



Pension Benefit Guaranty Corporation

Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plan

November 2022

**Pension Benefit Guaranty Corporation (PBGC)
Diversity, Equity, Inclusion, and Accessibility (DEIA)
2022 Strategic Plan**

DEIA Implementation Team

Agency Director: Gordon Hartogenesis

Chief Diversity Officer (CDO): Arrie Etheridge (Human Resources Director)

Cross-Agency DEIA Advisory Team: Janice Brown-Taylor (Deputy Chief of Benefits Administration), Paul Chalmers (Deputy General Counsel), Arrie Etheridge, Tim Hurr (Chief Information Security Officer), and Brenecia Watson (Office of Equal Employment Opportunity Director)

Collaboration Overview

The Diversity, Equity, Inclusion, and Accessibility (DEIA) program is in the Human Resources Department which resides under the Office of Management and Administration (OMA). The structure of the DEIA program is inclusive and has representation from each department in the agency, which allows for the creation of diverse learning and cultural opportunities for the entire agency population. The program consists of the Cross-Agency DEIA Advisory Team and the DEIA Council.

The Director of Human Resources serves as the Chief Diversity Officer (CDO) and the Executive Sponsor for the DEIA Council. The Director of Human Resources is responsible for ensuring integration of DEIA efforts into the decision-making governance, mission, and goals for the agency.

The Cross-Agency DEIA Advisory Team sets the cadence of leadership engagement and consists of five members: Deputy Chief of Benefits Administration, Chief Information Security Officer, Director of the Office of Equal Employment Opportunity (OEEO), Deputy General Counsel, and Director of Human Resources Department and was established according to the requirements of Executive Order 14035.

The team reports to the Executive Management Committee (EMC) (PBGC Director, Chief of Staff, General Counsel, Chief of Benefit Administration, Chief Financial Officer, Chief of Negotiations and Restructuring, Chief Management Officer, Chief Policy Officer, Chief Information Officer).

The DEIA Council is comprised of department representatives, Employee Resource Groups (ERGs) (i.e., Blacks in Government, Federally Employed Women, Federal Asian Pacific American Council, Hispanic Organization for Leadership and Advancement, Caribbean Connection PBGC, First Generation Professionals, Federal Managers Association, Toastmasters, and PBGC's Recreation Association).

The DEIA Council was created to provide advice and recommendations to all levels of Agency leadership regarding diversity and inclusion best practices, to promote and integrate DEIA best practices throughout the Agency, to serve as a forum to discuss DEIA issues, share ideas and information, and to implement DEIA initiatives consistent with law and regulations, and PBGC policy and procedures. The DEIA Council currently uses five work groups to formulate ideas and discuss how to best embed DEIA in PBGC's DNA and promote buy-in from the EMC to carry out those ideas that promote DEIA. As organizational priorities shift so may the focus of the working groups. Currently they are:

Work Group 1: Outreach: Outreach to minority serving colleges and other organizations with a focus on mission critical occupations such as actuaries, auditors, and attorneys.

Work Group 2: DEIA Strategic Plan: Work with agency stakeholders to revise PBGC's FY 2017 – 2021 Diversity & Inclusion Strategic Plan.

Work Group 3: Educate on DEIA/Promote Inclusion: Provide DEIA training and sponsor Senior Leader Brown Bag Series on DEIA topics.

Work Group 4: Community Day Campaign - Hidden Figures: Research U.S. pension history, explore hidden figures who worked to advance equitable treatment in society by way of pension benefits, and present information to the PBGC Community to promote education and a broader understanding of pensions in the context of diversity, equity, inclusion, and accessibility.

Work Group 5: DEIA Awareness Integration: Explore intra-agency processes and procedures to identify opportunities for integrating a DEIA perspective on standing intra-agency committees, review boards, and other teams.

The DEIA Program Manager is responsible for executing the DEIA vision, as well as the coordination of quarterly updates for PBGC's DEIA Strategic Plan.

State of the Agency

Agency Mission Statement:

The Pension Benefit Guaranty Corporation (PBGC or the Corporation) protects the retirement security of over 33 million American workers, retirees, and beneficiaries in single-employer and multiemployer private sector pension plans. The pension benefits of these participants are valued at more than \$3 trillion. The Corporation's two insurance programs are legally separate and operationally and financially independent.

DEIA Mission Statement:

The Pension Benefit Guaranty Corporation (PBGC) strives to model outstanding Diversity, Equity, Inclusion, and Accessibility (DEIA) principles and practices in all its workforce interactions. The agency aims to foster an inclusive culture that is free from bias and discrimination. Our commitment is reflected in PBGC's robust approach to DEIA programs, our hiring practices, and various partnerships built with groups and educational programs that aim to keep our workforce abreast of key facets of DEIA.

Successful Initiatives or Programs:

- a. PBGC conducted nine key Special Emphasis Program (SEP) observances yearly since 2011.
- b. PBGC chartered a DEIA (formerly D&I) Council in 2014.
- c. PBGC initially hosted in 2016 an annual Community Campaign Day and partnered with Morgan State University for STEM Day.
- d. PBGC pioneered a First-Generation Professionals Employee Resource Group in 2020.
- e. PBGC established a relationship in 2021 with the US Department of Veterans Affairs (VA), Veteran Readiness and Employment Division (VRE) consisting of monthly follow-up meetings and quarterly DVAAP Disability Awareness Trainings.

Challenges to Advancing DEIA Throughout the Entire Agency:

- a. PBGC requires a DEIA Policy Statement.
- b. PBGC requires a more robust educational DEIA awareness initiative.
- c. PBGC requires innovative and accessible solutions for its new Headquarters.
- d. PBGC requires additional resources to enhance the DEIA program.

DEIA and Interagency Initiatives

In response to these barriers and EO14035, PBGC has identified several high-impact areas of opportunity for improvement. These include bolstering our DEIA curriculum in addition to analyzing our current and future agency-wide policies and directives to ensure that DEIA remains a prominent presence in the fabric of PBGC.

The Chief Diversity Officer (CDO) is the Human Resources Director who will meet quarterly with the Executive Management Committee (EMC) and PBGC's Director to provide status on DEIA initiatives. The DEIA Advisory Team will also report out to the EMC who reports directly to PBGC's Director. Since PBGC is a small agency, our senior leaders and directors play multiple roles within the organization, sometimes holding titles in addition to their official title.

DEIA Roadmap for Agency Action

Diversity

Priority/Goal	Establish a DEIA Policy Statement
Strategies	To have an overarching communique from executive leadership stating their commitment and support to DEIA.
Actions	Work with PBGC leadership and the Cross-Agency DEIA Advisory Team to establish language for the DEIA Policy Statement.
Operational activities to measure progress (quarterly measures)	Quarterly consult with Cross-Agency DEIA Advisory Team and CDO to ensure PBGC’s DEIA policy and activities are aligned with EO 14035.
Outcome measures (annual) to assess progress	To fully integrate the ideals of DEIA in the workplace, we must enhance our management practices and analysis of employee recruitment and employee engagement data, including training and practices to improve DEIA.
Responsible individuals/teams	PBGC Director and EMC
Dedicated resources	DEIA Program Manager

Equity

Priority/Goal	Diversify the Federal Workforce via Equitable Hiring Practices
Strategies	Engage various stakeholders in a hiring strategy that creates a pipeline for diverse candidates to apply for various vacancy announcements throughout PBGC.
Actions	HRD will collaborate with PBGC leadership and stakeholders to develop strategies aimed at increasing and maintaining diversity agency-wide, including among GS-14, GS-15, and Senior Leader (SL) positions. PBGC will advertise openings for critical occupations via local and national professional associations and organizations that span the entire scope of underrepresented communities in the Federal workforce.
Operational activities to measure progress (quarterly measures)	To be determined.
Outcome measures (annual) to assess progress	Explore a process to measure the demographics of the applicant pool.
Responsible individuals/teams	Hiring officials in partnership with HRD
Dedicated resources	HRD Data Specialist and Staffing Specialist

Inclusion

Priority/Goal	Develop a DEIA curriculum
Strategies	Inform and educate employees about DEIA initiatives in support of PBGC's commitment to create an inclusive work environment.
Actions	Research DEIA vendors who provide diversity, equity, inclusion, and accessibility strategies and trainings.
Operational activities to measure progress (quarterly measures)	Conduct analysis on number and/or percent of employees who completed DEIA training and the availability of DEIA training courses to employees.
Outcome measures (annual) to assess progress	Number and/or Percent of employees who completed DEIA training. Number of DEIA training courses offered to employees.
Responsible individuals/teams	HRD, QMD and DEIA Council
Dedicated resources	We are evaluating current funding/resources and what's required to support this effort.

Accessibility

Priority/Goal	Explore solutions to make the new Headquarters building more accessible to all PBGC employees.
Strategies	Engage with disabled employees while planning the new headquarters move to ensure their operational needs are being met.
Actions	Encourage the Workplace Solutions Department to review current plans and eliminate potential barriers to accessibility.
Operational activities to measure progress (quarterly measures)	Reasonable Accommodations Coordinator to conduct periodic climate survey with employees who require various accommodations.
Outcome measures (annual) to assess progress	The responses from periodic climate surveys.
Responsible individuals/teams	Reasonable Accommodations Coordinator, Workplace Solutions Department and HRD.
Dedicated resources	To be determined.

DEIA Organizational Structure

