

OFFICE OF INSPECTOR GENERAL | UNITED STATES POSTAL SERVICE

# Diversity, Equity, *and* Inclusion Annual Report Fiscal Year 2023



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# A Message From Our Chief Diversity Officer

When I became the Chief Diversity Officer for the Postal Service Office of Inspector General, I knew we had work to do, but I also knew it was important work that needed to be done. Taking steps to ensure diversity, equity, and inclusion is important for the success of the agency, as well as the happiness and engagement of our employees. And I'm so proud of how our organization is working to meet the challenge.

Last year, we continued to build upon progress towards completing the three main goals for our DE&I efforts: grow leadership commitment to diversity, equity, and inclusion; cultivate and support an inclusive culture; and last but certainly not least, attract and develop a diverse workforce. As we release our third annual DE&I Report, I'm happy to announce that we have continued to make great progress on each of these three goals.

- We have successfully expanded internal programs designed to promote DE&I principles across the organization.
- We have offered, encouraged, and required our employees to choose from a wide variety of DE&I training options, as well as hosted around 30 events designed to remove organizational silos. New training offerings include DE&I learning paths or roadmaps of courses based on various DE&I topics for all OIG staff.
- We issued an OIG-wide Diversity Snapshot dashboard, which includes employee demographic data to increase management's awareness of the current workforce and where gaps in representation may exist.
- We presented the first annual OIG DE&I Inspector General Awards at the OIG Awards Ceremony.

I hope you will take time to read about these and more of our DE&I successes in our FY 2023 Annual Report. I would like to take a moment to thank our entire agency for everything they have done to encourage and promote a diverse, equitable, and inclusive environment.

While I am so proud of the progress we have made, I also need to acknowledge that our DE&I efforts will never fully be finished. As I have said before, DE&I is a journey, not a destination. Our DE&I goals and strategy will need to continue to evolve over time. Our agency is committed to this long journey, and I look forward to seeing our progress over time.



**Lisa Martin**

Chief Diversity Officer & Deputy Inspector General

# Introduction

In June 2020, Inspector General Tammy Hull, on behalf of herself and the executive leadership team (ELT), committed to listening, learning, and acting to ensure an inclusive workplace. Since then, we have worked to develop and implement a DE&I structure and strategic vision for the OIG, where DE&I informs and infuses all our work and personal interactions.

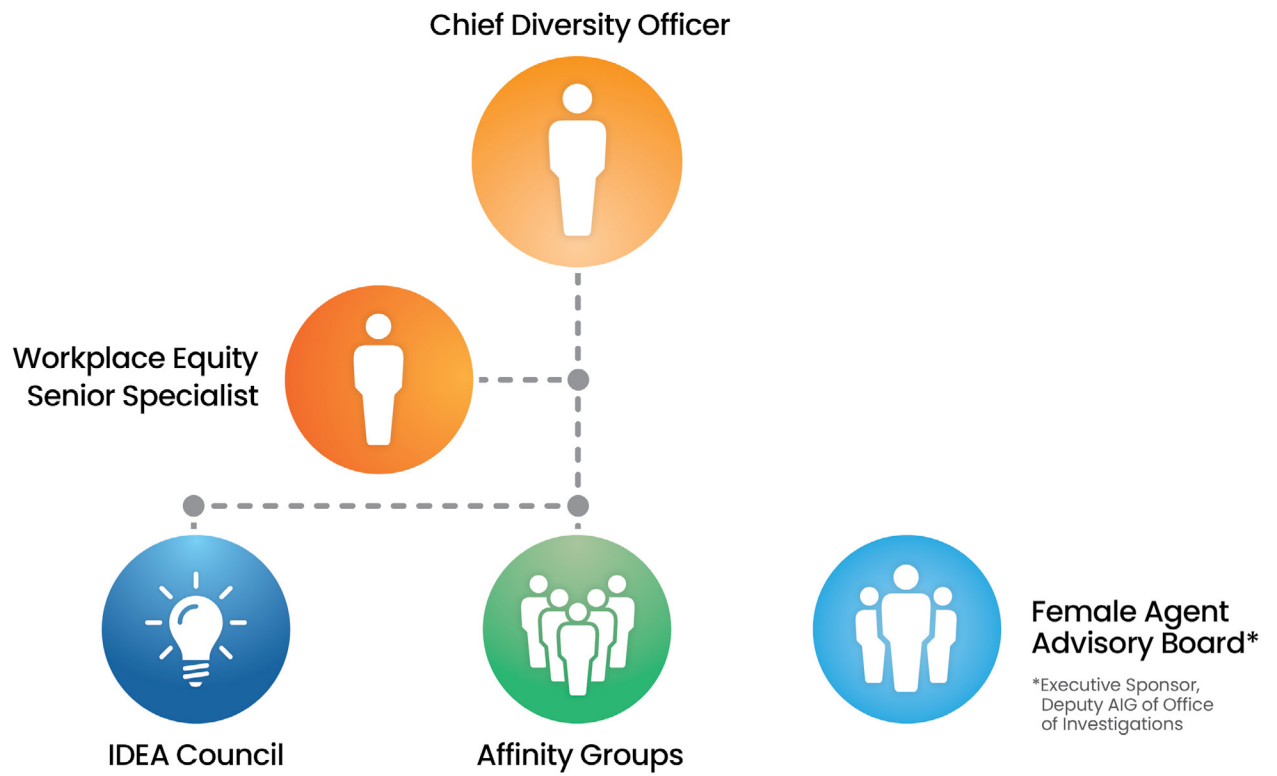
In FY 2023, we celebrated the third year of our employee-led Inclusion, Diversity and Equity Awareness (IDEA) Council, which continues to lead and assist our efforts on expanding our agency's access to training on DE&I topics, access to meaningful diversity data, and emphasizing the creation and maintenance of an inclusive workplace culture through more Affinity Groups (an officially chartered group of OIG personnel organized around a common experience or identity) and other opportunities to learn and grow. While we are proud of the progress we have made, our DE&I efforts will never fully be done.

Our DE&I goals and strategy will continue to evolve. Our agency is committed to this long journey, and we look forward to seeing our continued progress over time.

The executive leadership team, committed to listening, learning, and acting to ensure an inclusive workplace.



# DE&I Structure



# OIG Affinity Groups



African-American Alliance (A3)



Latin American Liaison



LGBTQ+Pride Group



Military Veterans



Pan Asian Network



Women of the OIG Workforce (WOW)



Workplace Disability Awareness



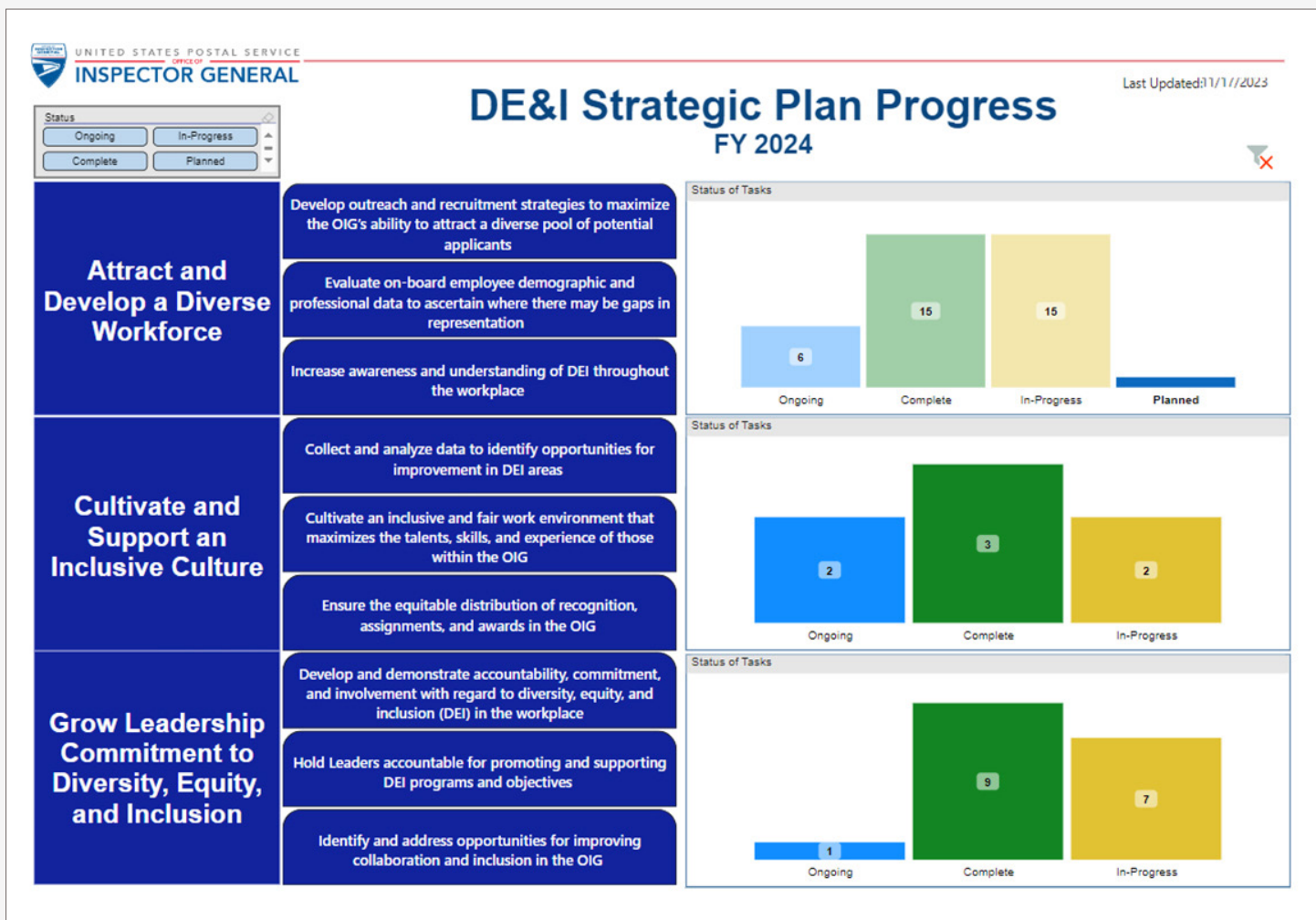
Young Professionals Network

All Affinity Groups are open to all employees to connect those with common interests and give them and their allies an opportunity to network, share, and support each other. These groups contribute to creating an inclusive environment by improving relationships and collaboration and can have a powerful influence on the workplace.

# DE&I Accomplishments

In FY 2022, we published our three-year strategic plan and launched an internal Strategic Plan dashboard to help us track our progress towards those goals. Our progress through FY 2023 is summarized here.

Updated version as of 11/15/2023:





# FY 2023 Accomplishments

## Goal 1: Grow Leadership Commitment to Diversity, Equity, & Inclusion

- We issued an OIG-wide Diversity Snapshot dashboard, which is updated monthly and includes employee demographic data to increase awareness of the current workforce and where gaps in representation may exist.
- We have reduced some of our organizational silos that lead to exclusive cultures:
  - more than 10 DE&I events hosted by our IDEA Council and/or Affinity Groups,
  - an OIG-wide book club meeting,
  - a DE&I-themed OIG-wide town hall, which included the DE&I coordinator and representatives of the IDEA Council and all eight Affinity Groups as special guests.
- We continue to engage our leadership teams to promote and execute DE&I trainings and are 98.7 percent complete as an agency. For FY 2023, we added a component-level meeting focused on DE&I as a Performance Evaluation System goal for all assistant inspectors general, which is 100 percent complete.
- Based on analysis of our diversity dashboard and snapshot, we formed a Pay & Promotions Working Group to look into these areas further and offer the organization recommendations for how to increase inclusion and equity.
- We continue to promote cross-component and all OIG initiatives promoting inclusion, retention, equity and wellness.
- We presented the first annual OIG DE&I Inspector General Awards at the annual OIG Awards Ceremony.

## Goal 2: Cultivate and Support an Inclusive Culture

- We launched a Federal Employee Viewpoint Survey Power BI report with trending to measure trends in questions and index ratings. The report and anonymized comments are available for all employees on our intranet.
- Our Female Agent Advisory Board (FAAB), working with the Office of Investigations Threat Management (TM) team, procured female-specific safety equipment, such as raid jackets and alternate belly band holsters for self-purchase by special agents.
- Promoted recruitment and retention of female Threat Management Instructors, which helped increase the number of new female TM instructors.
- We continued to support our mentorship app with DE&I principles and skills listed as professional qualities 137 employees who have built their profiles and 46 active mentorships, more than a 30 percent increase compared to last year.
- We have provided and will continue to provide individual and group DE&I training to our IDEA Council members.
- We have provided DE&I learning paths or roadmaps of courses based on various DE&I topics for OIG staff to ensure valuable, usable content for the inclusive growth of our organization.

## Goal 3: Attract and Develop a Diverse Workforce

- We launched a new external website with new recruiting videos to continue to attract diverse candidates
- We have continued to increase our participation in career fairs and outreach events at historically Black colleges and universities and other minority serving institutions, and within the Council of the Inspector General on Integrity and Efficiency (CIGIE) community to attract diverse candidates and recruit from all segments of society.
- We surveyed leadership on the qualities they consider in promotions and plan to incorporate the top factors into training and leadership opportunities for our employees.
- We conducted benchmarking across OIGs and federal agencies regarding DE&I best practices.
- The Office of Investigations and FAAB established Maternity Accommodations guidance for pregnant U.S. Postal Service Office of Inspector General special agents in the GS-1811 series job category to include reasonable accommodations and supervisory tools for handling, processing, and reporting these requests.



## Training

In FY 2023, we continued DE&I training goals, requiring minimum hours of self-selected training. All OIG employees must take at least 1 hour of DE&I training; managers and directors take at least 4 hours; and executives have an 8-hour goal. We are pleased to say that we were 98.7 percent successful on this goal, with only a very few people unable to complete the training. This goal continues to keep DE&I on everyone's radar, infusing so much of our work with DE&I principles. Not everyone is in the same place on DE&I, but we are starting, and in many cases continuing, an important dialogue. Many employees report learning new DE&I ideas and concepts through this training, which in turn inspired some employees to go further. Encouragingly, over half of our employees, or 56.2 percent, completed 30 minutes or more of extra DE&I training in FY 2023. We continue this commitment to training, and infusing the principles of diversity, equity, and inclusion into all our work. Look at some of our other accomplishments below.

## Employee Viewpoint Survey Inclusion Quotient and DEIA Index

As an organization-wide goal, we adopted the achievement of an 85 percent positive rating on the Federal Employee Viewpoint Survey (FEVS) Inclusion Quotient (IQ). The Inclusion Quotient contains 20 questions, used annually by OPM, in this government-wide survey. The IQ tracks employee sentiment of each participant agency around five areas: Cooperative, Empowering, Fair, Open, and Supportive. The IQ effectively measures employees' level of inclusion and engagement in their workplace. Every year, we ask the entire workforce to participate in the survey and focus on the results.

In our FY 2021 survey, we had an IQ score of 83 percent. The FY 2022 survey — taken well before the end of FY 2022, as we asked staff to return to the office after COVID — showed a decline to 77 percent. As anticipated, the FY 2023 survey shows an improvement to a 79 percent IQ score. While the IQ score is going in a positive direction, we will continue our focus on creating the diverse, equitable and inclusive organization we all deserve.

New this year within the survey was the DEIA index, and our initial score was an 81 percent positive rating. The DEIA index was specifically designed to align with Executive Order (EO) 14035 (Diversity, Equity, Inclusion, and Accessibility (DEIA) in the Federal Workforce) and features four components: Diversity, Equity, Inclusion, and Accessibility. The OIG results will serve as a baseline to assess future changes as well as benchmark comparisons for agency DEIA initiatives.

Here are some comments we received from our OIG employees on the most recent EVS:

*"I feel like the OIG is doing a good job with the budget constraints it is facing. I feel like the OIG is also doing a good job trying to implement measures for equity, diversity and inclusion."*

*"The OIG does a great job at valuing diversity."*

*"Accommodation[s available] to new employees like me, [when] compared to where I came from, was bar none."*

As we reviewed these comments from our EVS results, we asked participants in our National Leadership Development Program to examine our results and provide recommendations for retention and recruitment strategies for attracting and retaining our diverse and talented workforce. In addition, our Mission Support function is reviewing and standardizing policies and procedures to ensure a fair, consistent, and as-transparent-as-possible selection process.

# By the Numbers: Workforce Diversity

Sharing our DE&I data since FY 2021 continues to be a significant milestone in our journey. Our demographic data spans four dimensions of diversity, including race, ethnicity, gender, and disability status. The data helps us identify opportunities and tackle problems across the OIG, including how we support our people. We are committed to holding ourselves accountable as we continue to dig deeper, set and achieve goals for improvement, and track our progress over time.

Our goal is to ensure our workforce reflects the society in which it lives.

All our employees have access to our Diversity Snapshot, with demographic data updated monthly. The Snapshot shows, at a high level, the demographics of our organization currently and over time. This site helps to inform our current state, and the progress we are making to ensure a workforce that reflects the society in which we live.

## Our Workforce

We have committed to be transparent about where we stand in our workforce and our progress. The information in this section provides a snapshot of our demographics, including race, ethnicity, gender, and disability status. We are headed in the right direction, but there is always more work to do.

For the first time in 2020, the U.S. Census Bureau used two separate questions (one for Hispanic or Latino origin and one for race) to collect the race<sup>1</sup> and ethnicities<sup>2</sup> of the U.S. population. We recognize the importance of this information and how it provides us with a better understanding of the racial and ethnic composition of the U.S. population. We continue to collect workforce demographics data in the manner the Equal Opportunity Employment Commission (EEOC) requires and are looking for ways to provide more accurate depictions of our staff's racial and ethnic identities.

## Workforce Comparison

A review of our demographic data for the OIG workforce at the end of FY 2023,<sup>3</sup> which was made up of slightly more than a 1,000 employees, continues to provide one way to identify what is working well and where we can do better. Looking at data on an OIG-wide basis is just a starting point, as our goal is to ensure that each component and office reflects our increasingly diverse country.

1 The U.S. Census and Bureau collects race data in accordance with guidelines provided by OMB, and these data are based on self-identification. The racial categories included in the census questionnaire generally reflect a social definition of race recognized in this country and not an attempt to define race biologically, anthropologically, or genetically. In addition, it is recognized that the categories of the race item include racial and national origin or sociocultural groups. People may choose to report more than one race to indicate their racial mixture. People who identify their origin as Hispanic, Latino, or Spanish may be of any race and ethnicity.

2 The U.S. Census Bureau adheres to the OMB definition of ethnicity. There are two minimum categories for ethnicity: Hispanic or Latino and Non-Hispanic or Latino. OMB considers race and Hispanic origin to be separate and distinct concepts. People who identify as Hispanic, Latino, or Spanish may be any race. In this report, we use the U.S. Census Bureau's definitions of race and ethnicity to provide clarity between the two.

3 This section is based on voluntary employee self-identification. Percentages may not sum to 100 due to rounding and some staff have declined to disclose their information. It includes full-time employees and student cooperatives who were active or on leave as of the effective date. Leadership includes deputies and above.

## Comparing Workforces

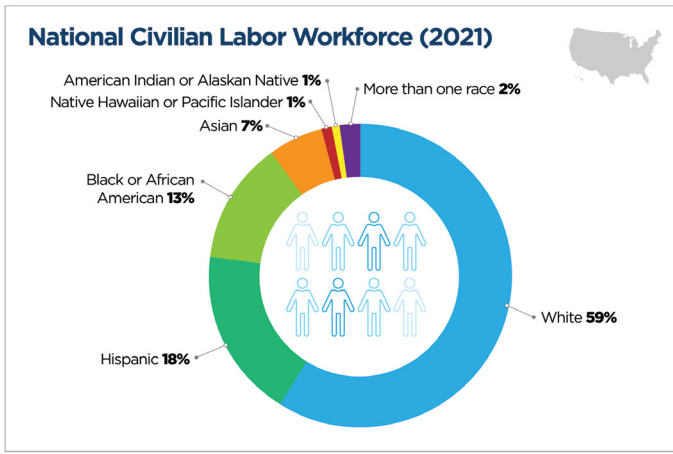
We compared the OIG workforce to the National Civilian Labor Workforce (CLF) demographics from the U.S. Bureau of Labor Statistics' (BLS) 2021 Labor Force Report<sup>4</sup> to show how we compare nationally. Below is a snapshot of that comparison of people 16 years of age and older that make up the labor force.

By race and ethnicity, non-Hispanic whites made up most of the CLF (59 percent). Black or African Americans and Asians constituted an additional 13 percent and 7 percent, respectively. American Indian and Alaska Natives made up 1 percent of the labor force, while Native Hawaiians and Other Pacific Islanders accounted for less than 1 percent. People of two or more races made up 2 percent of the CLF.

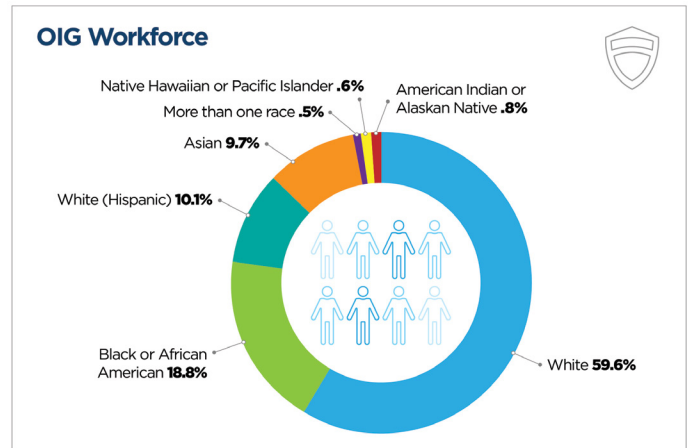
When we compare ourselves to the CLF data, the OIG exceeds the CLF in Black or African American, and Asian groups.

In the OIG, people who identify as Hispanic or Latino ethnicity currently make up about 10 percent of the OIG workforce. In the civilian workforce, as of FY 2021, this population made up 18 percent of the labor force.

We analyzed the demographic data of the entire OIG workforce to compare FY 2021 through FY 2023 to show the changes that have occurred over the past years.



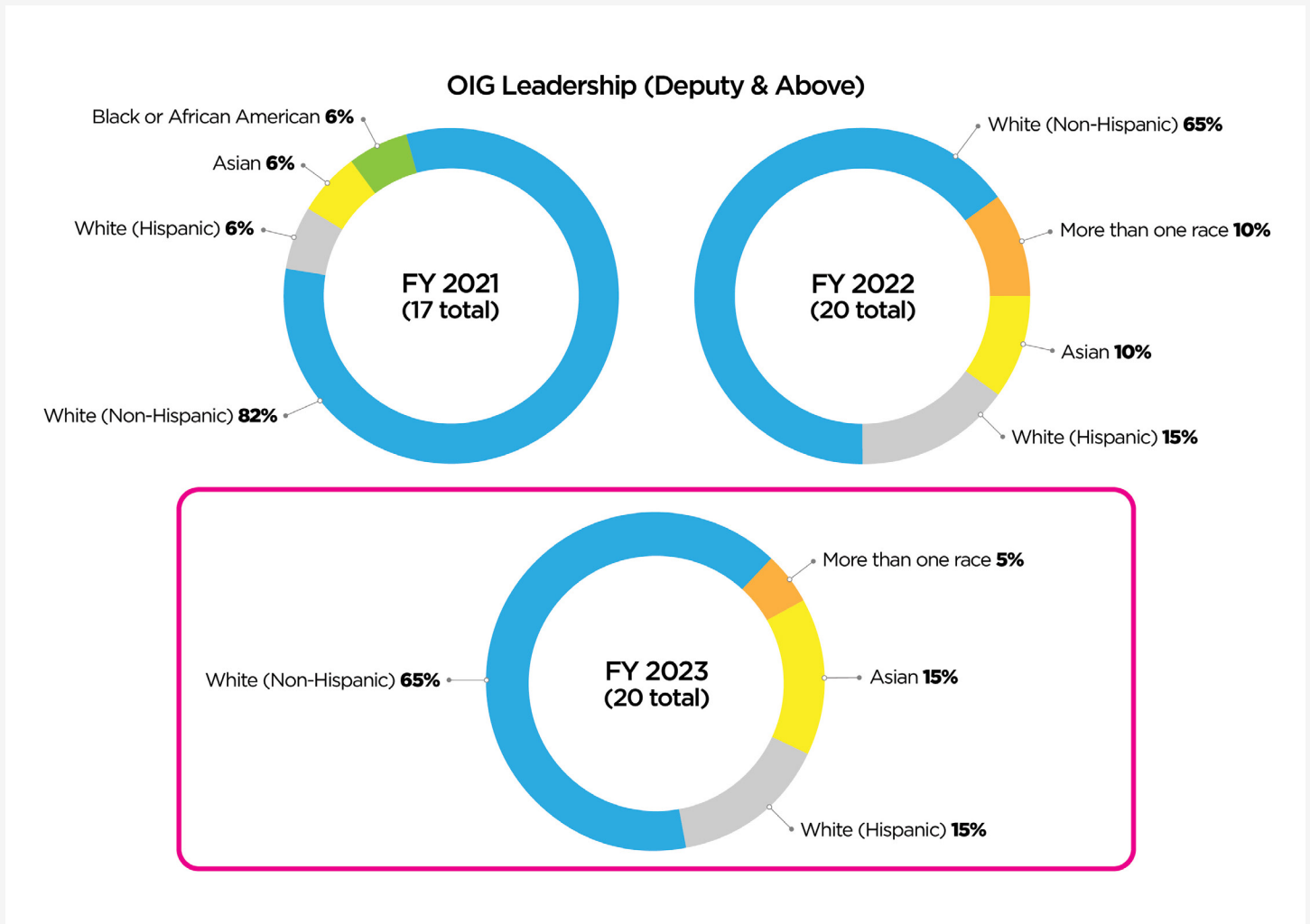
Source: 2021 U.S. Bureau of Labor Statistics



4 Labor force characteristics by race and ethnicity, Labor force characteristics by race and ethnicity, 2021 : BLS Reports: U.S. Bureau of Labor Statistics.

## OIG Leadership (Deputies and Above)

Over the past year, we have maintained the diversity of our leadership, at 35 percent people of color in FYs 2022 and 2023. White (Non-Hispanic) representation in senior leadership, at 65 percent, continues to exceed the national civilian labor force, where 41 percent are people of color.

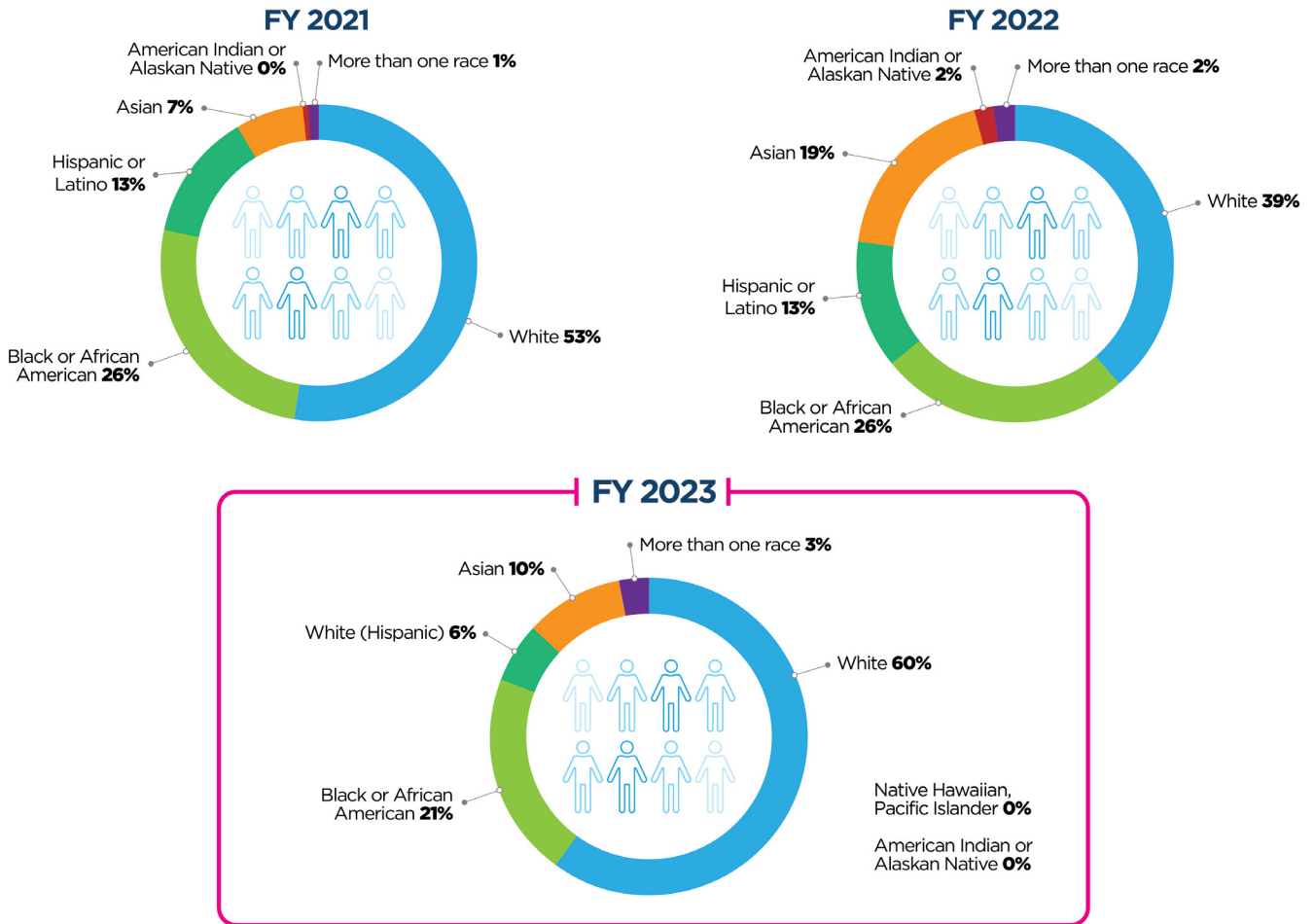


## Recruiting

Building on our past efforts, we remain committed to attract and develop a diverse workforce. To help accomplish our goal, recruitment and retention efforts continue to be a primary focus. This year, we expanded our recruitment efforts by participating in more recruitment outreach events at historically Black colleges and universities and other minority serving institutions. Our recruitment efforts will continue to expand, including at disability conferences and veterans' events. To work towards an applicant pool for open positions that looks like the communities we serve, we need to meet applicants from diverse backgrounds where they are.

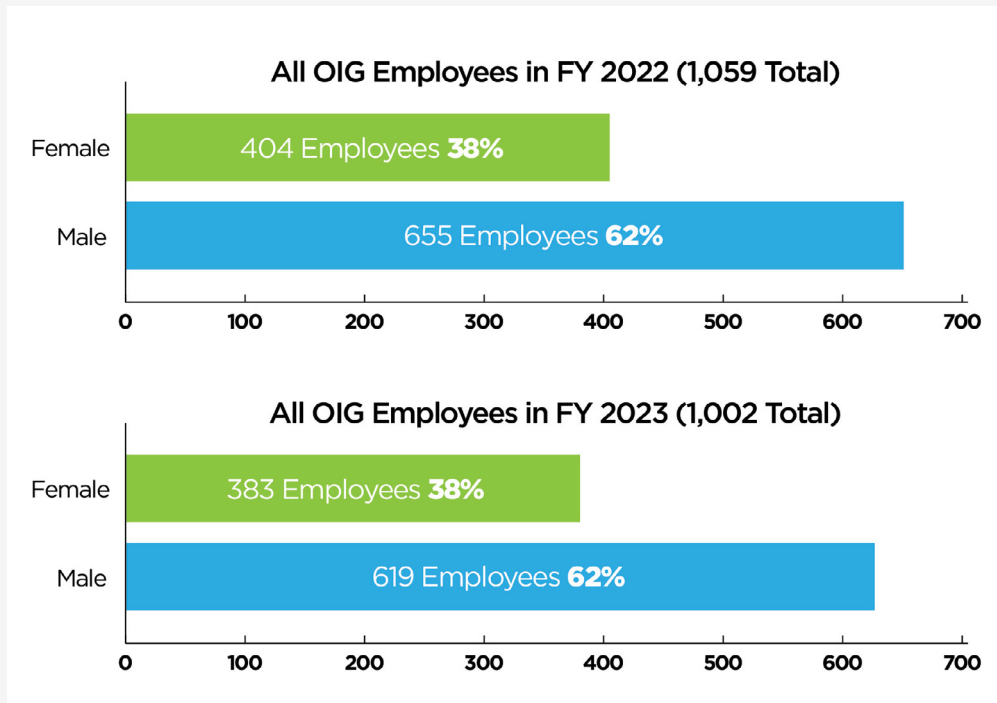
At the end of FY 2023, around 40 percent of new hires were people from minority groups, including Black or African American, Asian, American Indian, or Alaskan Native, those who identified as two or more races, and those who identify as Hispanic or Latino. This is almost a 20–percentage point decrease from FY 2022, when minorities represented around 61 percent of our new hires. One contributing factor could be that due to budgetary constraints, new hires were about 20 percent below FY 2022 levels. While the total number of new hires may not increase substantially, Human Resources will continue to outreach and have a presence at career fairs with the goal of continuing to diversify the workforce into the future.

### Diversity of New OIG Hires Has Decreased



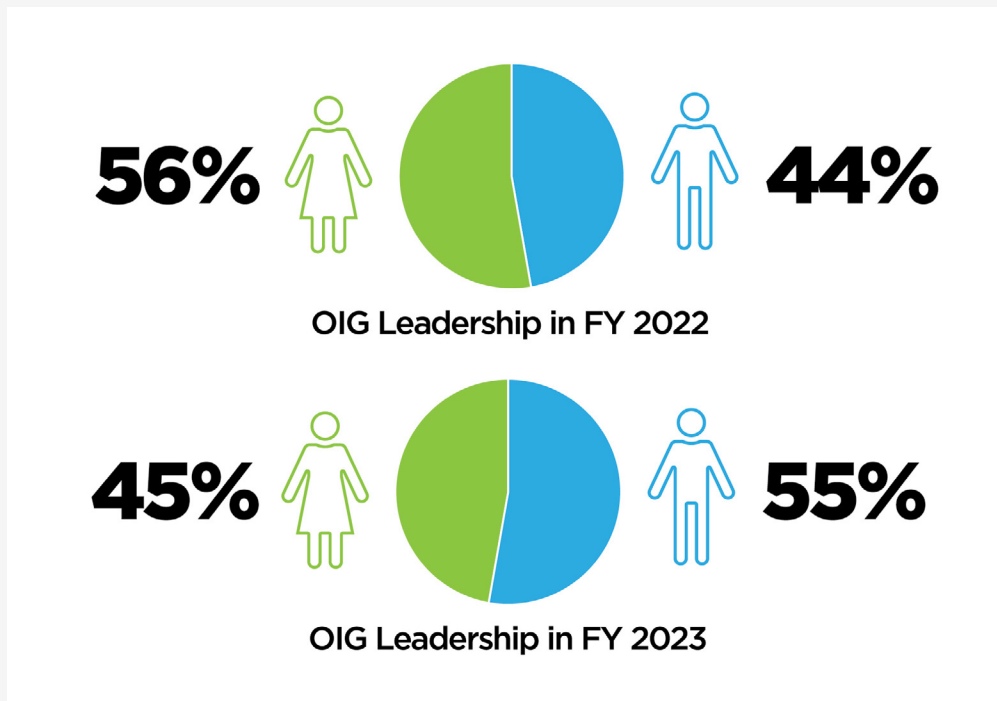
Note: Unlike the rest of this report, this graphic shows Hispanic or Latino broken out separately because that is how the data is reported.

## Gender



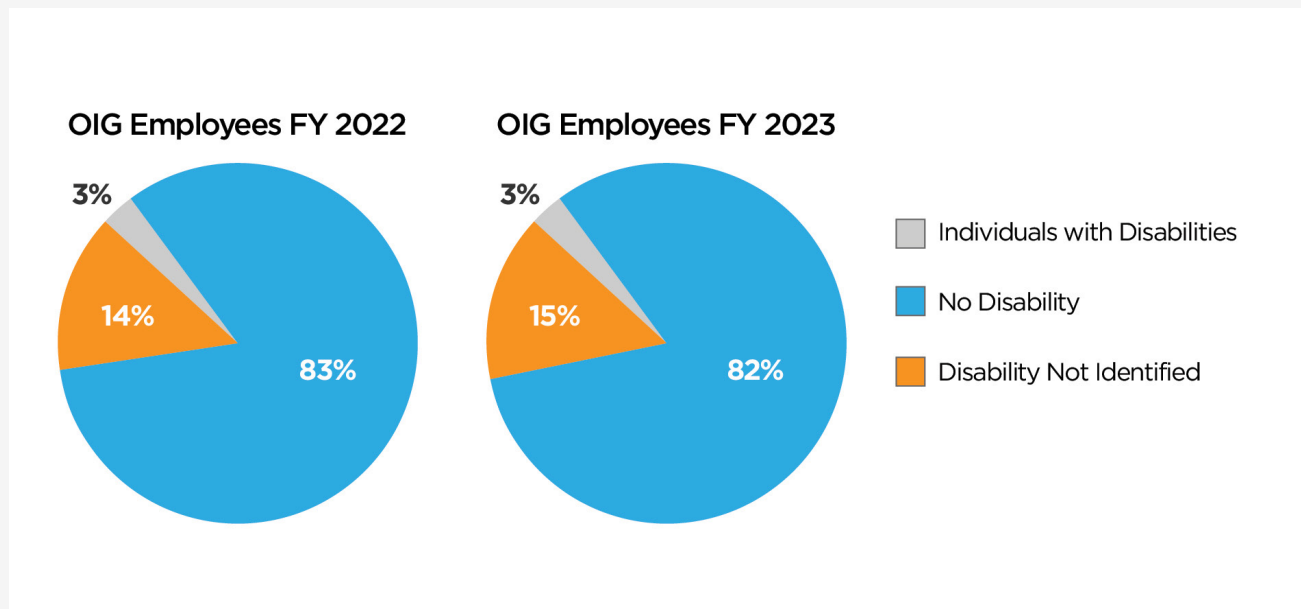
Gender is an area where there has not been significant change in composition over the past year when looking at the entire OIG workforce. Females represent 38 percent of our workforce, taking all levels into account, while the CLF reports 47 percent females. Looking deeper into the data, a significantly higher percentage of males in the Office of Investigations accounts for much of this disparity.

### Gender and OIG Leadership (Deputies and Above)



Slightly less than half of the OIG leadership is female. This is higher than the overall workforce composition of 38 percent and above the CLF.

## People with Disabilities



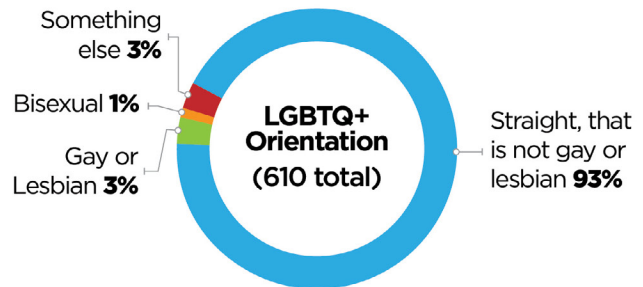
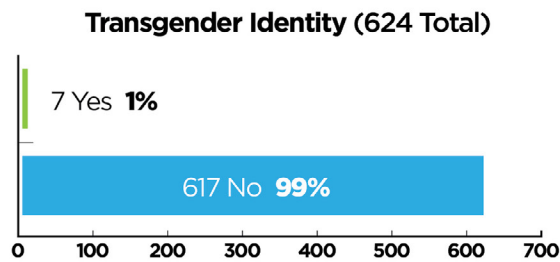
Based upon Self Identification of a Disability, SF Form 256 (completed at the time of hiring), about three percent of employees, including OIG leadership, reported having a disability. These include mobility issues, cognitive impairments, vision and hearing impairments, and more. Another 15 percent of employees selected "I do not wish to identify my disability or other serious health condition."

This report provides visibility to the reliable data we have based on employees' voluntary self-identification, but it doesn't reflect the full diversity of our workforce.

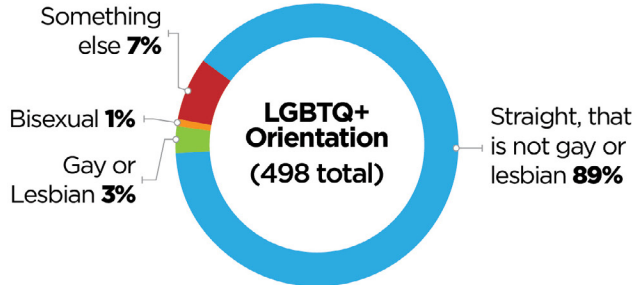
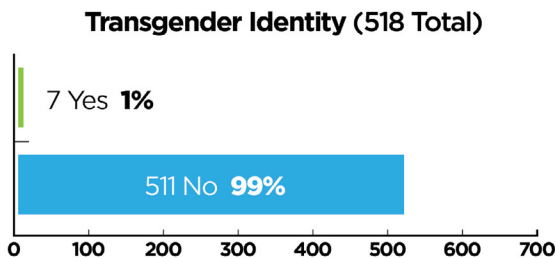
## Expanding Data for Other Groups in the OIG

Everyone brings their own diversity to the OIG. This report provides visibility to the reliable data we have based on employees' voluntary self-identification, but it may not reflect the full diversity of our workforce. In our aim to continue to gather even more credible data, we added voluntary LGBTQ+ and gender identity questions into the FEVS. Based on the response rates in FY 2022 and FY 2023 of 66 and 56 percent, respectively, these additional metrics are provided below. We continue to seek more opportunities to gain valuable insight into all employees' diversity in future reports.

### FY 2022



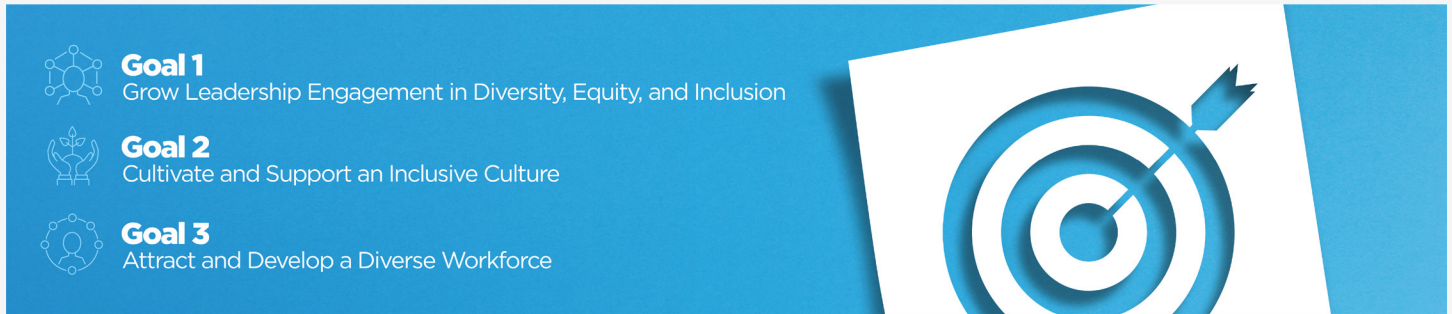
### FY 2023





# Step by Step: Our DE&I Journey

Because our journey is ongoing, we are working on addressing our representation gaps to continue to build an inclusive culture. Beginning in FY 2021, we have established the DE&I strategic goals we strive to achieve within the next three years. These goals include:



**Goal 1**  
Grow Leadership Engagement in Diversity, Equity, and Inclusion

**Goal 2**  
Cultivate and Support an Inclusive Culture

**Goal 3**  
Attract and Develop a Diverse Workforce

We have already started taking steps towards meeting these goals. Below you will see some of our ongoing work and tasks we plan to accomplish in this fiscal year.

Goal 1	Goal 2	Goal 3
<ul style="list-style-type: none"> <li>Continue to annually present analysis of diversity and hiring data.</li> <li>Continue to identify DE&amp;I training courses to expand existing training roadmaps for employees, leaders and executives.</li> <li>Continue to offer opportunities for agency-wide targeted discussions (town halls, roundtables, cross-functional events, and small group discussions) on issues related to DE&amp;I.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to sponsor and complete working groups, such as the Pay &amp; Promotions Working Group, to identify opportunities for improvement.</li> <li>Continuously evaluate programs and processes to identify barriers that reduce inclusivity, participation, and employee development.</li> <li>Continue to strengthen and expand access to internal and external leadership development training curriculum through programs such as the Leadership Engagement, Advancement and Development program and the National Leadership Development Program for employees to be eligible for future promotions.</li> </ul>	<ul style="list-style-type: none"> <li>Create diversity reports on new hires to inform recruitment strategies</li> <li>Develop interview guides/job aids to support inclusive hiring practices.</li> <li>Strategically recruit from all segments of society to draw a diverse candidate pool including those who are underrepresented.</li> <li>Participate in recruitment outreach events at historically Black colleges and universities and other minority serving institutions, disability conferences, and veterans' events.</li> </ul>

## The Road Ahead

Remember, creating a diverse and inclusive workplace is a journey — not a project we can mark as complete. As our society continues to evolve, so will our workplace.



FY 2023 was a challenging year in many ways, but we are beginning to see some of the fruits of our DE&I commitment. We look forward to continued progress as we further incorporate DE&I principles into our work, making for a better workplace and producing better results.

Looking back to where we started, the executive leadership team is proud of all the work we accomplished thus far. We will continue to create an inclusive culture at the OIG, ensuring that diversity and equity are embedded into our everyday work, lives, and mission.

Thank you for your continued support and the progress we will make together. We won't stop until we **all** belong.

# OFFICE OF INSPECTOR GENERAL

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