Diversity, Equity, Inclusion, and Accessibility

STRATEGIC PLAN

Fiscal Years
2024–2029

OFFICE OF INSPECTOR GENERAL
U.S. Agency for International Development

Contents

Message From the Inspector General

OIG colleagues:

I am pleased to issue USAID OIG's Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plan, a document that underscores the critical importance respect, diversity of opinion, and collaboration hold within our organization. These principles are not merely aspirational but foundational to our organizational identity and essential to achieving our mission most effectively.

By leaning into the diversity around us—veteran status, gender, educational and professional background, race, ethnicity, sexual orientation, disability status, and more—we broaden our perspectives and foster innovation.
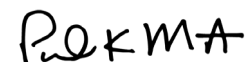
For OIG to provide the highest quality oversight of U.S. foreign assistance, we must build an organization rooted in professionalism, trust, and respect. A major way to accomplish this is by taking tangible steps to integrate DEIA concepts into our office culture. Research consistently shows that diverse teams make better decisions and achieve superior outcomes. When

OIG colleagues feel comfortable to speak up, creativity flourishes and our collective potential increases.

I encourage you to review the DEIA Strategic Plan and consider specific ways you can contribute to the following goals:

1. Operationalizing DEIA best practices.

2. Promoting data-driven human capital systems to improve diversity and equity in recruitment, hiring, promotion, and professional development.

3. Increasing employee engagement and inclusion by embedding principles of fairness and respect into our culture.

4. Creating a culture of respect and open communication free from harassment, discrimination, or retaliation.

Thank you to Steve Ober and the DEIA Ambassadors for developing this plan. And thanks to all our OIG colleagues for its implementation.

Paul K. Martin
Inspector General

Vision

To position USAID OIG to provide the highest quality oversight of U.S. foreign assistance in a professional environment where a talented and diverse staff drives the mission with passion and commitment.

Mission

To create a culture where each OIG colleague is valued, respected, and heard. Through communication and collaboration, we seek to provide opportunities for professional growth that drives employee engagement.
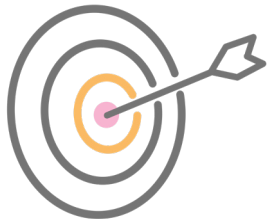
Goals and Strategies

The following sections include OIG's DEIA goals for FYs 2024–2029, as well as the key strategies we will employ to reach these goals. We will share our progress in annual reports.

Goals

1. Operationalize DEIA best practices.

2. Promote data-driven human capital systems to improve diversity and equity in recruitment, hiring, promotion, and professional development.

3. Increase employee engagement and inclusion by embedding principles of fairness and respect into our culture.

4. Create a culture of respect and open communication free from harassment, discrimination, or retaliation.

Goal 1: Operationalize DEIA best practices.

We will continue developing policies, tools, and practices to support our DEIA efforts and comply with related laws and executive orders. The following are examples of strategies we may use to achieve this goal.

1. Create a DEIA plan that outlines roles and responsibilities for all stakeholders.

2. Create an OIG-wide Demographic Diversity Dashboard to assess equity and representation metrics more accurately.

3. Assemble a team of subject matter experts to review OIG facilities, systems, processes, and communications for compliance with Federal accessibility guidance (i.e., Section 508 of the Rehabilitation Act and the Americans with Disabilities Act). Identify and address any deficiencies.

4. Provide training to supervisors on their roles and responsibilities regarding providing accessibility systems and technology in accordance with reasonable accommodation requests.

Goal 2: Promote data-driven human capital systems to improve diversity and equity in recruitment, hiring, promotion, and professional development.

We will use data-driven approaches to recruit, hire, develop, promote, and retain top talent who can contribute to professional, innovative, and high-quality products and services in support of our oversight mission. The following are examples of strategies we may use to achieve this goal.

1. Benchmark demographic data within OIG and small Federal agencies to assess representational diversity among career fields and pay grades.

2. Examine hiring, promotion, and retention data in coordination with OIG's Human Capital Division.

3. Analyze performance assessments, promotions, and awards data in coordination with OIG's Human Capital Division.

4. Analyze OIG policies, practices, and procedures to identify potential barriers to recruiting, retaining, and promoting underrepresented groups.

5. Expand efforts to recruit a more diverse pool of candidates through targeted outreach and special hiring authorities. Sample actions could include the following.

- Partner with the Council of the Inspectors General on Integrity and Efficiency (CIGIE), USAID, and other agencies to participate in job fairs and conferences designed to recruit groups that are underrepresented at OIG.[1]

- Build a professional network with three to five minority-serving institutions to facilitate participation in job and career fairs and conferences. Use this network to explore and foster internship opportunities.

- Expand current recruiting efforts to include institutions of higher learning that focus on adaptive programming designed to support people with disabilities or special needs.

- Where appropriate, analyze applicant data to determine whether OIG's recruitment practices effectively engage a diverse pool of job applicants.

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[1] These are institutions of higher learning that serve racial and ethnic minority populations. Examples include historically black colleges and universities, Hispanic-serving institutions, tribal colleges and universities, and Asian American and Pacific Islander serving institutions.

6. Assess the hiring process to identify and mitigate potential biases and minimize potential barriers in support of hiring diverse and highly qualified candidates. Sample actions could include the following.

- Include diversity statements in vacancy announcements.

- Review announcements to ensure language is inclusive.

- Ensure that hiring managers are trained on how to use channels of disabilities hiring, including the **Workforce Recruitment Program**.

- Verify that vacancy announcements identify Schedule A eligibility,[2] where appropriate.

- Increase the diversity of selection panels.

- Pilot anonymous candidate hiring, a process in which hiring teams remove a candidate's demographic information to avoid biases and discrimination.

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[2] According to the Equal Employment Opportunity Commission, the Schedule A Hiring Authority for people with disabilities is an exception to the traditional hiring process. Schedule A streamlines the hiring process for persons with disabilities and, in some instances, hiring officials may select solely from a list of qualified Schedule A applicants.

7. Establish and evaluate promotion and retention practices with a focus on advancing equitable outcomes.

8. Review development opportunities (e.g., leadership development, training, coaching and mentoring programs, and detail opportunities) and establish processes to ensure equity in the access to, eligibility for, and selection of employees.

Goal 3: Increase employee engagement and inclusion by embedding DEIA into our culture.

We will create a culture of belonging and collaboration in which all employees are respected, valued, and able to achieve their full professional potential. The following are examples of strategies we may use to achieve this goal.

1. Use focus groups facilitated by DEIA Ambassadors to periodically assess OIG culture and solicit recommendations and on how to address areas needing improvement.

2. Analyze employee engagement surveys and other forms of feedback for DEIA-related issues to identify workplace dynamics impacting DEIA efforts. Develop optional training and other programming to address them.

3. Facilitate the creation of employee resource groups to promote discussions of DEIA issues and concerns for affinity groups, which are groups of people linked by a common identity characteristic.

4. Develop programming and messages to celebrate and raise awareness of cultural observances and other DEIA topics.

Goal 4: Create a culture of respect and open communication free from harassment, discrimination, or retaliation.

We will create a workplace that is safe for all employees, regardless of race, national origin, color, gender identity, age, religion, sexual orientation, disability, and other diversity attributes. The following are examples of strategies we may use to achieve this goal.

1. Enhance the new hire orientation and mandated supervisor training to include content focused on DEIA, such as the following:

   - Reasonable accommodation requests and processes

   - Executive Order 13548[3] and Executive Order 13163[4]

   - Unconscious bias

   - Inclusive leadership

- Civility, respect, and engagement

- Sense of belonging

2. Develop OIG-specific training for supervisors and employees on how to report matters related to equal opportunity, including discrimination, harassment, sexual misconduct, and retaliation.

3. Track and assess employee survey response trends regarding discrimination, harassment, bullying, and retaliation.

4. Track and assess exit surveys for indications of departures based on unwelcome or inappropriate behavior in the workplace.

5. Obtain and share non-personally identifiable information from USAID Equal Employment Opportunity personnel on the nature and findings of any discrimination or harassment complaints within OIG.

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[3] Executive Order 13548, Increasing Federal Employment of Individuals with Disabilities, July 2010.

[4] Executive Order 13163, Increasing the Opportunity for Individuals with Disabilities To Be Employed in the Federal Government, July 2000.

Accountability and Transparency

We are committed to achieving the goals of this plan transparently and consistently through realistic timelines, concrete deliverables, and effective performance measures. We will monitor and evaluate our performance in carrying out these actions, which will be linked to other continuous improvement efforts to address areas with the greatest need.

Each fiscal year, we will issue an annual report that provides specific actions and performance measures for these goals, our progress toward achieving those measures, and our performance measures for the next fiscal year. These annual reports will also highlight the progress we make with DEIA continuous education, using the maturity model from CIGIE's **Advancing Diversity, Equity, Inclusion, and Accessibility: A Roadmap for Offices of Inspectors General** (see Figure 1).

Figure 1. CIGIE DEIA Roadmap Maturity Metrics Levels

Ad Hoc

OIG has not formally incorporated DEIA continuous education initiatives into its goals and strategies. However, OIG may still may make DEIA training available to staff and announce DEIA events that OIG staff can attend.

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.

Progressive

OIG has established policies and procedures to advance DEIA throughout the organization. The 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 the OIG consistently promotes DEIA activities for optimal awareness. The OIG routinely assesses its DEIA continuous education and uses the results of such assessments to determine areas of potential improvement.

Optimized

OIG has formally incorporated DEIA continuous education into its mission and guiding principles. Consistent with current leading practices, the 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.

OIG's DEIA Infrastructure

OIG is committed to integrating DEIA into our operations and mission work, as diverse backgrounds, perspectives, and experiences are critical to how we do our work and who we are as an office of inspector general. As such, OIG has established a DEIA infrastructure. Through the efforts of these people and teams, OIG looks to help empower staff and support leaders in optimizing our DEIA efforts.

Chief Diversity Officer

The DEIA Chief currently reports to the Office of the Chief of Staff and, in coordination with the Chief of Staff, leads OIG's efforts for integrating DEIA into our business processes; building an inclusive workplace environment; and retaining, developing, advancing, and recruiting a diverse and talented staff.

DEIA Ambassadors

The DEIA Ambassadors focus on increasing awareness of DEIA in the workplace. They are composed of volunteer staff from all OIG units and work with staff at all levels—from entry level to senior leadership—to develop methods for meeting the goals in this plan.

DEIA Champions

Two senior executives serve as the champions of the DEIA Committee (composed of DEIA Ambassadors and the DEIA Chief). These champions meet with and offer strategic advice and guidance to the committee regarding planned focus areas, events, trainings, and DEIA-related issues and concerns. They advocate for the DEIA Committee at in meetings with senior leaders.

CIGIE Employee Engagement and Innovation Committee

OIG is active in the CIGIE Employee Engagement and Innovation Committee, which is composed of inspectors general from more than 51 Federal agencies. The committee promotes belonging, equity, innovation, and accessibility throughout the inspector general community. It aims to ensure that the comprehensive work our organizations produce will be accessible to the diverse public we serve.

Report Fraud, Waste, and Abuse

Our Hotline receives allegations of fraud, waste, and abuse affecting the programs, operations, and employees of USAID, MCC, USADF, and IAF. The allegations may include but are not limited to claims of criminal conduct, sexual exploitation and abuse, and serious noncriminal misconduct.

Report Fraud, Waste, and Abuse

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