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CIA Diversity and Inclusion Strategy (2016-2019)

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MESSAGE FROM THE DIRECTOR OF CIA

(U) Excellence in foreign intelligence demands broad perspectives, both in our understanding of a complex world and in our approach to challenges and opportunities. Broad perspectives come from diversity in thought, ethnicities, backgrounds, and experiences. Embracing and leveraging diversity through an inclusive culture fosters innovation, new ideas, and new insights which is at the heart of what we are charged to do and is what will drive mission success. Building upon the foundational work of the Director’s Advisory Group on Women in Leadership and the Diversity in Leadership Study, we have formulated a new Agency Diversity and Inclusion Strategy. This three-year strategy renews and strengthens our focus on diversity and inclusion and sets us on a course to further enrich our workplace and fully leverage our talented workforce. Combining what we have in common with what each of us brings as unique individuals is a powerful recipe for success. This is the kind of Agency our employees expect and deserve. Together we can make this happen.



John O. Brennan, Director Central Intelligence Agency



MESSAGE FROM THE CHIEF DIVERSITY AND INCLUSION OFFICER

(U) At CIA, we bring the best of who we are to protect our national interests. To uphold this extraordinary responsibility, we must ensure that we maintain a diverse, inclusive, equitable, and accessible workplace where all voices are heard, respected, and valued. Our critical national security mission necessitates that we embrace all perspectives, honor our differences, and ensure all officers have the opportunities and tools to contribute to their full potential.

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(U) As the Agency Modernization program is implemented, I believe that we have a unique opportunity to weave diversity and inclusion deep into the fabric of our Agency. With the integration of CIA's Diversity and Inclusion Office into the new Talent Center of Excellence, the launching of new Agency Resource Groups, the strengthening of the Executive Diversity and Inclusion Council through Mission Center representation, the implementation of recommendations from the Diversity in Leadership Study, and the furtherance of the mandates from the Director's Advisory Group on Women in Leadership, we have both the commitment of Agency senior leadership and the attention of the workforce that we need to succeed.

(U) This strategy presents a unified roadmap for diversity and inclusion at CIA over the next three years. It articulates three key goals with supporting actions and measurements to ensure we drive progress and hold ourselves accountable. We will regularly report to the workforce our progress and setbacks and will be transparent about where we are today and where we intend to go.

(U) The success of this strategy and of the Agency's diversity and inclusion efforts depends on the involvement of all officers. One small act today can have a lasting, positive effect on our colleagues, our work units, and our workplace. I ask each of you to consider what you can do to ensure we recognize and leverage the diverse abilities of our talented workforce.



Maja M. Lehnus, Chief Diversity and Inclusion Officer



LEVERAGING DIFFERENCES FOR MISSION SUCCESS

“Our Nation derives strength from the diversity of its population and from its commitment to equal opportunity for all. We are at our best when we draw on the talents of all parts of our society, and our greatest accomplishments are achieved when diverse perspectives are brought to bear to overcome our greatest challenges.”

President Obama,
Executive Order 13538

(U) CIA’s success in achieving its national security mission depends on its ability to create a diverse and inclusive environment where all perspectives are heard, respected, and valued. By ensuring that every CIA officer is able to bring a full range of views and talents to our mission—through greater workforce mobility and flexibility, inclusive practices, and diversity—this Agency will be increasingly capable of closing persistent intelligence gaps and provide unique insight and support to its customers. To meet increasingly global and complex challenges, CIA must attract, develop, and retain a diverse workforce that we will leverage to enhance mission success.

(U) This three-year strategy defines a comprehensive approach to diversity and inclusion at a critical time for CIA, as we work to implement the Agency’s modernization efforts and stand up the new Talent Center of Excellence. Advised by the Executive Diversity and Inclusion Council, CIA’s Chief Diversity and Inclusion Officer (CDIO) will serve as the executive agent for this strategy. The CDIO, working closely with Agency’s senior leadership, will ensure that we hold ourselves accountable for making progress against these important initiatives.

(U) This strategy is aligned with CIA’s Strategic Direction for Talent and builds upon several Agency initiatives, including the Diversity in Leadership Study (DLS), the Director’s Advisory Group (DAG), Agency Modernization Task Force (AMTF) and the re-launching of Employee Resource Groups as Agency Resource Groups (ARGs). It focuses on three key goals, which are in alignment with federal government and Intelligence Community guidance¹: Weaving Diversity and Inclusion throughout the Talent Cycle, Becoming an Employer of Choice, and Increasing Diversity of Leadership.

¹ (U) These include Executive Order 13583 (Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce), the Office of the Director of National Intelligence’s Diversity and Inclusion Plan, and the Office Personnel Management’s guidelines for agency-specific diversity and inclusion plans.



GOAL 1: WEAVING DIVERSITY AND INCLUSION THROUGHOUT THE TALENT CYCLE

(U) Diversity and inclusion must become an integral part of our culture to position the Agency to compete for and retain top talent and cultivate a qualified bench of future leaders. Deliberative processes combined with greater diversity and inclusion awareness will help combat unconscious bias and foster fair and equitable decision-making.

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(U) An essential ingredient will be weaving diversity and inclusion principles and practices throughout the talent cycle—performance management, talent development, and learning—to prepare employees and managers to fully benefit from a diverse and inclusive workplace. We will focus on consistent diversity and inclusion messages and standards in our learning curriculum. We also will be more deliberate and intentional in the development our officers through enhanced personnel practices and talent reviews.

Key Actions:

- (U) Develop and institute a framework to infuse diversity and inclusion messaging, principles, and practices throughout the onboarding, leadership and professional development, and training continuum.
- (U) As part of the Agency's new Talent Review program, ensure diversity and inclusion principles are essential foundations of a succession planning system, including a framework of assignments and experiences to prepare a diverse pipeline for leadership positions.
- (U) Examine leadership development programs to ensure that they draw from all segments of the workforce and develop strategies to remove any identified barriers.
- (U) Establish diversity and inclusion objectives for programs focused on professional development, including mentoring, coaching, shadowing, and other experiences that aim for officers to develop as CIA Intelligence Professionals.
- (U) Establish diversity and inclusion learning expectations and objectives for corporate and directorate programs, focused initially on the Practice of Intelligence; First-Time, First-Line Supervisor training; Leadership on the Line, and Managing and Leading Change from the Middle.
- (U) Ensure talent development and management practices support diversity and inclusion through the deliberate, intentional development of all officers. Assignment selections should consider the best mix of candidate skills and attributes for building diverse and effective teams.
- (U) Baseline the effectiveness of the Agency's current suite of career development tools and identify ways to make them more useful and better aligned to mission and employee needs.
- (U) Implement talent-mining tools that will allow all Agency supervisors and employees to better highlight workforce knowledge, skills, abilities, and experiences needed for individual assignments and opportunities in a fair and appropriately transparent manner.
- (U) Deepen diversity and inclusion awareness and expertise among all officers through corporate-wide unconscious bias training, speaker series, and other learning opportunities.

Measuring our Progress:

- (U) Diversity and gender breakdown of those selected for key assignments and experiences from the Talent Review framework.
- (U) Diversity and gender breakdown of slates of candidates considered for GS15 and Senior Intelligence Service (SIS) positions.
- (U) Annual promotion trends, highlighting promotion percentages of women, minorities, and officers with a disability.
- (U) Diversity and gender break-down of officers selected for leadership development programs.
- (U) Throughput and assessment of impact of diversity and inclusion training.



GOAL 2: BECOMING AN EMPLOYER OF CHOICE

(U) Cultivating an inclusive culture that encourages collaboration, flexibility, and fairness enables all officers to contribute to their full potential. When employees feel included, have a voice, and are given opportunities to develop and maximize their potential, we create an organization of choice and become a model employer for the full diversity of America's talent.

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(U) We will continue to enrich our workforce by targeting diverse communities across the United States to meet our talent needs, with dedicated programs for citizens of African, Asian, Hispanic, Middle Eastern, South Asian, and Native American descent; Lesbian, Gay, Bisexual, and Transgender Individuals; Persons with Disabilities; Veterans; and Women.

Key Actions:

- (U) Launch multi-year plan to increase the hiring and retention of Persons with Disabilities and to improve accessibility in the Agency workplace, in alignment with Executive Order 13548, Increasing Federal Employment of Individuals with Disabilities.
- (U) Assess the effectiveness of current marketing, outreach, and recruitment practices for all demographics to ascertain actionable next steps.
- (U) Provide learning opportunities for outreach and recruitment officers to strengthen cultural competencies and combat unconscious bias.
- (U) Explore ways the Agency might foster more diversity in its various student programs, in alignment with the Agency's longer term goal of 30 percent minority representation.
- (U) Raise awareness of available work-life programs and flexible work options and work to remove barriers to their use.
- (U) Enhance support for ARGs through continued access to and endorsement from Agency senior leadership.
- (U) Increase manager and workforce outreach regarding Equal Employment Opportunity (EEO) resources, conflict resolution processes, and reasonable accommodation practices.

Measuring our Progress:

- (U) Diversity and gender break-down of applicant flow data and recruiting trends.
- (U) Diversity and gender break-down of resignation data.
- (U) EEO trends related to a fair and equitable workplace.
- (U) Using the inclusion index measures to identify trends of the elements necessary for creating a diverse and inclusive environment.



GOAL 3: INCREASING DIVERSITY OF LEADERSHIP

(U) Our leadership will use this strategy to articulate the diversity and inclusion vision for the workforce, set goals for inclusive behaviors, and communicate expectations to all Agency officers. Leaders will be expected to serve as role models for fostering an inclusive workplace and showcasing the positive impact diversity has on our mission. Through new training and learning opportunities, we will better equip leaders, managers, and supervisors to develop every officers' potential, and provide guidance on their role in preparing a diverse bench of officers for future leadership roles.

(U) The DAG and DLS provided a roadmap for us to increase diversity of leadership and we will continue to capitalize on these initiatives. We also will bolster our efforts through greater leadership accountability, published measures of progress, and transparency in our talent processes and decisions.

Key Actions:

- (U) Issue guidance to all SIS officers on diversity and inclusion performance expectations and incorporate diversity and inclusion criteria into SIS recognition exercise.
- (U) Establish executive diversity and inclusion training for all SIS officers and build a foundation for the entire workforce.
- (U) Cascade a diversity and inclusion performance objective to all managers and supervisors and ultimately to the entire workforce.
- (U) Develop a Manager's Toolkit that underscores the mission case for diversity and inclusion and provides guidance on fostering an inclusive workplace.
- (U) Establish a program to monitor and assess progress with specific benchmarks, including an inclusion index and a mechanism to track leadership and pipeline diversity.
- (U) Conduct regular executive reviews of a diversity and inclusion dashboard and index and discuss progress and gaps against goals.
- (U) Disseminate annual diversity and inclusion reports, highlighting trends, accomplishments, gaps, and next steps.

Measuring our Progress:

- (U) Inclusion index (to include items on employee engagement and satisfaction, level of trust in supervisors and managers, and opinions on career growth and aspirations).



Glossary

Agency Resource Groups (ARGs) are corporately-focused cohorts of employees with common attributes and/or goals. They are formally chartered organizations that are recognized by CIA leadership as giving voice to an identifiable group of officers and are charged with engendering collaboration and understanding among employees. ARGs provide connections, guidance, support, and opportunities to Agency personnel world-wide.

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Cultural competence is the ability to understand, appreciate, and interact with persons from cultures and/or belief systems other than one's own and apply insights learned for better outcomes.

Diversity at CIA is defined as the wide range of life experiences and backgrounds needed to ensure multiple perspectives that enable us to safeguard US national security. It encompasses the collection of individual attributes that together help Agencies pursue organizational objectives efficiently and effectively. These include but are not limited to characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socio-economic status, veteran's status and family structures.

Inclusion refers to a culture that connects each employee to the organization; encourages collaboration, flexibility and fairness and leverages diversity throughout the organization that empowers all individuals to contribute their full potential. In practice, we:

- respect and value everyone's unique contribution—regardless of rank or role.
- actively seek out and recognize the value of diverse viewpoints in service to mission.
- work in a harassment free environment that supports open dialogue.

Inclusion Index measures organizational inclusion based on employee perceptions. The index represents the average percentage of positive responses to 20 empirically validated survey items from the Federal Employee Viewpoint Survey (FEVS) relating to workplace inclusion. The Index is separated into factors comprising the five habits of Inclusion: Fair, Open, Cooperative, Supportive, Empowering.

Talent Reviews are strategic, deliberate, and transparent processes to assess and develop talent, and build bench-strength to fill enterprise positions by enabling collective ownership of these positions and the talent pool.

The Practice of Intelligence is a multi-phased program to instill the "intelligence officer first" mindset and culture into all officers that includes a broad and deep appreciation of the Agency's integrated mission, values, activities, history, and authorities.



Elements of the CIA Enterprise Approach to Diversity and Inclusion

Although realizing the vision and goals of the CIA's diversity and inclusion strategic plan is the responsibility of the entire organization, there are many Agency resources, initiatives, and groups dedicated to advancing these objectives and actions. All of these stakeholders come under the Agency's "enterprise approach" to diversity and inclusion and work together toward common goals.

CIA's Diversity and Inclusion Strategy

The CIA's principal authority and executive agent for diversity and inclusion strategy and action is the **Chief Diversity and Inclusion Officer (CDIO)**. The CDIO sets the strategic direction, standards, and policies to ensure diversity and inclusion are visibly woven through all aspects of the Agency and to promote a culture of trust.

The CDIO and senior Agency leaders are advised by the **Executive Diversity and Inclusion Council (EDIC)**, a permanent body comprised of senior Agency officers who represent the five directorates and the Director's Area, Mission Centers, and Agency Resource Groups.

Workforce

ARGs are corporately-focused cohorts of employees with common attributes and/or goals. They are formally chartered organizations that are recognized by CIA leadership as giving voice to an identifiable group of officers and are charged with engendering collaboration and understanding among employees. ARGs provide connections, guidance, support, and opportunities to Agency personnel world-wide.

Talent Center

The **Diversity and Inclusion Office (DIO)**—led by the CDIO—serves as CIA's primary resource for diversity and inclusion, strategy, and programs. Among DIO's business lines are outreach to external communities of focus, Equal Employment Opportunity (EEO), conflict resolution, reasonable accommodations, and educating the workforce in diversity and inclusion.

The **Office of Equal Employment Opportunity (OEEO)** is responsible for maintaining a continuing affirmative program to increase harassment awareness and prevention, promote equal opportunity, and to identify and eliminate discriminatory practices and policies. In order to maintain synergy between Equality, Diversity, and Inclusion initiatives. OEEO is matrixed to the Diversity and Inclusion Office, however it reports to the EXDIR's Office in order to ensure its independence and neutrality.

The **Director's Advisory Group (DAG) Implementation Staff** is dedicated to fully implementing the ten recommendations from the February 2013 DAG Final Report by 2018. Although recognizing that there are differences in the way women and men approach career development and advancement, the recommendations reflect best management practices to improve how the Agency manages the full range of its talent—regardless of gender.

The **Director's Diversity in Leadership Study (DLS) Lead** is responsible for taking a sustained, comprehensive approach to implementing the seven recommendations from the DLS, which was published in June 2015. The DLS recommendations are aimed at increasing diversity in the leadership pipeline and fostering a more inclusive environment.

Directorates

Each Directorate has identified an officer to lead their diversity and inclusion plans and programs. These **Directorate Diversity and Inclusion Program Managers (DDPMs)** meet regularly -forming the **Corporate Diversity and Inclusion Group (C-DIG)** - and contribute strongly to corporate diversity and inclusion efforts.

Directorate Resource Groups (DRGs) are identical to ARGs in purpose and are employee-driven but are defined and guided by individual Directorates.

Inclusion and Diversity Organizational Leads (IDOLs) consist of officers who have volunteered to be strategically positioned within each office to work closely with the DDPMs to establish and promote the inclusion and diversity message and programming within the office.

Mission Centers

Mission Centers have **Diversity and Inclusion Senior Sponsors**, selected by the Assistant Director or Deputy Assistant Director of the Center. Each Center has two or more IDOLs, who work closely with their Center Senior Sponsor and the Directorate Diversity and Inclusion (D&I) Program Managers, to establish and promote the inclusion and diversity messaging and programming within the Center.