



**THE
PRIVACY AND CIVIL LIBERTIES
OVERSIGHT BOARD
Diversity, Equity, Inclusion,
and Accessibility
Annual Progress Report
2023**

Privacy and Civil Liberties Oversight Board

Diversity, Equity, Inclusion, and Accessibility Annual Progress Report: 2023

May 2024

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.

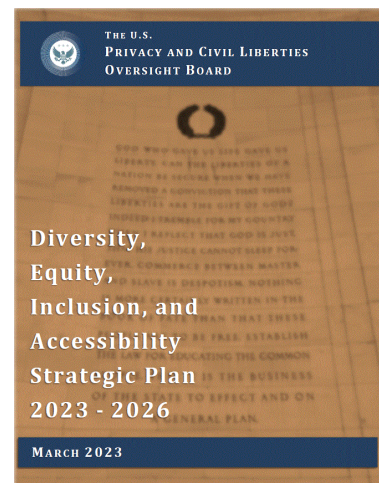


ABOUT THIS REPORT

The Privacy and Civil Liberties Oversight Board (PCLOB) Diversity, Equity, Inclusion, and Accessibility (DEIA) Annual Progress Report for 2023 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.

PCLOB issued its first DEIA Strategic Plan 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.”

After a year-long endeavor to develop and implement an agency DEIA program from scratch, the agency issued the PCLOB DEIA Strategic Plan 2023-2026 in March 2023. The updated strategic plan outlined a multi-year (long term) strategic approach to building an inclusive, equitable, and accessible workplace that inspires engagement, creativity, and excellence, with annual (short term) DEIA goals detailed in the “Next Steps” of the agency’s annual DEIA Progress Reports. Accordingly, this report outlines the 2023 progress made for stated goals in the 2023 PCLOB RoadMap, as outlined in the “Next Steps” section of the PCLOB DEIA Annual Progress for 2022.



This report highlights the agency’s accomplishments during its second year of implementing the goals presented in the PCLOB’s DEIA Strategic Plan, which included:

- ❖ Evaluation of needed resources to implement DEIA initiatives;
- ❖ Implementation of DEIA training plans for staff;
- ❖ Implementation of formal DEIA-focused exit interview questions;
- ❖ Participation in the Office of the Personnel Management’s (OPM) Federal Employee Viewpoint Survey (FEVS) to assess the current climate amongst staff; and
- ❖ Continued review and update of various agency policies and procedures.



TABLE OF CONTENTS

About This Report	i
DEIA Vision, Mission, and Operating Principles	1
DEIA Goals	2
2023 Progress Report: Snapshot	4
2023 Progress Report: By Initiative	5
PCLOB DEIA Maturity Model	9
About PCLOB’s Staff.....	10
PCLOB’s Workforce Demographics.....	11
Next Steps: 2024 PCLOB “Roadmap”	12



DEIA VISION, MISSION, AND OPERATING PRINCIPLES

In accordance with Executive Order 14035, PCLOB established the following 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 2023-2026 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 agency's stakeholders.



DEIA GOALS

Despite the agency’s small size and limited resources, PCLOB outlined a “2023 Road Map” in the Next Steps section of its 2022 DEIA Progress Report. These ten goals, and their intended areas of focus, were as follows:

DIVERSITY	1. Evaluate needed resources to implement DEIA initiatives. <ul style="list-style-type: none">❖ Continue assessing existing resources and determine additional staffing required.❖ Create multi-year hiring projections of agency needs and develop an outreach and recruiting plan to seek a diverse applicant pool.
	2. Implement DEIA training for individuals involved in the hiring process. <ul style="list-style-type: none">❖ Implement annual training requirement 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.❖ Assess whether recruitment materials are effective in attracting a broad range of talent, including individuals from underserved communities.
EQUITY	4. Regularly conduct agency pay equity audits. <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.
	5. Implement formal exit interview questions. <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	6. Conduct a climate survey. <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.
	7. Develop an employee mentorship program. <ul style="list-style-type: none">❖ Develop and implement a mentorship program as staffing and conditions stabilize.
ACCESSIBILITY	8. Review and update 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.❖ Perform gap analysis and recommend new policies to the Board.
	9. Ensure all technology is Section 508 compliant. <ul style="list-style-type: none">❖ Ensure new technology is compliant with Section 508 of the Rehabilitation Act before deployment.
	10. Improve efficiencies of accommodation requests. <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.



2023 PROGRESS REPORT: SNAPSHOT

The following table summarizes by focus area the agency’s success in meeting the ten goals outlined in its 2023 Roadmap.

FOCUS	GOAL	PROGRESS
DIVERSITY	1. Evaluate needed resources to implement DEIA initiatives.	MET
	2. Implement DEIA training for individuals involved in the hiring process.	MET
	3. Establish partnerships and enhance recruitment.	PARTIALLY MET
EQUITY	4. Regularly conduct agency pay equity audits.	NOT MET
	5. Implement formal exit interview questions.	PARTIALLY MET
INCLUSION	6. Conduct a climate survey.	PARTIALLY MET
	7. Develop an employee mentorship program.	NOT MET
ACCESSIBILITY	8. Review and update policies and procedures.	PARTIALLY MET
	9. Ensure all technology is Section 508 compliant.	MET
	10. Improve efficiencies of accommodation requests.	MET



2023 PROGRESS REPORT: BY INITIATIVE

The agency's DEIA Team, composed of both mission-focused and operations senior staff, committed to meeting regularly to address the ten goals outlined in the PCLOB DEIA Strategic Plan. Thanks to their efforts, PCLOB continued to make progress in 2023 with DEIA initiatives to create a workplace culture that recognizes diversity, provides equitable opportunities for all staff, fosters an inclusive environment where everyone feels valued, and ensures that everyone has access to tools and resources they need to be successful. Progress by initiative is detailed below.

DIVERSITY INITIATIVE PROGRESS IN 2023

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

STATUS: GOAL MET.

Following the DEIA Team's initial assessment of resources, PCLOB increased its Fiscal Year (FY) 2024 Congressional Budget Justification request to provide for additional staff, and the Board approved an increase in full-time staff positions, from 37 to 43. In 2023, the DEIA Team's assessment concluded that the previous year's approved staff level of 43 full-time employees would sufficiently meet the level of effort needed to implement DEIA initiatives for the next two years.

The DEIA Team assessed that appointment of a full-time Diversity Officer to lead the DEIA Team and oversee the implementation of the DEIA Strategic Plan was not feasible due to the agency's small size and limited budgetary resources. Instead, a team of dedicated staff members from across the agency worked together to implement DEIA initiatives in 2022 and 2023, with additional staff solicited to participate when DEIA Team members left the agency. At the end of 2023, PCLOB selected a new part-time EEO Director, a role previously performed as a collateral duty for another PCLOB staff member, whose responsibilities will include co-leading the agency's DEIA Team.

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

STATUS: GOAL MET.

In April 2023, all PCLOB staff were asked to complete DEIA training related to topics such as workplace DEI, EEO and Lawful Hiring, Adopting Inclusive Mindset, and Human Trafficking, training options already available in FedTalent, PCLOB's integrated electronic learning system. 76% of active full-time staff completed the training in 2023, and the DEIA Team will work to ensure even higher rates of participation for the coming year.



Goal #3: Establish partnerships and enhance recruitment.

STATUS: GOAL PARTIALLY MET.

PCLOB did make some progress in establishing recruiting partnerships with institutions that serve historically underserved communities, but further work is necessary to develop and maintain those partnerships. 2023 achievements related to this initiative included:

- PCLOB developed a list of DEIA/Equity related recruitment contacts with whom the agency could seek new or enhance current partnerships.
- PCLOB sought to further develop its social media presence to promote PCLOB events broadly, starting with LinkedIn, Twitter, and the PCLOB website.
- Representatives from PCLOB attended a recruiting event in May.

This is a long-term effort as the agency continues 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 2023

Goal #4: Regularly conduct agency pay equity audits.

STATUS: GOAL NOT MET.

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.

The data necessary to complete the 2023 pay equity audit was not obtained or assessed until 2024 due to oversight. The agency will strive to obtain the 2024 data and perform the 2024 pay equity audit in a timely manner. By mapping this compensation data to demographic data over time, agency leadership can develop an evidence-based approach to mitigating potential barriers to equity in pay, paving the way for more inclusive hiring, promotion, and retention policies and practices at PCLOB.



Goal #5: Implement formal exit interview questions.

STATUS: GOAL PARTIALLY MET.

To assess the overall employee experience with the agency and to identify opportunities for improved retention and engagement, a new set of exit interview questions which included DEIA-related inquiries was developed in 2022. The anonymous and voluntary exit interview survey was offered in 2023. However, results were not analyzed in 2023.

INCLUSION INITIATIVE PROGRESS IN 2023

Goal #6: Conduct a climate survey.

STATUS: GOAL PARTIALLY MET.

PCLOB participated in OPM's annual government-wide (FEVS) in 2023 for the first time in the agency's history. The FEVS is an annual survey administered OPM that measures Federal Government employees' perceptions of whether, and to what extent, conditions characterizing successful organizations are present in their agencies. FEVS is web-based, anonymous, and voluntary.

While the 2023 FEVS survey was made available to eligible PCLOB employees and the results were made available to PCLOB in late 2023, the data was not analyzed until 2024.

Goal #7: Develop an employee mentorship program.

STATUS: GOAL NOT MET.

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.

In 2023, the DEIA Team decided to defer the roll-out of a mentorship program. This was primarily due to the small size of the agency. In addition, the agency was in the process of hiring many new staff members for positions previously filled by detailees, and the DEIA Team assessed that the viability of a mentorship program should be reassessed in the future, after there were a greater percentage of seasoned staff members available to serve as mentors.



ACCESSIBILITY INITIATIVE PROGRESS IN 2023

Goal #8: Review and update policies and procedures.

STATUS: GOAL PARTIALLY MET.

To provide an accessible workplace for all employees, including those with disabilities, PCLOB continues to review 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 effort will continue into 2024.

Goal #9: Ensure all technology is Section 508 compliant.

STATUS: GOAL MET.

Federal agencies are required to participate in reporting activities on the maturity and conformance of Section 508. These reporting activities are cyclical in nature. For the Government-wide Section 508 Assessment Report, OMB and GSA are required to submit a report to Congress on the state of federal department and agency Section 508 implementation progress, providing a comprehensive summary and analysis of agency responses to assessment criteria. This report is submitted on an annual basis.

PCLOB updated all agency website materials dating back to 2013 and submitted the FY 2023 Government-Wide Section 508 Assessment submission to GSA in July 2023.

Goal #10: Improve efficiencies of accommodation requests.

STATUS: GOAL MET.

To date, PCLOB has received a very low number of accommodation requests (one in 2023; seven total in the agency's history), and the agency has not identified any inefficiencies in the processing of accommodation requests. Relevant staff coordinated to address the accommodation request received in 2023 in a timely manner and will continue to respond to future requests as quickly as possible.



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

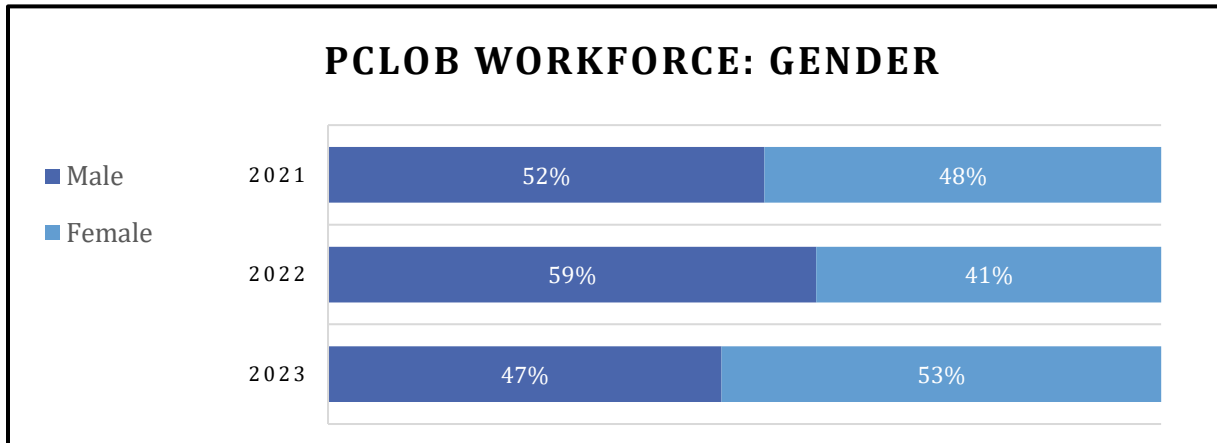
The PCLOB is composed of staff from different demographic backgrounds, ages, abilities, languages, and socioeconomic statuses. Each person brings their own perspective to the workplace, which in turn creates a multifaceted environment with wide-ranging viewpoints and creative problem-solving skills.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

At the end of 2023, the PCLOB had one headquarters office, located in Washington, D.C., with 29 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.

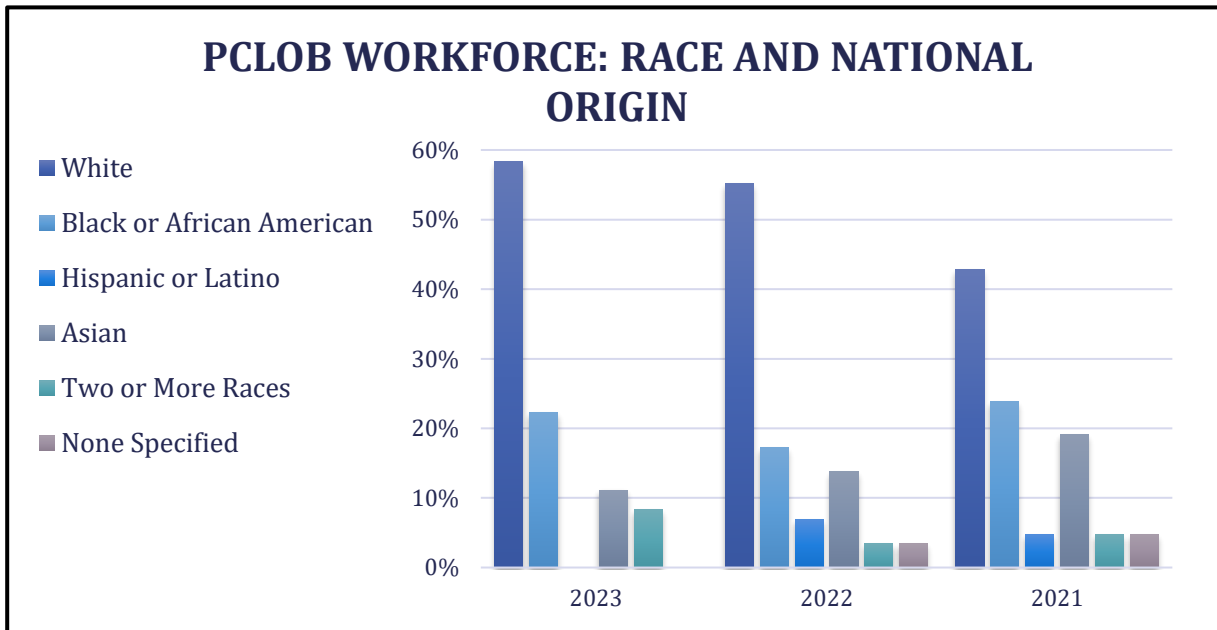


PCLOB’s WORKFORCE DEMOGRAPHICS

The following charts provide a look at the gender, race, and ethnicity makeup of the PCLOB staff and leadership in the agency over the last several years. The information below also includes staff who separated from the agency in 2023.



The agency has seen a gradual shift from more males to more females over the last few years, especially amongst White and Black or African American staff.





NEXT STEPS: 2024 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. In accordance with EO 14035, the following DEIA roadmap outlines the DEIA initiatives PCLOB intends to accomplish or on which it will seek to make significant progress in 2024. Some of these goals are short-term in nature and intended to be accomplished in 2024, 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. Strengthen the agency's collection of demographic and survey data and accountability to DEIA initiatives.</p> <ul style="list-style-type: none"> ❖ Strengthen the collection of workforce demographic and survey data to support data-driven decisions and streamline the tracking of DEIA initiatives. ❖ Provide quarterly briefings to the Board to promote accountability.
	<p>2. Promote training to foster a respectful and inclusive workplace.</p> <ul style="list-style-type: none"> ❖ Review and assess DEIA training options for staff, incorporating elements that identify and address barriers to DEIA and increase awareness of DEIA topics. ❖ Implement the 2024 DEIA training plan.
	<p>3. Improve recruitment and employment outreach plans and practices at PCLOB.</p> <ul style="list-style-type: none"> ❖ Identify best practices that could be broadly implemented at the agency to recruit and hire a qualified, diverse workforce in mission critical occupations. ❖ Enhance the agency careers webpage and increase the use of its social media platforms to provide more dynamic descriptions about the agency's work, various career paths, and efforts to improve the diversity of its workforce.



FOCUS	GOAL
EQUITY	<p>4. Conduct an agency pay equity audit.</p> <ul style="list-style-type: none"> ❖ Perform an assessment of whether different demographic groups in similar positions are equitably compensated within the agency.
	<p>5. Improve recruitment of veterans and qualified persons with disabilities.</p> <ul style="list-style-type: none"> ❖ Recruit and hire qualified veterans and persons with disabilities, including targeted disabilities to meet federal government-wide hiring goals of the Rehabilitation Act of 1973.
INCLUSION	<p>6. Conduct climate surveys.</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 to agency policies, procedures, and/or programs.
	<p>7. Assess the feasibility of an employee mentorship program.</p> <ul style="list-style-type: none"> ❖ Develop and implement a mentorship program as staffing conditions stabilize.
ACCESSIBILITY	<p>8. Review and update policies and procedures.</p> <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, including remote work environments.
	<p>9. Ensure all technology is Section 508 compliant.</p> <ul style="list-style-type: none"> ❖ Ensure compliance with Section 508 of the Rehabilitation Act.