leaves and why, and who gets recognition and awards. In building a DEIA strategy, it is important to pay attention to who gets recognition and awards and to ensure that everyone has an opportunity.

This section of the roadmap contains suggestions and resources to assist with ensuring DEIA is incorporated into performance, recognition, and awards processes for OIGs as well as the OIG community.

Alignment with Work Group Strategic Goals

This section aligns with the following strategic goals from the DEIA Work Group Charter:

- Identify and promote effective techniques for integrating diversity, equity, inclusion, and accessibility into performance and recognition processes to ensure a culture and belief by a majority of employees that they have an opportunity to be recognized and rewarded.



The routes and actions in this section help OIGs accomplish the following.

- Incorporate DEIA elements in the criteria and the decision process for recognizing and rewarding employee performance.
- Develop a strategy to move your organization forward on the maturity model with measures that focus on recognizing, rewarding, and promoting diverse individuals.
- Implement systematic performance, recognition, and awards processes that incorporate DEIA and are established through goal setting, data-driven analysis, and continuous improvement.



Performance: Engage staff at all levels to support a workplace culture that incorporates diversity, equity, inclusion, and accessibility into performance measurement.

How Can We Get There?

- 1. Set clear goals and expectations to ensure all employees performance requirements relating to DEIA are understood and agreed on.**
- 2. Set clear goals and expectations to ensure all employees performance results are based on merit-based facts decisions, not opinions.**
 - In coordination with the Chief Diversity Officer or designee, review performance results to assess equities in rating distribution throughout the OIG.
 - Implement a mechanism, such as 360-feedback, to obtain multiple feedback sources and assist with minimizing biased reviews.
- 3. Ensure inclusive language is used when providing performance-related feedback to employees (oral or written).**
 - Develop guidance and other related tools to ensure inclusive language is used when providing feedback to employees (oral or written).
- 4. Conduct reviews of performance ratings to ensure consistency and equity of performance ratings throughout the OIG. These reviews can be completed by the Chief Diversity Officer or designee.**
- 5. Conduct an internal engagement survey annually to elicit employee feedback on how well performance management is working in your office or component.**



- a. Market the survey to ensure employees are clear on the purpose of the survey.
- b. Establish a process to address concerns related to DEIA and improve performance management.
- c. Conduct internal DEIA audit on promotional pay, hiring, and termination practices.
- d. Provide DEIA training on unconscious bias that highlights both the personal and systematic issues in relation to performance management.
- e. Increase employee engagement operations by using Employee Assistance Programs and dialogue sessions that include intentional relationship building, and encourage DEIA of thought and perspective.
- f. Share with employees survey results and any process improvements made in response to their feedback.

What Should We See?

1. All employees' performance plans establish expectations, commitment, and accountability for advancing DEIA in their OIG.
2. Internal surveys reflect an increase in the percentage of employees who believe DEIA is supported by their OIG.
3. Decrease in the number of complaints overall related to DEIA.
4. Decrease in the number of Equal Employment Opportunity complaints, both informal and formal.
5. Increase in activities and actions taken by senior management to change the perception of employees—as measured by Federal Employee Viewpoint Survey and other surveys.



Recognition: Develop processes that ensure equitable opportunities for recognition of all staff.

How Can We Get There?

1. Build an equitable and inclusive work environment where employees are engaged, valued, and respected for their individual and cultural differences regardless of background.

- a. Identify and invite employee perceptions, in an openly receptive and psychologically safe manner, so that management can engage employees in expanding DEIA efforts.
 - b. Participate in DEIA dialogues, surveys, training, and educational opportunities.
- 2. Reinforce inclusive behaviors by publicly recognizing employees and leaders who demonstrate a willingness to listen, be open-minded, and embrace differences.**
- a. Model behavior that accepts differences; builds trust; promotes open and honest communication; encourages staff to address issues among themselves; and seeks cooperative, positive resolutions.
 - b. Actively seek out employees who have not been considered for teams or other opportunities and encourage employees to participate.
 - c. Openly take action to learn about, understand, and communicate the business case for DEIA with employees and leaders.

What Should We See?

1. Improved employee engagement and Federal Employee Viewpoint Survey scores.
2. Increase in opportunities for employee self-improvement through training, details, special projects, and promotions.



Awards: Develop awards processes that ensure equitable consideration for staff awards, and include awards for efforts related to DEIA.

How Can We Get There?

1. Ensure performance-based compensation or awards decisions are based on merit.
2. Provide equity in award opportunities for employees across all levels.
 - a. Use demographic data to establish a baseline of diversity for your rewards programs and update it annually.
 - b. Conduct a yearly internal survey to elicit employee input and feedback on ways to increase DEIA in rewarding staff.
 - c. Evaluate past awards data (including monetary, time off, and ad hoc awards) to gather trends and identify duplication in teams or



individuals who are recognized or receive awards, as well as individuals and teams who may be overlooked.

- d. Seek suggestions from staff (via survey or other methods) on new awards categories.
 - e. Establish a diverse awards selection panel consisting of staff from varying levels, specialties, demographics, and backgrounds.
- 3. Establish an internal award to recognize individuals or teams who have demonstrated excellence in employing DEIA strategies and program to accomplish high-quality, high-value work contributing to the OIG mission and strategic goals.**
- a. Develop criteria and policy to manage DEIA awards or program.
 - b. Assign a work group or committee and work with the Chief Diversity Officer or designee to ensure the award recipient process is fair, equitable, and inclusive.
- 4. Participate in CIGIE’s award process to recognize individuals, teams, or OIGs that have demonstrated excellence in employing DEIA strategies and program to accomplish high-quality, high-value work contributing to the OIG mission and strategic goals.**
- a. Follow criteria and policy established by CIGIE to nominate individuals or teams.
 - b. Submit nominations through your OIG process for CIGIE consideration.

What Should We See?

1. Survey results reflect an increase in employees who believe all employees have an equitable chance of being recognized and rewarded.
2. Depending on baseline data, increased or sustained diversity of employees being recognized and rewarded.
3. Increase in nominations for recognition and awards in DEIA category.

How Do We Measure Progress?

The following table provides metrics for measuring progress in the areas of promotions and professional development.



Table 4. Measuring Progress for Performance, Recognition, and Awards

Level	Description
4—Optimized	The OIG consistently demonstrates current leading practices in the advancement of DEIA in its performance, recognition, and awards policies and procedures. DEIA practices are key components of the OIG’s mission and guiding principles.
3—Progressive	The OIG consistently implements policies and procedures to advance diversity, equity, and inclusion throughout the organization. The effectiveness of DEIA practices is routinely assessed, and results of the assessments inform improvements.
2—Defined	The OIG defines and documents practices relating to performance, recognition, and awards practices to advance DEIA that are primarily implemented to comply with relevant laws and mandates.
1—Ad Hoc	The OIG does not formally incorporate practices relating to performance, recognition, and awards practices as part of its goals and strategies relating to DEIA.

How Should We Report Results?

Human Resources, the Chief Diversity Officer, or a designee should track the results at an enterprise-wide level by collecting data tables of DEIA practices including reports from the Civilian Workforce and Equal Employment Opportunity information.

What References and Resources Can Help?

- [OPM Policy, Data, Oversight](#). Provides Federal agencies with focus areas—engaged employees, continuous learning, performance management, diversity and inclusion, labor and management relations, and work life—and strategic, operational, and employee metrics to measure results of an organization’s performance culture.





Our Business

Our work should be representative of and accessible to the diverse public we serve.

OIGs promote efficiency, effectiveness, and integrity in Federal programs and operations through work to detect and prevent fraud, waste, and abuse. Aligning our purchases, contracts, audits, investigations, outreach, and other work with our DEIA initiatives will help ensure our relationships with our business suppliers, stakeholders, and partners represent the values we uphold in the OIG community.



Business Supplier Diversity

The Federal government is the largest purchaser of goods and services in the world. It acquires over \$650 billion per year in goods and services. Increasing diversity among Federal business suppliers enables a broader cross section of businesses to share in these opportunities and the resulting jobs. Economic research shows that investing in underserved communities and closing racial wealth gaps yields economic growth and job creation that benefits all Americans.

Recent executive branch initiatives have identified the benefits of a diverse supplier base; these initiatives have specified enhanced goals for contracting to small, disadvantaged businesses and ordered agencies to engage in specific management actions to improve equity in procurement and to enhance the supplier base.¹

¹ White House Fact Sheet, “[New Actions to Build Black Wealth and Narrow the Racial Wealth Gap](#)” (increases the share of Federal contracts to small, disadvantaged businesses to 15 percent in FY 2026 (from current goal of 5 percent); [OMB-M-22-03](#) (Dec. 2, 2021), Q1, page 2.

Alignment with Work Group Strategic Goals

This section aligns with the following strategic goals from the DEIA Work Group Charter:

- Identify and promote effective techniques for incorporating diversity, equity, and inclusion initiatives into procurement and acquisition strategies to obtain goods and services from underrepresented businesses.



Improving business diversity in the varied OIG community will require increased awareness and focus among senior leaders and contracting officials regarding the importance of improving supplier diversity. OIGs will also have to adopt specific, scalable policies and practices to better access diverse businesses in planned procurements. By directing more procurement and contracting dollars to underserved individuals and communities, a broader representation of businesses can share in the jobs and opportunities created by Federal buying activities.

The routes and actions in this section help OIGs accomplish the following.

- Demonstrate leadership commitment to improving supplier diversity.
- Incentivize OIG contracting officials to improve supplier diversity.
- Provide contracting officials with collaboration tools across the Federal OIG and contracting community around supplier diversity.
- Embed supplier diversity in OIG acquisition planning and procurement processes.
- Leverage CIGIE to coordinate efforts or conduct events around improving supplier diversity.



Snapshot: Small Businesses and the Federal Government

- The number of new small business entrants, including small-disadvantaged businesses, to Federal procurement decreased by 79 percent from 2005 to 2019.
- The Federal supplier base includes 49,000 fewer small businesses in 2020 than in 2010.
- The Office of Management and Budget found that Federal government outreach to diverse vendors is inadequate and there is a lack of visibility to available opportunities.
- The Small Business Administration's 2020 Federal government procurement scorecard noted that the Federal government consistently struggles in meeting contracting goals regarding women-owned small businesses and HUBzone certified small businesses (small businesses in historically underutilized business zones).

Sources: OMB Memo [M-22-03](#); Bipartisan Policy Center report, "[Supporting Small Business and Strengthening the Economy Through Procurement Reform](#)," June 2021; OMB [Study to Identify Methods to Assess Equity](#), July 2021; White House issue paper "[The Benefits of Increased Equity in Federal Contracting](#)," December 2021.





Commitment: Increase awareness of and commitment to business supplier diversity among OIG leaders and OIG contracting officials.

How Can We Get There?

1. Improve OIG senior leaders' commitment to increasing supplier diversity.

- a. Ensure OIG senior leaders meet at least annually with their respective department's Office of Small and Disadvantaged Business Utilization (OSDBU) regarding business supplier diversity progress and recommendations for improvement.
- b. Include performance elements relating to attending outreach activities or achieving business supplier diversity goals in relevant Senior Executive Service employees' annual performance plans.
- c. Set bold goals of using small, disadvantaged businesses (above the minimum goal of 5 percent), especially for FYs 2022–2025, per the White House's small, disadvantaged businesses goal of 15 percent.
- d. Include public facing metric regarding supplier diversity (for example, small, disadvantaged businesses goals or percentage improvement in OIG dollars spent on small businesses) in OIG strategic plan or DEIA plans regarding supplier diversity.
- e. Attend CIGIE Industry Day events regarding vendors who offer common OIG requirements.
- f. Implement specific business supplier diversity procurement goals and measure those goals against annual Small Business Administration published scorecards.

2. Improve OIG contracting officials' (program managers, contracting officers, contracting specialists, contracting officer's representatives) awareness of business supplier diversity tools and resources.

- a. Ensure OIG contracting officials are connected with their department's or agency's OSDBUs and participate in OSDBU outreach events and activities, as appropriate; consider including attendance at diverse supplier outreach events in such employees' performance plans.
- b. Ensure OIG contracting officials meet at least annually with their designated Small Business Administration procurement center representative.



- c. Ensure the OIG engages with OSDBUs and procurement center representatives early on their most significant or recurring procurements (that is, at least by the time the acquisition plan is being drafted).
- d. Ensure OIG contracting officials are subscribed to the [DEIA collaboration site](#) and Business Diversity Group page and have access to other OIG contracting officials' contact information to facilitate sharing leading practices, lessons learned, and source selection or market research.

What Should We See?

1. Increase in awareness of and commitment to business supplier diversity among OIG leaders and OIG contracting officials.
2. Increase in key senior OIG officials' and contracting officials' awareness of and outreach to small, disadvantaged businesses and diverse suppliers.



Access: Increase OIG access to diverse suppliers.

How Can We Get There?

1. **Use resources and procurement processes that are inclusive of diverse suppliers.**
 - a. Draft and implement OIG specific policy that includes processes to target diverse suppliers in OIG procurements. These steps can include specific market research steps, consulting with the OSDBU and Small Business Administration procurement center representative on significant procurements, and considering using various diverse small business contract vehicles.
 - b. With assistance from OSDBU, Small Business Administration procurement center representatives, or the General Services Administration, prepare and publicize a forecast of OIG acquisition requirements for future years to diverse businesses. One possible tool is the General Services Administration [Forecast of Contracting Opportunities tool](#).
2. **Consider using existing prenegotiated diverse supplier contracts and blanket purchase agreements.**
 - a. Continuously review the National Aeronautics and Space Administration Solutions for Enterprise-Wide Procurement, the General Services Administration One Acquisition Solution for Integrated



Services professional service vehicle, existing CIGIE Blanket Purchase Agreements, and other preawarded diverse supplier vehicles when considering fulfilling OIG requirements.

- b. Conduct research by posting messages to other OIG contracting officers on the CIGIE [DEIA collaboration site](#) regarding potential diverse supplier sources for the specific requirement.

What Should We See?

1. Increase in shared expertise regarding diverse supplier sources; use of a suite of diverse supplier contacts.
2. Increase in individual OIGs' annual contract spending to small, disadvantaged businesses and diverse supplier categories.



Expertise: Leverage relevant expertise from CIGIE, other Federal OIGs, and other Federal agencies to increase business diversity.

How Can We Get There?

1. **Leverage CIGIE events and resources to improve business diversity.**
 - a. Subscribe to and participate in CIGIE's DEIA collaboration space for OIG contracting officers.
 - b. Participate in CIGIE DEIA Work Group Business Diversity Team focus groups and related events.
 - c. Distribute and use listing of OIG contracting officers in Federal OIGs.
 - d. Conduct or attend CIGIE industry days, market research events, or outreach events including any regarding DEIA services or small business suppliers.

What Should We See?

1. Increase in collaboration efforts among the OIG community in supporting and procuring services from diverse business suppliers.
2. Increase in the number and capability of diverse small businesses that provide goods and services to the Federal OIG community.

How Do We Measure Progress?

The following table provides metrics for measuring progress in the areas of business supplier diversity.



Table 5. Measuring Progress for Business Supplier Diversity

Level	Description
4—Optimized	The OIG consistently demonstrates current leading practices in improving business diversity within its procurement system. Such practices achieve actual improvements in small business diversity among OIG suppliers past mandated goals.
3—Progressive	The OIG consistently implements policies and practices that consider and incorporate business supplier diversity in the organization’s procurements. The OIG routinely assesses these policies and practices, and the results of the assessments inform improvements.
2—Defined	Existing OIG policies and practices that consider and incorporate supplier diversity are primarily implemented to comply with relevant laws and mandates.
1—Ad Hoc	The OIG’s goals and strategies (as reflected primarily in acquisition or procurement policies and annual spend plan) do not reflect provisions relating to business supplier diversity. Diversity may be considered in specific procurements on an ad hoc basis.

How Should We Report Results?

Individual OIGs can use the following existing reporting mechanisms (or develop them anew) to reflect implementation and enhance accountability for improving business supplier diversity.

- Report on achievement of small, disadvantaged business contract spending goals and other categories in annual performance or strategic plan.
- Report annually on achievement of goals and implementation of practices and processes (issuance of annual procurement forecasts, attendance or hosting of outreach events, implementation of procurement policies or practices) in annual DEIA plan report or activities.
- Report annually on achievement of contract spending goals to department or agency OSD/DBU.

What References and Resources Can Help?

- [15 U.S.C. § 644\(g\)](#)
- [48 C.F.R. Part 19](#) (Federal Acquisition Regulation provisions regarding reserves and set asides)
- Methods and Leading Practices for Advancing Equity and Support for Underserved Communities Through Government, [85 Fed. Reg. 24,209](#) (May 5, 2021) (Request for Information)

- [Executive Order 13985](#), “Advancing Racial Equity and Support for Underserved Communities” (Jan. 20, 2021)
- [White House Fact Sheet](#), “New Actions to Build Black Wealth and Narrow the Racial Wealth Gap” (June 1, 2021) (increase in small, disadvantaged business goals)
- [OMB M-22-03](#) “Advancing Equity in Federal Procurement” (Dec. 2, 2021) (directs five management actions)
- [SBA FY 2021 Procurement Scorecard and Goaling Guidelines](#)

Relevant Federal Government Contacts

- Small Business Administration [Procurement Center Representatives Directory](#)
- Office of Management and Budget, Office of Federal Procurement Policy (contact at MBX.OMB.OFPPv2@OMB.eop.gov)
- GSA [Small and Disadvantaged Business Utilization](#)
- OIG [contracting officials collaboration website](#)

Links and Resources for Small Business Research

- [Small Business \(Disadvantaged Business\) Webpage](#)
- [Small Business Dynamic Search](#)
- [NASA Solutions for Enterprise-Wide Procurement contract suite](#)
- [VA OSDU Database](#)
- [GSA Forecast Tool](#)

CIGIE Resources

- Shared Services Report and Work Group. Contact William Hoyt, Smithsonian OIG (whoyt@oig.si.edu) or Jarvis Rodgers, Health and Human Services OIG (Jarvis.l.rodgers@oig.hhs.gov)
- CIGIE Data Analytics Services Blanket Purchase Agreements. Contact Sara Dendas, Contracting Officer’s Representative, Sara.Dendas@cigie.gov, (202) 924-1299; or Timothy Gerhart, Contracting Officer, Timothy.gerhart@ibc.doi.gov, (703) 964-8824





Stakeholders and Partners

The work of OIGs is inherently connected to external stakeholders and their DEIA efforts. In conducting reviews of federally funded entities and programs, OIGs should do so through a lens of DEIA, which would include an assessment of the equitable administration of the program.

External stakeholders of OIGs are individuals or groups who do not work inside the OIG but are affected in some way by the decisions and actions of the OIG. For example, external stakeholders include U.S. citizens and taxpayers; recipients of government programs and funding; Congress; the OIG's department or agency; and other Federal, State, and local agencies. Some stakeholders may share interests, such as operational efficiency and being good stewards of government funds, while others may have diverging interests.

In a 2021 [update](#) to the Generally Accepted Government Auditing Standards (GAGAS, or the Yellow Book), the Government Accountability Office added equity as a key program principle for government

Alignment with Work Group Strategic Goals

This section aligns with the following strategic goals from the DEIA Work Group Charter:

- Collaborate with stakeholders and partners to promote a culture of diversity, equity, and inclusion within the organizations that we oversee, and highlight issues related to these matters in the workplace.



programs and assessment the performance of those programs. The standard states, “The administration of a government program or activity is equitable when it consistently serves members of the public, distributes public services, and implements public policy in a manner that promotes fairness, justice, and equality.” Assessing equitable programs could include the following:

- equality of access to and provision of services;
- procedural fairness and equal treatment of individuals in government programs and policies;
- causes of disparate outcomes; or
- distributional impacts of public policies, programs, resources, and services.

The principles outlined in the Yellow Book guidance can also be applied to work conducted under the CIGIE’s *Quality Standards for Inspections and Evaluations* (the Blue Book) and *Quality Standards for Federal Offices of Inspector General* (the Silver Book).

The routes and actions in this section help OIGs accomplish the following.

- Identify and promote successful techniques for integrating DEIA in OIG reviews of federally funded entities and programs.
- Encourage improvements in the equitable management of federally funded entities and programs.



Oversight: Promote equitable access and administration of Federal agencies and programs that assist the American people.

How Can We Get There?

1. **Promote equitable and accessible Federal programs through oversight of those programs.**
 - a. Include the Government Accountability Office’s definition of equitable in all reviews of federally funded programs.
 - b. Include elements of DEIA in all audits, evaluations, and reviews as appropriate.
 - c. DEIA Subgroup will coordinate with CIGIE Audit and Inspection & Evaluation Committees to develop a DEIA template to use as a step during field work of audits, evaluations, and Inspections.



- d. DEIA Subgroup will coordinate with CIGIE Investigations Committee to highlight fraud, waste, and abuse in oversight programs related to DEIA.
- e. Report opportunities to improve equitable program administration.
- f. Add at least one assessment of an aspect of DEIA into the annual audit plan.
- g. Add a project proposal or plan step that includes a determination on whether the objectives or the data include a DEIA element.
- h. Tag all appropriate reports on oversight.gov with the “DEIA” tag.
- i. Add a DEIA-related Top Management Challenge, based on the Executive Order 13985, or incorporate DEIA elements into existing challenges related to human capital.
- j. Share the results OIG’s work on how well departments and agencies are assisting external stakeholders from a DEIA perspective and any identified roadblocks for more positive impact in this area.
- k. Discuss among the OIG community topic areas that may be causing disparate outcomes that can be addressed across government agencies.

What Should We See?

1. Increase in equitable access to program activities and services.
2. Identification of disparate outcomes and the resulting recommendations to correct disparity.
3. Identification of program weakness related to equitable distribution or implementation of government programs.
4. Identification of data gaps to assessing equity in program implementation and agency staffing.
5. A source of leading practices on how to assess and report on DEIA activities impacting stakeholders.
6. Improvement in techniques to evaluate and review ongoing activities to establish new and enhanced ways to think about the issues.





Project Teams: Assign teams to oversight projects that are consistent with diverse, equitable, inclusive, and accessible workplace practices.

How Can We Get There?

1. **Consistent with actions described in Routes 4 through 9, assign diverse staff to projects based on the type of program to be assessed or project to be completed.**
 - a. During decision making processes for planning and initiating projects, evaluate staff assignments to assist with assigning well-rounded, skilled, and diverse teams.
 - b. Ensure all staff members have equitable access to opportunities when decisions are being made regarding project assignments.
 - c. Track project assignments for staff, share feedback with staff who are not selected for projects, and note disparities to make continuous improvements.
2. **Establish an internal tracking system on all project selection and priority by staff.**
 - a. Generate and disseminate quarterly dashboard reports showing what staff members were selected to ensure transparency and fairness of project opportunities.

What Should We See?

1. Increased awareness of value-added products that provide program results that include aspects of DEIA as designed.
2. Increased awareness of the developmental experiences of underrepresented staff.
3. Increased trust in leadership and management.

How Do We Measure Progress?

The following table provides metrics for measuring progress in the area of stakeholders and partners.



Table 6. Measuring Progress for Stakeholders and Partners

Level	Description
4—Optimized	The OIG consistently demonstrates current DEIA leading practices in its oversight of federally funded entities and programs. The OIG’s strategic plan and mission reflect a commitment to evaluating DEIA practices.
3—Progressive	The OIG consistently conducts reviews that evaluate the equitable management of federally funded entities and programs. The effectiveness of DEIA practices is routinely assessed, and the results of the assessments inform improvements.
2—Defined	OIG practices to address DEIA efforts of external stakeholders and partners are primarily implemented to comply with relevant laws and mandates.
1—Ad Hoc	External reviews with a DEIA emphasis have not been formally incorporated as part of the OIG’s goals and strategies.

What References and Resources Can Help?

- [U.S. Department of Veterans Affairs Diversity and Inclusion Strategic Plan](#)
- [Education OIG Diversity and Inclusion Strategic Plan FY 2019–2022](#)
- [Education OIG Diversity, Equity, Inclusion, and Accessibility FY 2021 Annual Progress Report](#)
- [Education OIG Diversity, Equity, and Inclusion Initiative FY 2020 Annual Progress Report](#)
- [Compendium of OIG Reports related to DEIA](#)





Our Workplaces

Our workplaces should be environments in which employees can be authentic and thrive.

Our workplaces should be accessible, inclusive, and harassment-free environments where staff members feel safe to be their authentic selves while contributing to the mission of their office.



Inclusive and Harassment-Free Workplaces

Safe workplaces are a government-wide DEIA priority and included as part of the [Government-wide Strategic Plan to Advance Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce](#). The plan encourages leaders to promote training, education, prevention programs, and monitoring to create a culture that prevents and addresses workplace harassment. In addition, the Federal government as an employer has a strong interest in addressing domestic violence, sexual assault, and stalking (DVSAS). DVSAS costs workplaces over \$5.8 billion a year through degraded productivity, lost earnings, and healthcare costs according to a [2003 Centers for Disease Control and Prevention report](#). As such, agency leaders should provide support

Alignment with Work Group Strategic Goals

This section aligns with the following strategic goals from the DEIA Work Group Charter:

- Identify and promote successful techniques for integrating diversity, equity, and inclusion initiatives into human capital strategies to attract, recruit, and sustain talent.
- Increase collaboration among the OIG community to identify training and awareness resources that promote diversity, equity, and inclusion.
- Promote effective training and awareness resources to enhance diversity, equity, and inclusion across the OIG community.



and resources to employees who may be experiencing DVSAS as part of their safe workplace initiatives.

Safe, accessible, inclusive, and harassment-free workplaces require agencies to not only commit to these workplace attributes, but to make it a priority through goal setting and tangible action. To that end, OPM recently released a framework to assist Federal agencies in developing and prioritizing goals related to anti-harassment and support for those experiencing DVSAS.

To further advance OIG-wide DEIA efforts, the DEIA Work Group partnered with the Council of Counsels to the Inspectors General to develop a toolkit based on the OPM framework. OIGs will be able to use this toolkit to create and foster safe and harassment-free workplaces and provide support for those employees who may be experiencing DVSAS. Due to unforeseen delays in issuance of the framework, the toolkit is not ready for publication. However, we expect the toolkit will be provided in the next update to this roadmap.

The current plan is for the Workplace Safety and Anti-Harassment Toolkit to include four routes that OIGs can use to advance DEIA.



These routes are under development and will be completed in the next update to the roadmap.

18. Self-Assessment. Assess human resources practices, operations, and workforce composition to support safe and harassment-free workplaces and employees experiencing DVSAS.

19. Policy Review. Evaluate the strength of current safety and anti-harassment policies and procedures and consider opportunities for changes to provide support to those experiencing DVSAS.

20. Priority Development. Develop priorities related to the five core anti-harassment principles and support for employees experiencing DVSAS.

OPM instructed agencies to use the five core principles identified in the [Report of the Co-Chairs of EEOC's Select Task Force on the Study of Harassment in the Workplace](#) (June 2016) as anti-harassment and safety maturity guideposts. The principles are as follows: committed and engaged leadership; consistent and demonstrated accountability; strong, comprehensive, and consistently applied harassment policies; trusted and accessible complaint procedures; and regular, interactive training tailored to the audience and the organization.



21. Periodic Assessment. Assess progress and adjust priorities as appropriate.

What References and Resources Can Help?

Legal Authorities

- Executive Order 14035, “[Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce](#),” June 25, 2021, Sections 3(b)(iii) and 9.
- Government-Wide Strategic Plan to Advance Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce (Nov. 2021), Section 6.

Federal Resources

- EEOC, [Management Directive 715: EEO Reporting Requirements for Federal Agencies](#), Section II.A., C.
- OPM, [Guidance for Agency-Specific Domestic Violence, Sexual Assault, and Stalking Policies](#) (Feb. 2013).
- OPM Framework to Address Workplace Harassment and Promote Safe and Inclusive Workplaces. Appendix B contains an Anti-Harassment and Safety Maturity Model. (This document is not publicly available and is intended for Federal agency internal use only.)
- EEOC, [Report of the Co-Chairs of the Select Task Force on the Study of Harassment in the Workplace](#) (June 2016). Appendix B contains a checklist for employers, with recommended steps to create a holistic harassment prevention program.
- EEOC, “[Promising Practices for Preventing Harassment](#),” OLC Control No. EEOC-NVTA-2017-2 (Nov. 21, 2017). This document addresses promising practices to assist employers in preventing and addressing harassment, based on the 2016 Report of the Co-Chairs of EEOC’s Select Task Force on the Study of Harassment in the Workplace.
- U.S. Department of Agriculture OIG, [Assessment of the State of Oversight Work in the Area of Sexual Harassment and Misconduct in the Federal Government](#) (July 2019). Report contains a list of best practices, standards, and guidance for agencies to consider when addressing sexual harassment. It also contains a list of source documents that were reviewed as part of the assessment.





Our Progress

To see how far you've come, you have to know where you started.

It's not our words that matter, it's our actions and results. OIGs know that data tells a story, and as we work to advance DEIA efforts across the community, we must collect and assess data to show our progress and identify areas where we still have opportunities to do more.



Data Collection, Assessment, and Reporting

Data collection, assessment, and reporting is paramount to gathering quantitative and qualitative information on specific variables with the intention of evaluating outcomes or gleaning actionable insights. DEIA can be challenging and cannot be addressed by ad hoc programs and policies. Data analytics is integral to providing the ability to identify where there are gaps, prioritize areas for action, and enable ongoing measurements of progress and maturity.

The reliability of this data informs decision making, helps you identify gaps, support the advancement of DEIA efforts, assists with building strategies, supports resource decision, shows what you're doing well, and increases equity in your people.

Alignment with Work Group Strategic Goals

This section aligns with the following strategic goals from the DEIA Work Group Charter:

- Survey your OIG for perspectives and viewpoints on diversity, equity, and inclusion (baseline and then annually).
- Assess the survey results for indicators of OIG-wide issues (baseline) and progress in addressing OIG-wide issues and maturity of the OIG's efforts to advance diversity, equity, and inclusion (annually).
- Report survey results (baseline and then annually).



The routes and actions in this section help OIGs accomplish the following.

- Identify gaps and build strategies.
- Inform and support decision making.
- Show areas to improve and measure progress.
- Increase staff retention and attract top talent.
- Increase productivity and innovation.



Data Collection and Assessment: Design and oversee data collection methods to inform and support your OIG.

How Can We Get There?

1. Evaluate your OIG's Workforce Profile (Demographics).

- a. Collect demographics (e.g., ethnicity included in a MD 715 Report, series, grade, location, etc.).
- b. Maintain demographics to assist with establishing a baseline and measuring progress.
- c. Conduct trends and analyses to identify gaps, develop plans of action, and make improvements.
- d. Work with Human Resources to implement staffing, recruitment, and hiring strategies. See Routes 4 through 6 of this Roadmap for more detailed steps.
- e. Complete CIGIE's demographics survey annually to assist with measuring community-wide progress and maturity.

2. Assess OIG staff perspectives and viewpoints on DEIA.

- a. Develop an employee viewpoint survey to evaluate perspectives and viewpoints on DEIA.
- b. Complete the CIGIE community-wide DEIA Viewpoint Survey (every other year).

3. Assess the survey results for indicators for OIG issues (baseline) and progress in addressing community-wide issues and maturity of the OIG community's efforts to advance DEIA.



What Should We See?

1. Increase in ideas and comments about ways to improve DEIA.
2. Identifiable areas to prioritize and actionable steps to address OIG concerns.
3. Trend analysis to compare with the OIG community-wide DEIA Maturity Assessments.
4. Sustained measurable progress within your OIG.



Reporting: Implement reporting mechanisms to inform and support your OIG.

How Can We Get There?

1. Based on survey results, develop tools (e.g., tables and charts) to track and depict survey results (baseline and then annually).
2. Report survey results to OIG staff, baseline and then annually to inform decision making.
3. Maintain a report on comparative analysis (baseline and then annually) to measure progress.
4. Develop plans of action, as needed, to make improvements and assist with advancing DEIA in your organization.

What Should We See?

1. Improvements and measurable progress in advancing DEIA in your organization
2. Evidence of a sense of belonging in your organization.
3. Increase in index scores from Federal Employee Viewpoint Survey.
4. Increase in attracting and sustaining top talent.
5. Elevation of productivity and innovation.

How Do We Measure Progress?

The following table provides metrics for measuring progress in the areas of data collection, assessment, and reporting.



Table 8. Measuring Progress for Data Collection, Assessment, and Reporting

Level	Description
4—Optimized	Data collection, assessment, and reporting are key components of the OIG’s mission and guiding principles. The OIG consistently demonstrates current leading practices in advancing DEIA. The OIG assesses, tracks, reports to the OIG staff the survey results to include gaps, at least annually. The OIG prioritizes areas for action and takes actionable steps to address the staff’s concerns and shows measurable progress. The OIG consistently compares and assesses their results with the OIG community.
3—Progressive	The OIG consistently implements policies and procedures to advance DEIA throughout the organization. The OIG implemented a process to collect data, assess, and report data. The OIG routinely assesses and communicates the results to OIG staff and the results inform improvements.
2—Defined	The OIG’s practices to advance DEIA are primarily implemented to comply with relevant laws and mandates. The OIG completes the DEIA Viewpoint Survey.
1—Ad Hoc	The OIG does not collect data about DEIA practices. Data collection has not been formally incorporated as part of the OIG’s goals and strategies.

What References and Resources Can Help?

- [CIGIE Diversity, Equity, and Inclusion 2021 Baseline Survey Results](#)



Appendix A. References and Resources

- [Executive Order 13583](#), Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce, August 18, 2011
- [Executive Order 13985](#)—Advancing Racial Equity and Support for Underserved Communities Through the Federal Government, January 20, 2021
 - Federal Register [Vol. 86 No. 14](#) January 25, 2021 (Sec. 10 Revocation of Executive Order 13950)
 - Study to Identify Methods to Assess Equity: [Report to the President](#), July 2021
- [Executive Order 14305](#)—Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce, June 25, 2021
- The White House [Advancing Equity and Racial Justice Through the Federal Government](#) (includes Agency Equity Action Plans)
- The White House [Fact Sheet on Recommendations for Advancing Use of Equitable Data](#), April 2022
- The White House [Government-Wide Strategic Plan to Advance Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce](#), November 2021
- Partnership for Public Service, “[A revealing look at racial diversity in the Federal government](#),” July 2020
- OPM [Government-Wide Diversity and Inclusion Strategic Plan 2011](#)
- Diversity, Equity, and Inclusion [Policy Template](#)
- Association of International Certified Professional Accountants [Accounting Inclusion Maturity Model](#)
- Association of International Certified Professional Accountants [Diversity and Inclusion Competencies](#)
- [ADA National Network](#), Information, Guidance and Training on the Americans with Disabilities Act
- [Employer Assistance and Resource Network on Disability Inclusion](#)
- [Job Accommodation Network](#)
- [Computer/Electronic Accommodations Program](#)



Appendix B. Terminology

- **Awareness.** A state of knowing, gained through one's own perceptions or by means of outside information, having concern about and well-informed interest in a particular situation or development.
- **Baseline.** Results of an initial measurement against which future measurements of the same type will be compared against.
- **Disability.** According to the American Disability Act, a physical or mental impairment that substantially limits one or more major life activities.
- **Education.** The process of transferring knowledge, skills, values, beliefs, experiences, and habits of a person or group to others through storytelling, discussion, teaching, training, or research.
- **National origin.** An individual's, or their ancestor's, place of origin; or because an individual has the physical, cultural, or linguistic characteristics of a national origin group.
- **OIG community.** Refers to the 75 CIGIE-member OIGs.
- **Special Hiring Authority.** A special appointment authority that Federal hiring officials are authorized to use a when considering certain people with disabilities (e.g., those with intellectual disabilities, severe physical disabilities, or psychiatric disabilities). Use of this authority is at the discretion of each agency.
- **U.S. Equal Employment Opportunity Commission (EEOC).** Responsible for enforcing Federal laws that make it illegal to discriminate against a job applicant or an employee because of the person's race, color, religion, sex (including pregnancy, transgender status, and sexual orientation), national origin, age (40 or older), disability or genetic information.
- **U.S. Office of Personnel Management (OPM).** Serves as the chief human resources agency and personnel policy manager for the Federal government. OPM directs human resources and employee management services, administers retirement benefits, manages healthcare and insurance programs, oversees merit-based and inclusive hiring into the civil service, and provides a secure employment process.
- **Unique OIG Workforce Members.** Individual members of the OIG workforce. In this context, it refers to an unduplicated headcount of OIG workforce members receiving communications on training and awareness resources.
- **Unique Opens.** Refers to an unduplicated count of communications opened by OIG workforce members, i.e., an individual could open a single email communication multiple times but only the first time it was opened would be recorded.



- **Veteran.** A person who served in the active military, naval, or air service and who was discharged or released therefrom under conditions other than dishonorable.



Appendix C. Acronyms

CIGIE	Council of the Inspectors General on Integrity and Efficiency
DEIA	diversity, equity, inclusion, and accessibility
DVSAS	domestic violence, sexual assault, and stalking
EEOC	Equal Employment Opportunity Commission
OIG	Office of Inspector General
OPM	U.S. Office of Personnel Management
OSDBU	Office of Small and Disadvantaged Business Utilization



***Diversity, equity, inclusion, and accessibility
are a journey—not a destination.***

Learn more about the Diversity, Equity, Inclusion, and Accessibility Work Group of the Council of the Inspectors General on Integrity and Efficiency:

<https://ignet.gov/diversity-equity-and-inclusion-workgroup>