



Director's Diversity in Leadership Study

Year Three Executive Report, 2018

ENTER



Overview

Enter

From the launch of the Diversity in Leadership Study (DLS) in 2015, our team has worked hard to implement the seven recommendations that address culture change and eliminate organizational barriers that may affect the diversity of the leadership pipeline. The Agency has undergone a lot of change in the subsequent years, and the global environment in which CIA operates is increasingly complex. Director Haspel has made championing diversity and inclusion at CIA a priority, noting that our success is dependent on including and leveraging each officer's perspective and talents.

Our work during the past year built upon the foundation of the 2015 Diversity in Leadership Study, the 2016-2019 Agency Diversity Strategy, the efforts of the Director's Advisory Group (DAG) for Women in Leadership, and previous DLS implementation years to continue to cultivate an atmosphere where all Agency employees can thrive. In our third year, we focused on actionable events and analyses that supported the expansion of the leadership pipeline at all levels. We did this by emphasizing the development of core leadership skills cemented in commonsense guidance and inclusive practices.

Our Year Three used the "Listen, Learn, and Lead" framework, which broadened and reinforced inclusive and diverse leadership at CIA by increasing opportunities for intelligence officers at all levels to fulfill the mission of safeguarding this nation by leading from where they are. Our team worked with internal partners to launch an enterprise Diversity and Inclusion website, hold monthly SPOTLIGHT conversations centered on challenging issues within the Agency, create informative tools for those in leadership roles, and provide thoughtful analysis of our training, promotion, and assignment selection processes.

We look forward to exploring each of these in the following pages. We hope you will join us in addressing the cultural, management, and organizational challenges at the crux of our work. With your help we will continue to build an inclusive culture that ensures an energized and agile workforce that applies innovation and superb tradecraft to ensure that the intelligence and insight provided keeps the US safe and secure.

Annabel Sheron

**Implementation Lead, the Director's
Diversity in Leadership Study**

Central Intelligence Agency

1 December 2018

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In 2014, the Diversity in Leadership Study (DLS) was commissioned by the Director of the CIA to examine the factors that limit diversity in the CIA's senior leadership. The DLS team used data gathered from CIA workforce surveys, focus groups, interviews, and engagement sessions in a thorough analysis of workforce demographics data. The completed Study, *Overcoming Barriers to Advancement*, was published in June 2015 and provided a rigorous roadmap to increase the diversity of the CIA's leadership and build a more inclusive culture.

The Study highlighted that CIA leadership does not reflect the diversity of the nation or the CIA workforce and identified cultural, management, and organizational

challenges that contribute to the lack of diversity in the Agency's leadership. Specifically, it concluded that the Agency does not sufficiently give priority to the development of all of its officers, hold itself accountable for maintaining a diverse and inclusive workplace, or consistently promote an inclusive culture.

To address the findings, the Study offered seven recommendations to build a more diverse leadership cadre and foster an inclusive culture at CIA.

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DIVERSITY IN LEADERSHIP STUDY RECOMMENDATIONS



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DEFINING D+I

Diversity

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 the Agency pursue organizational objectives efficiently and effectively. These attributes include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran's status, and family structures.

Inclusion

- 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.



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DLS Year Three Approach

Year Three efforts centered on the DLS Listen, Learn, Lead campaign, which tackled tough issues and engaged with our workforce by providing a formula for mission success. Our efforts included hosting a conversation series called SPOTLIGHT,

welcoming dynamic and powerful speakers, working with our internal partners to launch a corporate D+I web presence, reviewing key institutional processes, and piloting unique efforts. We invite you to learn about our Year Three efforts in the following pages.

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SPOTLIGHT

SPOTLIGHT provides a forum for honest conversations on challenging issues that employees may have difficulty navigating on their own. Honest conversations promote increased retention and foster a sense of community, enabling our diverse workforce to bring a multitude of skill sets and perspectives to bear on mission problems. Our participants were able to nurture their ability to tackle complex issues by participating in an inclusive/ multiperspective dialogue, shape the D+I dialogue in the Agency going forward, and highlight their engagement in D+I. SPOTLIGHTs are directly aligned with the three goals detailed in the 2016-2019 CIA Diversity and Inclusion Strategy as well as recommendations outlined in the 2015 Diversity in Leadership Study.

Over the course of six months, DLS hosted hundreds of officers in a series of facilitated casual conversations that provided an opportunity for small groups of officers to explore difficult and complex aspects of the greater diversity and inclusion discussion. DLS strove to include as many officers as possible by hosting numerous sessions.



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DLS SPEAKERS

The DLS hosted two “Breaking Barriers” speaker events as part of the Agency’s inclusion campaign. The DLS speaker series highlighted two influential leaders: one at the beginning of his leadership journey, and one who has had a robust

and successful career. The 2018 speakers illustrated multiple paths to leadership and shared stories, insights, and lessons learned from their own journeys with the Agency workforce.

Schuyler
Bailar



Colonel Eileen
Collins



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DLS SPEAKERS: *Schuyler Bailar*

DLS, in collaboration with the Agency Network of Gay, Lesbian, Bisexual, Transgender Officers and Allies (ANGLE) and the Diversity and Inclusion Office (DIO), invited Schuyler Bailar to share his experiences as a young leader and as the first openly transgender athlete to compete in any sport on an NCAA Division I men's team with the Agency workforce.

Schuyler shared his difficult journey to being true to himself and his insights and perspectives on living a transgender life. Schuyler's honest engagement with the audience was equal parts informative and inspirational. Below are a few comments from attendees:

“Great event. Nice tie back to courage and other leadership values.”

“Outstanding speaker! It was very helpful to listen to Mr. Bailar and to hear his story about being true to oneself. I am positive his story will help me recognize others in the same situation, and have a better understanding on how I can positively assist them.”

“This was a great event! Schuyler Bailar was a wonderful speaker and it was very inspiring to hear his story.”



Schuyler happily broke out his famous yoga pose on the CIA seal.

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DLS SPEAKERS: *Colonel Eileen Collins*

DLS invited Col. (Ret.) Eileen Collins, US Air Force, to share her groundbreaking experiences with the US Air Force and the National Aeronautics and Space Administration (NASA). Col. Collins logged more than 870 hours in space and was the first woman to pilot and command the Space Shuttle.

Col. Collins discussed her perspective and insight on breaking barriers and the leadership skills needed to be a successful pioneer in any field. Her journey ultimately led to the opportunity to pilot the Shuttle Discovery in 1995 and to command the Space Shuttle Discovery's historic 2005 "Return to Flight" mission—NASA's first manned flight following the loss of Space Shuttle Columbia in 2003.

Col. Collins shared her personal experiences and observations of the failures in leadership and organization that led to the loss of the Space Shuttle Columbia and all seven crew members aboard in 2003; specifically, NASA's decisionmaking and risk-assessment processes.

However, Col. Collins acknowledged that, at the time, these issues were hard for her to see, as she was part of the culture herself, and spoke to the need for a culture that encourages its employees to speak up. She followed with a discussion of her definition of leadership: 1. know your work; 2. work well with people; and 3. have integrity.

"[Col. Collins is] a great role model and spoke candidly. I really liked her perspective on organizational change."



Col. Collins brought stellar leadership lessons to CIA.

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WEBSITE | BLOG

Website

The Agency has made great strides in unifying its D+I efforts. In support of this transformation DIO, DAG, and DLS partnered to create a centralized D+I communication hub in the form of the new D+I website that supports the enterprise, which launched in January 2018. The Agency is now better positioned to host dialogue on important and impactful D+I issues, communicate D+I events, and highlight resources to our workforce.

Blog

Through the website's blog, the Agency highlights and engages with the workforce on a wide range of D+I topics to include current events, academic research, and D+I stories derived from Agency officers. The DLS Blog "Mission Impact Series" is one of the most popular aspects of the website in terms of both readership and commentary. The Mission Impact Series allows any officer to submit personal stories on how D+I has informed or impacted their experience as an Agency officer. Our 2018 Mission Impact series highlighted a wide range of experiences from the Washington Metro Area (WMA) and field officers, to include stories written by women, minority officers, LGBT officers, midcareer hires, those with hidden and visible disabilities, and stories on religious views.



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MANAGER'S TOOLKIT

The 2015 DLS study identified barriers to career progression that have led to a lack of diversity in the CIA's leadership pool. DLS developed the toolkit in response to and in support of Agency managers to help them navigate the topics of diversity and leadership development. While we developed the tool with managers in mind,

it has proven to be a vital tool to officers at all levels. It contains tips on how to have difficult conversations, examples of diversity practices officers can implement right now, innovative stories of how Agency employees are revolutionizing inclusion in their offices, advice on how to be a better manager, and many other helpful resources.



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The **Diversity** section of the toolkit includes concrete and practical resources, ideas, and tips for managers to build a more inclusive, welcoming, collaborative, and respectful atmosphere in their offices. The Agency has a mission that can only be met through a diverse workforce, where everyone's skills and talents are utilized and applied to solve mission problems. It's not enough to be diverse, we must be inclusive as well, and this section helps managers do just that.

Development

Resources to prepare future leaders.

Click to read more

read more

Case Study

Real stories from Agency officers.

Click to read more

MANAGER'S TOOLKIT

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The **Development** section of the toolkit includes resources for managers to prepare all future leaders to be more competitive for promotions and key positions through the sharing of information, experiences, communication, and insight. Managers can use this section in conjunction with the diversity section of this toolkit to examine the factors affecting diversity in leadership in their offices and to make positive changes.

Development

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Case Study

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The **Case Study** section of the toolkit contains real stories from Agency officers on how they took the initiative to create inclusive environments and positive change in their offices. Creative and courageous managers and employees all across the Agency advocate for D+I, encourage a healthy and supportive workplace, and utilize all of their colleagues to the best of their ability. The case study page allows them to share their success stories with the entire workforce so everyone can learn from each other and improve the Agency's culture for every employee.

resources to
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WEAVING DIVERSITY AND INCLUSION THROUGH TRAINING

DLS and our partners worked to baseline the Agency's internal leadership courses. Together with a stakeholder group that included the Agency's Diversity and Inclusion Office (DIO), the Talent Development Office (TDO), and the Learning Enterprise (LE), we determined that Year Three efforts would focus on reviewing access to, and the content of, Leadership on the Line (LOTL) and Managing and Leading Change from the Middle (MALCM), the two senior leadership courses that are required for career advancement in the Agency.

DLS assessed and evaluated the content for these two key courses for diversity and inclusion practices and principles and made recommendations to strengthen the training by more thoroughly weaving D&I throughout the courses. In addition, DLS partnered with the course providers to explore ways to measure learning results for the D&I content. DLS also sponsored the second running of MALCM, during which the new D&I content was debuted to positive reviews.

To maximize the success of emerging leaders and to help build the leadership pipeline, DLS funded the September offering of the nonsupervisory leadership course Lead From Where You Are. DLS also provided copies of the Building Blocks for Leadership Development resource guide that assessed the self-reported leadership experiences of senior leaders at the Agency. This information was used to increase emerging leaders' awareness of critical leadership experiences and key assignments that can help them to develop in the areas required for advancement to the most senior positions.

DLS also provided support for implementing CIA's new Leadership and Management Framework. DLS helped jump-start the work to implement a recommendation to emphasize inclusive leadership practices at all levels of leadership training, from hire to retire.

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REVERSE MENTORING

Reverse mentoring bridges knowledge and culture gaps between officers of differing demographics and years of experience. Seasoned leaders obtain valuable insights from those that have been affiliated with the Agency for a much shorter time, while officers new to the Agency develop leadership skills and a greater understanding of Agency culture. By participating, officers of various demographics expand their professional network, learn significant skills from one another, enhance their understanding of the Agency workforce overall, and strengthen mission readiness.

In early 2018, DLS launched its second running of the Reverse Mentoring program with a “speed mentoring” kickoff event. Over the following months, mentors and mentees met at least once month to learn from each other. Mentors are officers with five or fewer years of Agency experience, and mentees are officers of 15 or more years of Agency experience and at the GS-14 level or above.

“[I] became aware of the power of my voice and work. Understanding that no matter what my area of expertise is or how long I have worked here that I can teach someone something new and also learn from everyone else.”



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REVERSE MENTORING

The program continued the work that DLS launched in Year Two to address Recommendation Seven of the DLS Study: Expand and Diversify Networking Opportunities—the Agency should enable and encourage cross-organizational and corporate opportunities, such as mentoring, to expand professional networks and foster joint mission action.

DLS is excited to work with CIA’s Mentoring Council to incorporate the successes of the Reverse Mentoring Program into a new enterprisewide program in Year Four.

“[As a Mentee I was able to] Look at CIA in a different (and newer) perspective; revalidating why I continue to pursue increasingly challenging opportunities, in hopes of making CIA a positive and consistent experience for all employees.”

“The best part? Pick a descriptor—height, age, expertise, anything—and my partner and I don't match. Which was fantastic.”



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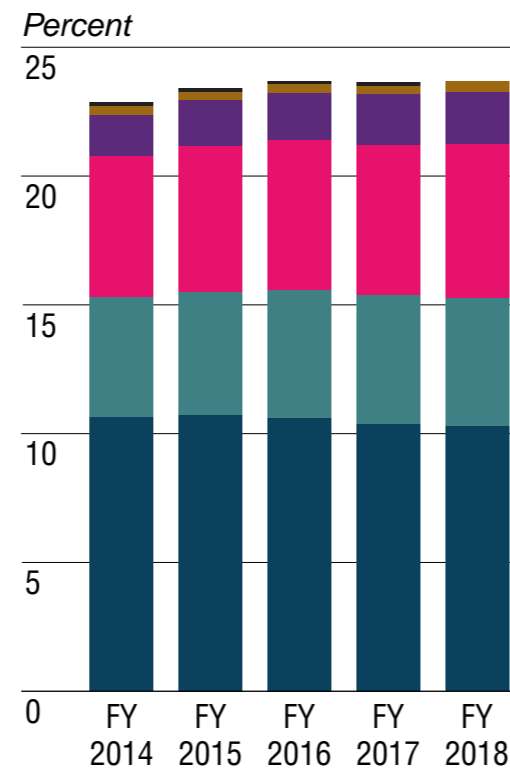
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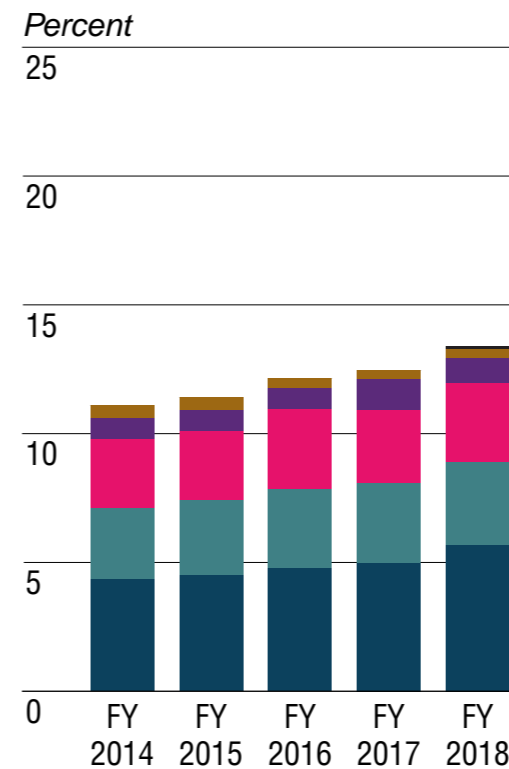
DLS reviewed 2018 Senior Intelligence Service (SIS) promotion data to monitor and gauge progress on the diversity in leadership. The percentage of minority officers at the SIS level was higher than last year, increasing from 12.5 percent in 2017 to 13.4 percent in 2018. In 2018,





minorities petitioned at a lower rate than the non-minority officers. DLS also analyzed SIS Position Tier Trends for the first time. This review allowed a baseline to be established, and the data will be reviewed annually to track progress.

CIA Careerists by Minority, Race, and Fiscal Year^a



SIS Careerists by Minority, Race, and Fiscal Year^b



-  Native Hawaiian or Pacific Islander
-  American Indian or Alaska Native
-  Two or more races
-  Hispanic or Latino
-  Asian
-  Black or African American

^aCIA careerist data: Data are as of the end of respective fiscal years. Data reflect all full-time count careerists. Excludes students and part-time employees.
^bSIS careerist data: Data are as of the end of respective fiscal years. Data reflects BCSS-00 officers. Excludes careerists labeled as "DNI" and "None."

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SELECTION PROCESS FOR KEY LEADERSHIP COURSES

DLS partnered with the Director's Advisory Group (DAG) to review the selection process that interested officers follow to gain access to Managing and Leading Change from the Middle (MALCM), a course required for all senior leadership positions, in order to ensure that all qualified candidates are considered. DLS and the DAG found that the selection process lacks

a standardized selection methodology across the enterprise. DLS is working with the appropriate stakeholders to devise a more uniform process. Standardization will allow for greater transparency, increased understanding of training goals, support for succession planning, and help for candidates to better prepare for admittance into the Senior Intelligence Service (SIS).



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ASSIGNMENT SELECTION

In its original 2015 study, DLS found that advancement to senior leadership is primarily a function of which assignments officers obtain and their performance in those assignments. A 2017 DLS workforce survey indicated that the workforce perceives a lack of diversity in leadership as well as inequity in the selection process. This is also supported by anecdotal data collected by DLS during workforce engagement activities in 2018.

To further investigate this issue, DLS worked with its Agency partners to assess how officers are selected for assignments and identify factors that may contribute to real or perceived inequities. To gather detailed data on the issues, we engaged the workforce with an anonymous survey that gathered impressions of the current assignment selection process. The survey measured the participants' reactions to the current process, the impact that the process had on them, and the participants' overarching positive or negative perception

of the process. In addition, we interviewed members of the assignment selection process to assess how the current process is handled. During the interviews, DLS officers collected qualitative data themes such as tension points, improvement strategies, common areas of misconception, and reoccurring similarities in comments.

Our review found that the assignment selection process is understood by the workforce and that vacancy notifications are clear and precise. However, we also found that the process is perceived to be inconsistent, opaque, and unfair. Our research indicated that the lack of feedback to those who are not selected for an assignment is the primary contributing factor to this perception. The assignment selection process plays a critical role in the path to senior leadership, and DLS will continue the work with key stakeholders to evaluate and recommend process changes to support the diversity of the leadership pipeline.

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INTERNAL VACANCY NOTICES

DLS partnered with the Engagement Strategy and Innovation (ESI) Office to research and pilot a new kind of vacancy notice that avoids unconscious bias and increases the talent candidate pool for a given position. Officers from both groups leveraged best practices from the public sector and specialized open-source tools to eliminate bias, optimize messaging, and curate interest with the best possible candidates. Our methodology resulted in

a vacancy notice that identifies challenges and opportunities. It also describes the skills the office values as well as the skills a candidate must have on day one and skills that they will develop over time. The pilot vacancy format went live in August 2018 and helped ESI identify potential team members. DLS is currently working with other offices that are interested in the new approach.



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OPA PUBLIC-FACING WEBSITE UPDATE

DLS partnered with Talent Acquisition Office (TAO)/Advertising & Marketing Program to update D+I content on the external cia.gov site. DLS specifically contributed content to the Diversity Initiatives, Mentoring at CIA, and Diversity Impact sections of the updated Diversity section. Reverse Mentoring and SPOTLIGHT conversation initiatives were included to showcase some of the ongoing D+I efforts across the Agency that originated from DLS.



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DIRECTORATE D+I STRATEGY PARTNERSHIPS

DLS baselined directorate diversity strategies against the seven DLS recommendations. Together with a stakeholder group that includes the diversity program managers in each of the Agency's directorates, DLS sought insight into what D+I initiatives are working and why. Early in this process, DLS helped the Directorate of Support and the Director's Area identify the need for a new strategic D+I framework for each respective area. The review established a baseline that DLS and its partners can use to track progress.



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DLS Year Three efforts reemphasized why feedback and engagement are cornerstones to the Agency's Professional Development Model. Both themes repeatedly arose during our Year Three implementation efforts and underlined that forthright, honest feedback as well as consistent engagement are central to effective communication. They require courage and provide us the opportunity to build relationships and trust, not only with each other, but with the institution. It is within this atmosphere that officers are empowered to think outside the box, to advocate for innovative (and sometimes unpopular) courses of action, and to leverage multiple different decisionmaking models to find dynamic solutions to mission problems. When feedback and engagement are integrated into our processes, they inform how our leaders communicate with the workforce and how we communicate with each other on a working level.

Moving into Year Four, DLS will focus on institutionalizing change as the seven initial recommendations are implemented. We will work with our partners to transition the success of our pilot programs and will continue to bring new ideas to the Agency and advance impactful recommendations that support how we identify and develop leaders. Increasing the diversity leadership pipeline, preparing our workforce for future leadership roles, and eliminating barriers to advancement are critical for the Agency to realize its goal of an inclusive workforce. A workforce that serves as the nation's first line of defense by providing intelligence and insight that positions decisionmakers to act with confidence in an uncertain world.



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Annex: Year Three Accomplishments

DLS Recommendations

- | | | |
|---|---|---|
| 1 Set Leadership Expectations Regarding Diversity, Inclusion, and Employee Development | 3 Promote Transparency and Build Trust | 6 Increase Hiring of Diverse Talents and Backgrounds |
| 2 Drive Accountability to Ensure Compliance | 4 Foster an Inclusive Climate | 7 Expand and Diversify Networking Opportunities |
| | 5 Improve Talent Identification, Development, and Management Practices | |

LISTEN ^c	1	2	3	4	5	6	7
SPOTLIGHT			✓	✓			
DLS Speakers				✓	✓		
Website Blog	✓		✓	✓	✓		

> [Click here for LISTEN Impact](#)

LEARN ^c	1	2	3	4	5	6	7
Manager's Toolkit	✓		✓	✓	✓		
Weaving Diversity and Inclusion Through Training	✓	✓	✓	✓	✓		
Reverse Mentoring	✓			✓	✓		✓

> [Click here for LEARN Impact](#)

LEAD ^c	1	2	3	4	5	6	7
2018 SIS Promotion Analysis	✓	✓	✓	✓	✓		
Selection Process for Key Leadership Courses	✓	✓	✓	✓	✓		
Assignment Selection	✓	✓	✓	✓	✓		
Internal Vacancy Notices	✓	✓	✓	✓	✓	✓	
OPA Public-Facing Website Update					✓	✓	
Directorate D+I Strategy Partnerships	✓	✓	✓	✓	✓		

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^cAll listed in this category meet the D+I Strategy requirements of: Weaving Diversity and Inclusion Throughout the Talent Cycle, Becoming an Employer of Choice, and Increasing Diversity of Leadership.

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SPOTLIGHT Impact:

Participants were able to nurture their ability to tackle complex issues by participating in an inclusive/multiperspective dialogue, shape the D+I dialogue in the Agency going forward, and highlight their engagement in D+I.

DLS Speakers Impact:

The 2018 speakers illustrated multiple paths to leadership and shared stories, insights, and lessons learned from their own journeys with the Agency workforce.

Website | Blog Impact:

The Agency is now better positioned to host dialogue on important and impactful D+I issues, communicate D+I events, and highlight resources to our workforce.

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Manager's Toolkit Impact:

DLS developed the toolkit in response to and in support of Agency managers to help them navigate the topics of diversity and leadership development. While we developed the tool with managers in mind, it has proven to be a vital tool to officers at all levels.

Weaving Diversity and Inclusion Through Training Impact:

DLS partnered with a stakeholder group to baseline the Agency's internal leadership courses. The content of Leadership on the Line (LOTL) and Managing and Leading Change from the Middle (MALCM) was reviewed and augmented to more thoroughly weave D&I throughout the courses.

Reverse Mentoring Impact:

Reverse mentoring bridges knowledge and culture gaps between officers of differing demographics and years of experience. Seasoned leaders obtain valuable insights from those that have been affiliated with the Agency for a much shorter time, while officers new to the Agency develop leadership skills and a greater understanding of Agency culture. By participating, officers of various demographics expanded their professional network, learned significant skills from one another, enhanced their understanding of the Agency workforce overall, and strengthened mission readiness.



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2018 SIS Promotion Analysis Impact:

DLS reviewed 2018 SIS promotion data to monitor and gauge progress on the diversity in leadership. Analysis showed that the percentage of minority officers promoted to SIS was higher than last year, increasing from 13 in 2017 to 15 in 2018. In 2018, minorities petitioned at a lower rate than the non-minority officers. DLS also analyzed SIS Position Tier Trends for the first time. This review allowed a baseline to be established, and the data will be reviewed annually to track progress.

Selection Process for Key Leadership Courses Impact:

DLS partnered with the Director's Advisory Group (DAG) to review the selection process that interested officers follow to gain access to Managing and Leading Change from the Middle (MALCM), a course required for all senior leadership positions, in order to ensure that all qualified candidates are considered. DLS and the DAG found that the selection process lacks a standardized selection methodology across the enterprise. DLS is working with the appropriate stakeholders to devise a more uniform process. Standardization will allow for greater transparency, increased understanding of training goals, support for succession planning, and help candidates better prepare for admittance into the Senior Intelligence Service.

Assignment Selection Impact:

Our review found that the assignment selection process is understood by the workforce and that vacancy notifications are clear and precise. However, we also found that the process is perceived to be inconsistent, opaque, and unfair. Our research indicated that the lack of feedback to those who are not selected for an assignment is the primary contributing factor to this perception. The assignment selection process plays a critical role in the path to senior leadership and DLS will continue the work with key stakeholders to evaluate and recommend process changes.

Internal Vacancy Notices Impact:

DLS partnered with Engagement Strategy and Innovation (ESI) Office to research and pilot a new kind of vacancy notice that avoids unconscious bias and increases the talent acquisition candidate pool for a given position.

OPA Public-Facing Website Update Impact:

Increased visibility of internal efforts to create and support an inclusive work environment to remain an employer of choice.

Directorate D+I Strategy Partnerships Impact:

Benchmarked current D+I efforts across the enterprise against the seven recommendations and identified and shared best practices across the directorates.