
PENNSYLVANIA DEPARTMENT OF THE AUDITOR GENERAL



Pennsylvania Auditor General



PaAuditorGen



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Diversity, Equity and Inclusion Initiative

March 2023

A Message from the Auditor General Tim DeFoor



As the first African American Row Officer in Pennsylvania history, I feel an obligation to continue to open doors and lift up others similar to what has been done for me.

As Pennsylvania Auditor General, I am fully committed to building a diverse, equitable and inclusive workforce where everyone can bring their whole authentic selves to the workplace without fear of retaliation or exclusion.

Diversity, Equity and Inclusion (DEI) is a cornerstone to any successful branch of government or business. At the Department of Auditor General, it is our mission and intention to have a DEI plan with outcomes designed to strengthen and grow our diverse department representative of the entire Commonwealth.

We can only grow by lifting others, and I look forward to seeing how we can grow more authentic connections through the strengthening of these efforts.

Executive Summary

Our goal is to foster and create a workforce that is talented, diverse, and committed to a culture of inclusion and belonging. We are dedicated to continuous-implementation and design of progressive learning opportunities, partnerships, and team building.

Equal Employment Opportunity

The Department of the Auditor General is an equal employment opportunity employer and is committed to a diverse workforce. We value inclusion to recruit, develop, and retain the most qualified people to serve the citizens of Pennsylvania. We do not discriminate based on race, color, religious creed, ancestry, union membership, age, gender, sexual orientation, gender identity or expression, national origin, AIDS or HIV status, disability, or any other categories protected by applicable federal or state law. All diverse candidates are encouraged to apply.

The Department of the Auditor General is committed to policies providing equal opportunity for everyone. Accordingly, all employment decisions are made without discrimination based on race, color, religious creed, age, sex, ancestry, union membership, sexual orientation, national origin or disability. In addition, Department employees are bound by a Code of Conduct that prohibits any form of harassment, including sexual harassment.

DEI Statement

Our mission is to serve the people of Pennsylvania by improving government accountability, transparency and effective use of taxpayer funds. As a steward, we must leverage all available talent to serve the citizens of Pennsylvania and create an equitable, inclusive, and just environment to ensure that our workforce achieves its full potential. Everyone in our community will feel welcome and know that they and all aspects of their identity* belong. We will foster a culture of diversity and appreciate the value of individual differences and varied perspectives. All members of the Department of the Auditor General have a vital role in enhancing the department's vision for diversity and belonging.

*Identity includes but is not limited to race, ethnicity, national origin, socioeconomic status, religion, sex (including sexual orientation, gender identity, or gender expression), age, ability, veteran status, or family structure.

Priority Goals 2023-2027

The Priority Goals are the overarching themes that will be addressed in the five-year plan.

Priority Goal 1: Create a Culture of Belonging

Identify and evaluate current employees with a survey to identify training needs, baseline for metrics and to foster an environment to allow employees to feel confident and comfortable being their true, authentic selves. Consider the use of assistive technologies to help communication between differently abled peoples and provide the resources for them to operate effectively, contribute, and collaborate at the DAG.

Priority Goal 2: Recruiting, Hiring and Retention

Examining and updating our processes for recruiting and retention of employees, including those of historically marginalized groups. Reviewing and monitoring how we support our employees. Improve processes and resources to streamline the recruiting process and make our process more equitable for applicants. Evaluate recruitment efforts to increase applications and to diversify our applicant population.

Priority Goal 3: Professional Development

Pursuing ongoing learning and training of our employees to hone the knowledge and skills sets to build a community workplace where all are treated with respect and dignity. Clearly define criteria for advancement in the workplace. Create an equitable evaluation process for employee review.

Priority Goal 4: Community Engagement

Identify and implement community outreach and volunteer efforts and community partnerships across Pennsylvania. Create opportunities for employees to have fun together and to learn about them as unique individuals. Specific actions may include forming a committee who would seek out service opportunities and build engagement with diverse community partners, organizations and leaders.

Strategic Plan of Action 2023-2024

Priority Goal 1: Create a Culture of Belonging

Identify ways to connect all DAG employees (current and future) and foster a truly welcoming and inclusive working environment. Increase awareness and communication between uniquely identified individuals while providing the outlets and resources for them to operate effectively, contribute, and be their true, authentic self.

- Assess the baseline environment, focusing on existing knowledge of DEI.
- Create employee resource groups.
- Assess training needs.

Priority Goal 2: Recruiting, Hiring and Retention

Evaluate current recruitment, hiring, and retention practices” actions i.e. review public facing images and language (to include job descriptions) to ensure inclusivity, create diverse interview panels, require hiring managers to include at least one interview question to assess management candidates on their ability to foster DEI, advertise on different job posting forums, introduce DEI efforts at onboarding and mandatory DEI and empathy-based training for supervisors.

- Focus area within finding diverse colleges (different organizations at colleges)
- What is our main mission? Maybe reaching a certain percentage (total population and management).
- Education of the current workforce (unconscious bias, etc.)
- Needs to be something for hiring managers
- Evolve communications messaging

Priority Goal 3: Professional Development

Pursuing ongoing learning and training of our employees to hone the knowledge and skills sets to build a community workplace where all are treated with respect and dignity. Clearly define criteria for advancement in the workplace. Create an equitable evaluation process for employee review.

- ✎ Create Professional Development curriculums to include but not limited to:
 - Unconscious and implicit bias
 - The meaning of DEI
 - Stereotyping
 - Reducing prejudice
 - Cultural awareness and belonging

- Addressing microaggressions (in the workplace and with coworkers)
- Anti - harassment
- LGBTQ+

Priority Goal 4: Community Engagement

Identify and implement community outreach and volunteer efforts and community partnerships within the Harrisburg area. Create opportunities for employees to have fun together and to learn about them as unique individuals.

Form a committee who would seek out service opportunities and build engagement with diverse community partners, organizations, and leaders

Create faculty volunteering opportunities that align with the [United Nations Sustainable Development Goals](#).

Accountability Measures

To hold ourselves accountable, we will monitor and evaluate the priority goals and our overall strategic plan. We will be deliberate and reflective during this process by evaluating our growth and process at the end of each year.