



**THE
PRIVACY AND CIVIL LIBERTIES
OVERSIGHT BOARD
DIVERSITY, EQUITY,
INCLUSION, AND
ACCESSIBILITY
ANNUAL PROGRESS REPORT
2022**

Privacy and Civil Liberties Oversight Board

Diversity, Equity, Inclusion, and Accessibility Annual Progress Report: 2022

March 2023

PRIVACY AND CIVIL LIBERTIES OVERSIGHT BOARD
800 N. CAPITOL STREET, NW
WASHINGTON, DC 20002

This report is available at <https://www.pclob.gov>.
Send comments or questions to info@pclob.gov or to the mailing address above.



ABOUT THIS REPORT

The Privacy and Civil Liberties Oversight Board (PCLOB) Diversity, Equity, Inclusion, and Accessibility (DEIA) Annual Progress Report for 2022 provides the status of the agency's efforts to advance diversity, equity, inclusion, and accessibility within the agency and the agency's success in implementing the PCLOB DEIA Strategic Plan.

The PCLOB DEIA Strategic Plan was issued in March 2022 in response to the President's Executive Order (EO) 14035, *Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce*. EO 14035 was issued to further advance equity within the Federal Government by promoting diversity, equity, inclusion, and accessibility, outlining measures for agencies to develop DEIA strategic plans and report annually on their accomplishments towards achieving a stronger Federal workforce "from all segments of society."

This report highlights the agency's accomplishments during its first year of implementing the goals presented in the PCLOB's DEIA Strategic Plan. This included the following actions in 2022:

- ❖ Formation of an agency DEIA Team;
- ❖ Evaluation of needed resources to implement DEIA initiatives by obtaining and analyzing data, both qualitative and quantitative;
- ❖ Development of DEIA training plans for staff;
- ❖ Initiation of partnerships to enhance recruitment efforts;
- ❖ Development and completion of an agency pay equity audit;
- ❖ Development of formal exit interview questions;
- ❖ Completion of a survey to assess the current climate amongst staff; and
- ❖ Review and update of various agency policies and procedures.

The PCLOB is committed to building an inclusive, equitable, and accessible workplace that inspires engagement, creativity, and excellence as evidenced by the continuous progress made to achieve the agency's DEIA strategic goals. With the issuance of this progress report, PCLOB will update and issue a new 2023-2026 DEIA Strategic Plan to outline the agency's short and long-term goals to help ensure a diverse workforce and an equitable, inclusive, and accessible workplace.





TABLE OF CONTENTS

About This Report.....	i
DEIA Vision, Mission, and Operating Principles.....	3
DEIA Goals	4
2022 Progress Report: Snapshot.....	5
2022 Progress Report: By Initiative	6
PCLOB DEIA Maturity Model.....	9
About PCLOB’s Staff.....	10
PCLOB’s Workforce Demographics.....	11
Next Steps: 2023 and Beyond	12



DEIA VISION, MISSION, AND OPERATING PRINCIPLES

VISION

To advance and embed Diversity, Equity, Inclusion, and Accessibility throughout PCLOB's workforce.

MISSION

PCLOB will work to draw from the full diversity of the nation, position itself as a model employer that values and promotes equity, and incorporates those principles in conducting its oversight and advice projects.

OPERATING PRINCIPLES

Consistent with the Government-wide DEIA Strategic Plan, PCLOB implemented the following five foundational principles into the PCLOB 2022 DEIA Strategic Plan for consideration and development of strategies:

1. Use data and evidence-based decision-making.
2. Focus on continuous improvement.
3. Adopt a collaborative whole-of-agency mandate with partnership engagement.
4. Prioritize accountability and sustainability.
5. Understand the perspectives of the workforce and the customers.



DEIA GOALS

Despite the agency’s small size and limited resources, PCLOB outlined eight goals to accomplish, or on which to make significant progress, in its 2022 DEIA Strategic Plan. These goals, and their intended areas of focus, are as follows:

DIVERSITY	1. Evaluate needed resources to implement DEIA initiatives. <ul style="list-style-type: none">❖ Form a DEIA Team composed of senior staff, led by the Chair.❖ Assess existing resources and determine requirements.
	2. Develop DEIA training for individuals involved in the hiring process. <ul style="list-style-type: none">❖ Require training to limit bias in the hiring process.
	3. Establish partnerships and enhance recruitment. <ul style="list-style-type: none">❖ Develop recruitment partnerships with institutions that serve historically underserved communities, including colleges and universities, law schools, and professional associations.
EQUITY	4. Develop and establish an agency pay equity audit. <ul style="list-style-type: none">❖ Perform an assessment of whether different demographic groups in similar positions are equitably compensated within the agency.
	5. Develop and implement formal exit interview questions. <ul style="list-style-type: none">❖ Incorporate DEIA-related questions into exit interviews for DEIA Team assessment.
INCLUSION	6. Conduct a climate survey. <ul style="list-style-type: none">❖ Assess the current PCLOB workplace culture of inclusivity.
	7. Develop an employee mentorship program. <ul style="list-style-type: none">❖ Develop and implement an informal, voluntary pilot mentorship program for employees.
ACCESSIBILITY	8. Review of policies and procedures. <ul style="list-style-type: none">❖ Review existing accessibility guidance, policies, and procedures to determine whether updates are needed to further develop and sustain an accessible workplace.



2022 PROGRESS REPORT: SNAPSHOT

The PCLOB 2022 DEIA Strategic Plan reflected a commitment by the agency to make DEIA considerations a core component of the agency’s workforce and decision-making framework. That strategic plan included specific goals we sought to complete by December 2022. The following table summarizes by focus area the agency’s success in meeting those goals.

FOCUS	GOAL	PROGRESS
DIVERSITY	1. Evaluate needed resources to implement DEIA initiatives.	COMPLETE
	2. Develop DEIA training for individuals involved in the hiring process.	COMPLETE
	3. Establish partnerships and enhance recruitment.	IN PROGRESS
EQUITY	4. Develop and establish an agency pay equity audit.	COMPLETE
	5. Develop and implement formal exit interview questions.	IN PROGRESS
INCLUSION	6. Conduct a climate survey.	COMPLETE
	7. Develop an employee mentorship program.	UNDER DEVELOPMENT
ACCESSIBILITY	8. Review of policies and procedures.	COMPLETE



2022 PROGRESS REPORT: BY INITIATIVE

The agency's first action following the issuance of the 2022 DEIA Strategic Plan was to form a DEIA Implementation Team. The DEIA Team, led by the Board Chair and composed of both mission-focused and operations senior staff, committed to meeting regularly to address the eight goals outlined on the PCLOB DEIA Strategic Plan. Thanks to their efforts, the agency made substantial progress in 2022 with all DEIA initiatives to create a workplace culture that recognizes diversity, provide equitable opportunities for all staff, foster an inclusive environment where everyone feels valued, and ensure that everyone has access to tools and resources they need to be successful. Progress by initiative is detailed below.

DIVERSITY INITIATIVE PROGRESS IN 2022

Goal #1: Evaluate needed resources to implement DEIA initiatives.

STATUS: COMPLETE.

To promote diversity at PCLOB through evaluation of available resources, the DEIA Team gathered available workforce composition data from the agency's payroll service provider for assessment and evaluation. PCLOB obtained data for 2021 and 2022 related to workforce gender and race (see the section of this report titled "PCLOB's Workforce Demographics") to assess the diversity of the current workforce as compared to one year ago, noting a slight decline in diversity amongst both gender and race within the agency.

In order to fully implement the diversity initiatives outlined in the PCLOB DEIA Strategic Plan, the DEIA Team established integration metrics for proposed initiatives and made recommendations to the Board on the assessment and implementation efforts in 2022. The assessment also identified a need for additional staffing dedicated to equal employment and diversity initiatives, and called for a budget analysis to determine costs associated with increased staffing needs. These actions led to a request for an increased budget in the Fiscal Year (FY) 2024 Congressional Budget Justification specifically related to PCLOB DEIA staffing needs.

Goal #2: Develop DEIA training for individuals involved in the hiring process.

STATUS: COMPLETE.

The DEIA Team collaborated to develop a plan for all hiring and promotion officials to complete DEIA training, as well as training for all staff who participate on interview panels on how to conduct inclusive interviews that limit bias. In 2023, the agency will implement new DEIA training requirements for those involved in the hiring process by utilizing training options already available in FedTalent, PCLOB's integrated electronic learning system.



Goal #3: Establish partnerships and enhance recruitment.

STATUS: IN PROGRESS.

The DEIA Team has begun to develop relationships with several groups who could assist in boosting PCLOB’s outreach to potential job applicants who are veterans or have disabilities. The DEIA Team is also reviewing cost options for listing PCLOB job openings on several dedicated websites for potential applicants who identify as “Black and African American, Asian, Hispanic and Latinx, Native and Indigenous, women, military veterans, individuals with disabilities, older workers and LGBTQIA+” By increasing awareness of PCLOB amongst these groups, PCLOB hopes to increase potential applicants from underserved communities. This is a long-term effort as we continue to evaluate hiring initiatives and will serve as a foundation to PCLOB’s DEIA efforts, helping achieve excellence in government service.

EQUITY INITIATIVE PROGRESS IN 2022

Goal #4: Develop and establish an agency pay equity audit.

STATUS: COMPLETE.

As an initial step to promoting pay equity throughout the agency, the DEIA Team developed and established a pay equity audit in 2022 to assess whether different demographic groups in similar positions are equitably compensated within the agency. Mapping this compensation data to demographic data over time will allow agency leadership to develop an evidence-based approach to mitigating potential barriers to equity in pay and pave the way for more inclusive hiring, promotion, and retention policies at PCLOB.

Goal #5: Develop and implement formal exit interview questions.

STATUS: IN PROGRESS.

The DEIA Team developed a set of new exit interview questions to include DEIA but had not fully implemented the new process by the end of 2022. The responses given to DEIA-related exit interview questions as employees depart the agency will be provided to the DEIA Team for assessment and formulation of potential future recommendations.



INCLUSION INITIATIVE PROGRESS IN 2022

Goal #6: Develop a climate survey.

STATUS: COMPLETE.

To ensure PCLOB employees operate in an inclusive environment, the agency needed to expand avenues for employee input to reach agency leadership. The DEIA Team developed a 12-question, anonymous survey which was distributed to staff in October 2022. The climate survey was designed to gather additional qualitative data for the DEIA Team to assess the status of inclusion in PCLOB's culture. The results of the survey were evaluated, and recommendations were presented to the Board in January 2023.

Goal #7: Develop an employee mentorship program.

STATUS: UNDER DEVELOPMENT.

The 2022 DEIA Strategic Plan called for the implementation of an informal, voluntary pilot mentorship program at PCLOB to help welcome and include new members of the staff across the agency. To ensure transparency in opportunities and to promote equity across the agency, DEIA principles were to be considered when developing the mentorship program.

Staff members prepared a draft plan, but the DEIA Team decided to defer the roll-out of a mentorship program until 2023.

ACCESSIBILITY INITIATIVE PROGRESS IN 2022

Goal #8: Review of policies and procedures.

STATUS: IN PROGRESS.

To provide an accessible workplace for all employees, including those with disabilities, PCLOB is reviewing all of its policies to determine whether updates are needed to further develop and sustain an accessible workplace, including remote work environments. This initiative is time intensive, as each updated policy requires Board review and approval before finalization. This policy review and update will continue into 2023.



PCLOB DEIA MATURITY MODEL

This Maturity Model is a potential tool included in the Government-Wide DEIA Strategic Plan for agencies to consider employing to assess the effectiveness of DEIA initiatives within their workforce policies and culture. PCLOB will utilize the Maturity Model to assess the status and effectiveness of DEIA initiatives across the agency. The Maturity Model will enable PCLOB to meet its goal of focusing on continuous improvement of its DEIA initiatives.

PCLOB has assessed its current status on the Maturity Model as **Level 1: Building Foundational Capacity for DEIA Initiatives**.

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



ABOUT PCLOB'S STAFF



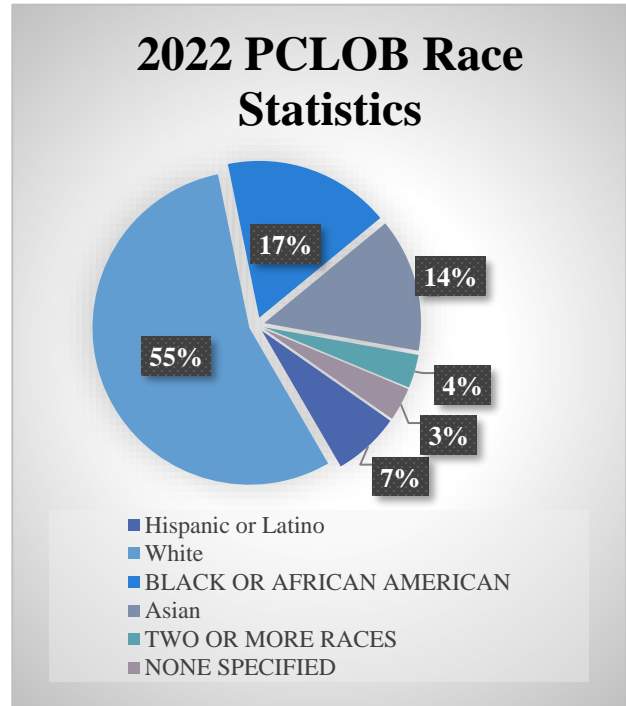
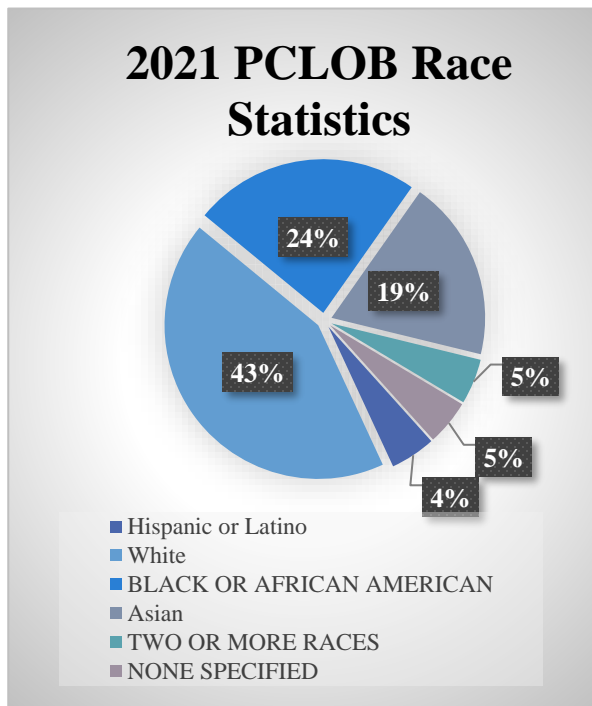
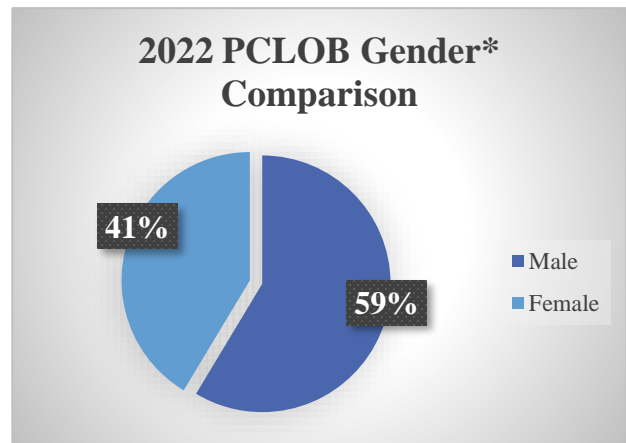
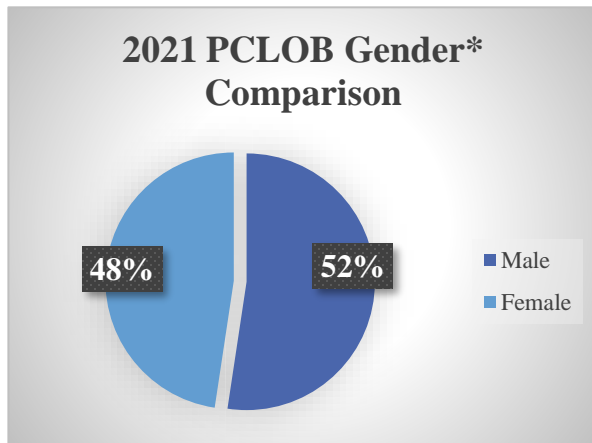
The PCLOB is composed of staff from different demographic backgrounds, ages, abilities, languages, and socioeconomic statuses. Each person brings their own perspective to the workplace, which in turn creates a multifaceted environment with wide-ranging viewpoints and creative problem-solving skills. PCLOB believes a diverse workforce and inclusive workplace are integral to executing the agency's mission.

At the end of 2022, the PCLOB had one headquarters office, located in Washington, D.C., with 23 full-time staff (including the Chair) and four (4) part-time Board Members. In addition to the five Board Members and their respective counselors, the agency's structure includes mission and operations staff.



PCLOB'S WORKFORCE DEMOGRAPHICS

The following is a look at the gender, race, and ethnicity makeup of the PCLOB staff in 2022, as well as in 2021, before the initiation of the 2022 DEIA Strategic Plan. With the procurement of this data, existing opportunities for improvement and growth can now be assessed and evaluated by the DEIA Team in 2023. Highlights of initial metrics data collected are summarized below.



**These were the only two genders identified in the data provided from our Human Resources service provider.*



NEXT STEPS: 2023 PCLOB “ROADMAP”

The DEIA roadmap for agency action is designed to improve policies and practices that advance DEIA across the employee experience including hiring, promotion, requests for accommodations, and long-term retention. The following DEIA roadmap outlines the DEIA initiatives PCLOB intends to accomplish or on which it will seek to make significant progress in 2023. Some of these goals are short-term in nature and intended to be accomplished in 2023, while others are long-term goals to be achieved as the PCLOB DEIA program matures.

FOCUS	GOAL
<p style="text-align: center;">DIVERSITY</p>	<p>1. Evaluate needed resources to implement DEIA initiatives.</p> <ul style="list-style-type: none"> ❖ Continue assessing existing resources and determine additional staffing required. ❖ Create multi-year hiring projections of agency hiring needs and develop an outreach and recruiting plan to seek a diverse applicant pool.
	<p>2. Implement DEIA training for individuals involved in the hiring process.</p> <ul style="list-style-type: none"> ❖ Implement annual training requirement to limit bias in the hiring process.
	<p>3. Establish partnerships and enhance recruitment.</p> <ul style="list-style-type: none"> ❖ Develop recruitment partnerships with institutions that serve historically underserved communities, including colleges and universities, law schools, and professional associations. ❖ Assess whether recruitment materials are effective in attracting a broad range of talent, including individuals from underserved communities.



FOCUS	GOAL
EQUITY	<p>4. Regularly conduct agency pay equity audits.</p> <ul style="list-style-type: none"> ❖ Perform an assessment of whether different demographic groups in similar positions are equitably compensated within the agency. ❖ Analyze data from current and prior years to identify pay gaps that may exist between different groups of employees and recommend steps to address them.
	<p>5. Implement formal exit interview questions.</p> <ul style="list-style-type: none"> ❖ Formalize DEIA-related questions into exit interviews for DEIA Team assessment. ❖ Analyze data, and report recommended areas for improvement to create a positive and productive work environment.
INCLUSION	<p>6. Conduct a climate survey.</p> <ul style="list-style-type: none"> ❖ Continue to assess the current PCLOB workplace culture of inclusivity. ❖ Analyze data from current and prior years to recommend areas for improvement.
	<p>7. Develop an employee mentorship program.</p> <ul style="list-style-type: none"> ❖ Develop and implement mentorship program as staffing conditions stabilize.



FOCUS	GOAL
ACCESSIBILITY	<p>8. Review and update policies and procedures.</p> <ul style="list-style-type: none"> ❖ Continue to review existing accessibility guidance, policies, and procedures to determine whether updates are needed to further develop and sustain an accessible workplace. ❖ Perform gap analysis and recommend new policies to the Board.
	<p>9. Ensure all technology is Section 508 compliant.</p> <ul style="list-style-type: none"> ❖ Ensure new technology is compliant with Section 508 of the Rehabilitation Act before deployment.
	<p>10. Improve efficiencies of accommodation requests.</p> <ul style="list-style-type: none"> ❖ Assess the average time for resolution of accommodation requests for individuals with disabilities and religious accommodations requests and implementing practices to improve efficiencies.