



**DEIA Vision**

*We strive for excellence by leveraging diversity, equity, inclusion, and accessibility throughout the Office and are committed to fostering a safe, fair, and inclusive workplace.*

# Diversity, Equity, Inclusion, and Accessibility Strategic Plan

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**Federal Deposit Insurance Corporation**  
**Office of Inspector General**

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# Message from the Inspector General

Our Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plan memorializes the OIG's commitment to integrating DEIA principles and practices into our operations. This DEIA Strategic Plan presents a roadmap for maturing our DEIA program and achieving our stated priorities for a culture founded upon fair and equitable processes. This effort is an evolution in our ongoing commitment to awareness and understanding of DEIA principles and values. We garnered full workforce engagement in developing this Strategic Plan. This Strategic Plan serves as the foundation for our companion Implementation Plan that will commit these strategies into actions to achieve our desired DEIA strategic objectives and goals.

Our OIG Guiding Principles and Strategic Goals reflect a commitment to maintaining a diverse workforce and integrating DEIA principles into the Office culture. Our OIG DEIA Strategic Plan includes a performance indicator focused on enhanced workforce diversity and a key strategic objective to foster an inclusive, collaborative environment. With this foundation, we issued the OIG DEIA Strategic Plan to advance our pledge to promote enhanced workforce diversity.

These strategies seek to integrate DEIA principles into our operations, decision-making, governance, and goals. This Plan demonstrates our continuing progress in fostering an inclusive workplace culture founded upon fairness and respect. The OIG aims to ensure diversity in our workforce across the various dimensions of personal, social, and cultural identity and by practicing a climate of inclusion.

In addition, our OIG stands as a leader in the Inspector General community in advancing DEIA across the Council of the Inspectors General on Integrity and Efficiency. I am honored to serve as the Vice Chair of the CIGIE DEIA Work Group since its founding in 2020 to further promote DEIA principles throughout the IG community.

We promote DEIA principles and values for our Office, and this Strategic Plan charts a course toward further growth, understanding, and maturity of our DEIA program.

Jay N. Lerner  
Inspector General

# Message from the DEIA Working Group



The FDIC Office of Inspector General (OIG) Diversity, Equity, Inclusion, and Accessibility Working Group strives to engender an organizational culture and climate in which staff feels heard and valued, has a sense of belonging and connection to one another and the organization, and feels empowered to do their best work. The Working Group is charged with researching, developing, and proposing initiatives that will help create a supportive, positive, and inclusive work environment that

inspires each employee to achieve a standard of excellence. Members of the Working Group include OIG staff from all components and grade levels.

Each employee’s unique experiences and perspectives add value to the OIG’s service to the FDIC, Congress, and the American people. There are many dimensions of diversity; some are seen and others are unseen. All of our unique individual dimensions of diversity and cultural identities shape and influence our experiences and perspectives. Our goal is to foster an environment that attracts the best talent, values diversity of experiences and perspectives, and encourages innovation while maintaining fidelity and integrity in our work in pursuit of the OIG’s mission.

We are dedicated to meeting this goal and appreciate the opportunity to have an integral role in the development of this OIG DEIA Strategic Plan.

DEIA Working Group

# Our DEIA Vision, Mission, and Values

## DEIA Vision

We strive for excellence by leveraging diversity, equity, inclusion, and accessibility throughout the Office, and are committed to fostering a safe, fair, and inclusive workplace.

## DEIA Mission

We accomplish our Vision by:

- Fostering an organizational culture that embraces the value and dignity of all individuals.
- Exemplifying trust, teamwork and innovation in a collaborative, inclusive environment.

## DEIA Values

- *We take* a broad view of diversity, which includes both visible and non-visible qualities.
- *We acknowledge* life experiences that make individuals unique.
- *We encourage and support* all employees to help advance our mission through their unique perspectives.
- *We require* fair treatment, accessibility, and opportunity for all employees.
- *We expect* our workplace to be an inclusive environment built on mutual trust, respect, and dignity.
- *We incorporate* diversity, equity, inclusion, and accessibility in our work.
- *We commit* to building a workplace where all employees feel comfortable in bringing their authentic selves to work.
- *We pledge* to ensure equal opportunity in the workplace and eliminate barriers.

# Our DEIA Goals

## **GOAL 1. PURPOSE—WE HAVE A SHARED PURPOSE.**

We are committed to providing a welcoming and fair work environment for each employee—a workplace where each person feels valued, respected, included, and supported; one that inspires employees to feel connected to our OIG Mission and Vision. We are committed to maintaining a diverse workforce where all personnel are engaged and encouraged to bring their authentic selves to the workplace in an environment of safety and acceptance where they can contribute to the success of the Office.

## **GOAL 2. PEOPLE—EACH PERSON IS VALUED IN OUR OFFICE.**

We create a space of belonging in which each employee feels secure, supported, accepted and included so they can bring their genuine self to work and not expend energy maintaining a mask in order to assimilate into perceived images of what is expected. We create intentional connections in an environment that fosters trusting relationships, invites opinions into the conversation, and engages in purposeful relationship building. Our accomplishments and successes are not possible without the hard work, dedication, and contributions of our people. We pursue a comprehensive strategy to attract, recruit, hire, and develop a high-performing, diverse, and inclusive workforce that values diversity. We value the engagement, involvement, and participation of each employee and recognize that inclusive workplaces are high-performing organizations.

## **GOAL 3. PROCESS—OUR PROCESSES ARE FAIR AND EQUITABLE.**

In order to reap the performance benefits of workforce diversity, equity, inclusion, and accessibility, we enable diverse perspectives to be heard and empower everyone to contribute to the OIG Mission. In this regard, we maintain business processes that uphold DEIA principles in our recruitment, hiring, promotion, recognition, awards, training, developmental opportunities, operations, procedures, workflows, policies, and technology. We also reinforce adherence to fairness, transparency, and accountability.

## **GOAL 4. PROGRESS—WE STRIVE TO MATURE OUR DEIA PROGRAM.**

We are committed to adhering to our principles and providing accountability. We collect data to guide our priorities and track our progress. We apply a DEIA Maturity Model to our DEIA efforts to remain proactive in our commitment to continuous improvement.

# 1. PURPOSE—WE HAVE A SHARED PURPOSE.

We are committed to providing a welcoming and fair work environment to each employee—a workplace where each person feels valued, respected, included, engaged, and supported; one that inspires employees to feel connected to our OIG Mission and Vision and contribute their full potential. In working toward a shared purpose in fulfilling our OIG mission, we will foster a work environment with opportunities for everyone, where employees can participate and offer their unique talents, skills, and perspectives.



## STRATEGIES

1. Integrate DEIA into all OIG operations, decision-making, governance, and goals.
2. Ensure that leaders at all levels uphold DEIA values and principles in the workplace and maintain a diverse workforce and inclusive workplace.
3. Reinforce the importance of DEIA values and principles in the Office.

## INITIATIVES (numbering is associated with Strategies listed above)

- 1.1 Ensure that all organizational operations are regularly reviewed to ensure that DEIA values and principles are integrated into the organizational culture.
- 1.2 Develop an Implementation Plan that aligns with the DEIA Strategic Plan and articulates the actions and identifies measurements and desired outcomes.
- 1.3 Provide personnel with equitable access and opportunities for developmental projects. Utilize training for leaders to reinforce strategies in promoting staff development through assignments, opportunities to expand skills, training, and support.
- 1.4 Offer DEIA training to all OIG staff.
- 1.5 Consider training for internal instructors (i.e., train the trainer).
- 1.6 Utilize behavioral instruments to complement DEIA training programs.
- 2.1 Utilize workshops and learning sessions designed to increase proficiency in cultural competencies and skills to encourage equal opportunity and inclusion behaviors and practices and removal of biases.

- 2.2 Provide opportunities for OIG personnel to volunteer to plan and organize DEIA events.
- 3.1 Utilize existing communication channels (e.g., featuring DEIA commitment on OIG websites, recognition of DEIA practices via awards, etc.) to demonstrate senior leadership commitment to DEIA.
- 3.2 Utilize internal dashboard reporting of metrics to drive DEIA commitment and accountability.
- 3.3 Leaders engage the OIG workforce within component units in planning and presentation of monthly celebratory events that highlight underrepresented groups to increase awareness and understanding of diverse experiences.

## 2. PEOPLE—EACH PERSON IS VALUED IN OUR OFFICE.



Our accomplishments are not possible without the hard work, dedication, and contributions of our people. We pursue, support, and embrace a comprehensive strategy to attract, recruit, hire, and develop a high-performing diverse, inclusive and engaged workforce that values diversity. We value the engagement, involvement, and participation of each employee and recognize that inclusive workplaces are high-performing organizations.

### STRATEGIES

1. Recruit, hire, and develop a high-performing and diverse workforce.
2. Ensure that we embrace DEIA principles in all facets of the hiring process.
3. Ensure that we take actions to develop and enhance representation of candidate pools.
4. Continue our participation in the Inspector General community with respect to DEIA initiatives and exercise leadership in the CIGIE community.
5. Continue to leverage external resources, including FDIC Employee Resource Groups (ERG) and the CIGIE community.
6. Ensure that all voices are encouraged and heard throughout the OIG.

**INITIATIVES** (numbering is associated with Strategies listed above)

- 1.1 Encourage leadership and career development programs to ensure opportunities for everyone, including members of underrepresented and marginalized communities.
- 1.2 Develop intern and lateral hire efforts to ensure that the OIG maximizes the hiring of entry and developmental positions.
- 1.3 Expand and update distribution channels for vacancy announcements.
- 1.4 Enlist DEIA working group and FDIC ERG leaders to recommend untapped outlets for distribution of OIG vacancy announcements.
- 1.5 Establish liaisons and cultivate relationships with professional support organizations.
- 2.1 Utilize workshops and learning sessions to increase awareness, understanding, and competencies that promote equal opportunities.
- 2.2 Ensure that interview panels are comprised of diverse members.
- 2.3 Cultivate outreach efforts to establish relationships with Historically Black Colleges and Universities, Hispanic-Serving Institutions, and professional organizations that advance interests of underrepresented groups.
- 3.1 Establish protocols for distribution of vacancy announcements to ensure prompt notice of hiring opportunities to professional organizations that advance interests of underrepresented groups.
- 4.1 Develop and utilize dashboard/graphics on demographics/trends in DEIA representation for recruitment, hiring, and advancement.
- 5.1 Encourage participation on CIGIE DEIA Work Group.
- 5.2 Encourage interactions between DEIA Working Group members and external resources (e.g., FDIC ERG leaders and CIGIE DEIA community).
- 5.3 Identify opportunities and build strong relationships with diverse affinity groups, community-based organizations, ERGs, and civil rights.
- 6.1 Diversity Officer, OIG HR Director, and Engagement & Learning Officer will offer suggested approaches to solicit views during discussions.
- 6.2 Increase inclusion for OIG employees in meetings to enable different and diverse voices, ideas, and perspectives to be heard.

### 3. PROCESS—OUR PROCESSES ARE FAIR AND EQUITABLE.

In order to reap the performance benefits of workforce diversity, equity, inclusion, and accessibility, we enable diverse perspectives to be heard and empower everyone to contribute to the mission. Our work should be consistent with our values and commitment to DEIA principles. In this regard, we maintain business processes, procedures, workflows, policies, and technology that uphold DEIA principles in our recruitment, hiring, promotion, retention, performance management, recognition, awards, professional development programs, mentoring programs, and policies.



#### STRATEGIES

1. Communicate how DEIA principles promote organizational and personal success and how the OIG processes, internal procedures, workflows, policies, and technology promote DEIA principles.
2. Ensure that DEIA initiatives and efforts reflect workforce input.
3. Establish a Diversity Officer role within the OIG.
4. Ensure that processes and practices are transparent and fair.

#### INITIATIVES (numbering is associated with Strategies listed above)

- 1.1 Ensure that the General Counsel, Assistant Inspector General for Management, Engagement & Learning Officer, and Diversity Officer have an opportunity to provide suggestions for OIG policies and procedures in order to integrate DEIA considerations into the Office processes.
- 1.2 Develop and implement an updated OIG performance standard for all OIG employees that advances DEIA values and principles.
- 1.3 Provide training that addresses specific DEIA values and principles.
- 1.4 Incorporate DEIA reports and updates at OIG-wide events.
- 2.1 Include member(s) of the OIG Workforce Council at all DEIA Working Group meeting discussions of planned initiatives.
- 3.1 The Diversity Officer promotes and facilitates DEIA throughout all OIG operations.
- 4.1. Establish a feedback vehicle for OIG staff to provide input on OIG policies and procedures that may impact the OIG's DEIA goals, strategies, and initiatives.
- 4.2 Afford members of the OIG Workforce Council and DEIA Working Group an opportunity to review new or updated OIG policies and procedures, focusing on DEIA considerations.

## 4. PROGRESS—WE STRIVE TO MATURE OUR DEIA PROGRAM.



A baseline is important to determine whether the actions taken achieve our priorities and goals. We will collect and utilize data in order to measure our progress, and to ensure adherence to DEIA principles and accountability for our efforts. We will apply a maturity model to ensure continuous improvements in our DEIA efforts.

### STRATEGIES

1. Ensure that OIG DEIA efforts are data driven and based upon empirical evidence.
2. Use Federal Employee Viewpoint Survey (FEVS) scores to identify opportunities for improvement.
3. Increase workforce participation in DEIA-related events and awareness.
4. Incorporate Government-wide DEIA leading practices that are effective in promoting DEIA in the workplace.
5. Utilize a maturity model to plot where we are and where we want to be.
6. Evaluate progress by engaging with the OIG workforce to strive for continuous improvement in DEIA efforts.
7. Provide clear, consistent, and regular messaging of our DEIA vision.

### INITIATIVES (numbering is associated with Strategies listed above)

- 1.1 Identify applicable DEIA data resources and baseline data to inform our initiatives, programs, and progress.
- 1.2 Identify areas for improvement through use of data in measuring our DEIA progress.
- 1.3 Conduct biennial analysis of hiring selections made, review effectiveness of ongoing recruitment strategies, and identify opportunities for improvement.
- 2.1 Conduct an analysis of FEVS DEIA survey results and develop strategies and opportunities for improvement.
- 3.1 Develop mechanisms for the OIG workforce to propose DEIA initiatives and events.

- 3.2 Engage each component office in the development, planning, and presentation of DEIA events for all OIG staff.
- 4.1 Hold semiannual meetings between OMWI and the OIG DEIA Working Group to discuss best practices and areas for improvement.
- 5.1 Conduct regular assessments to ensure that goals, objectives, and initiatives in the DEIA Strategic Plan are being fulfilled.
- 6.1 Continue to leverage existing informational channels for dissemination of DEIA messaging to the OIG workforce.

# APPENDIX I

## KEY CONCEPTS AND TERMS

### TERMS

<b>Accessibility</b>	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.
<b>Cultural Competency</b>	The ability to understand, accept, and interact with individuals of different backgrounds and cultures.
<b>Disability</b>	A physical or mental impairment that substantially limits one or more major life activities. A person might have a physical or mental impairment that substantially limits one or more major life activities, have a record of such impairment, or is regarded as having an impairment unless the impairment is both transitory and minor.
<b>Diversity</b>	The practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of people. It is who we are as individuals encompassing the range of similarities and differences each individual brings to the workplace.
<b>Equity</b>	The consistent, systematic, fair, just, and impartial treatment, access, opportunity, and advancement for all individuals, including individuals who historically have been denied such treatment, while striving to identify and eliminate barriers that might prevent any employee's full and equitable participation in the workplace.
<b>Inclusion</b>	The process of creating a working culture and environment that recognizes, appreciates, and effectively utilizes the talents, skills, and perspectives of every employee of all backgrounds; uses employee skills to achieve the agency's objectives and mission; connects each employee to the organization; and encourages collaboration, flexibility, and fairness.

# APPENDIX II

## DEIA MATURITY MODEL OVERVIEW

The Government-wide DEIA Strategic Plan (Nov. 2021) includes this illustrative DEIA Maturity Model. This Maturity Model supports building an infrastructure for DEIA within an organization to improve efficiency, effectiveness, and equity within its workforce. The practices described here serve as examples within each level and are not exhaustive. In developing an Implementation Plan to accompany the FDIC OIG DEIA Strategic Plan, we will research and determine the most appropriate Maturity Model to apply to our organization’s DEIA program.

SIGNALS OF MATURITY	LEVEL 1 Foundational Capacity	LEVEL 2 Advancing Outcomes	LEVEL 3 Leading and Sustaining
<b>DEIA approach</b>	Focused on complying with non-discrimination legislation and regulatory requirements.	DEIA initiatives yielding improved results and outcomes driven by dedicated resources, strategic planning, goal setting and evaluation. Agency/Component practices promote the values of DEIA, but DEIA may not yet be integrated across Agency/Component mission and strategic planning.	DEIA is an integral part of overall Agency/Component mission, vision, values, strategy, policies, and practices. Systematic implementation of DEIA driven through goal setting, data-driven analysis, and continuous improvement. Agency/Component undertakes structural reforms of policies and practices to mitigate barriers, if any.
<b>Diversity framework</b>	Definition of diversity confined to EEO categories.	Inclusive definition of underserved communities.	Connecting, interrelated approach embraces multiple identities.
<b>Organizational structure</b>	DEIA work may be under-resourced within the organization and/or decentralized across the Agency/Component.	DEIA work integrated across EEO, HR, civil rights, and D&I program offices.	DEIA work fully resourced and led at highest levels of Agency/Component leadership with significant and sustained Executive level responsibility.
<b>DEIA integration</b>	DEIA work may be siloed within the Agency/Component and/or disconnected from mission and strategic planning.	DEIA goals reflected in Agency/Component strategic planning.	DEIA goals fully and strategically integrated with Agency/Component strategic planning, performance management, and learning agendas.