

2024-2027

CIA Diversity, Equity, Inclusion, and Accessibility Strategy

DEIA ENABLES MISSION



Message from the Director

I'm pleased to introduce the 2024–2027 Central Intelligence Agency (CIA) Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategy—the Agency's first strategy to incorporate accessibility as part of our endeavor toward an equitable workforce.

Our DEIA Strategy lays out our commitment to shaping a workforce that fully reflects the diversity of our great nation. It draws from the input and expertise of the entire CIA enterprise and the broader Intelligence Community.

Each key objective is designed to reflect the needs of all Agency officers and to equip them with the tools and resources to contribute to mission and enhance their professional growth. This strategy is meant to be relatable, actionable, and measurable so that the full workforce can play a role in its implementation. And we will consistently and methodically evaluate our progress to ensure we are making progress in each and every area.

At the CIA, we share and adhere to the values of the IC DEIA mantra “to build a diverse and inclusive workforce and to ensure that equity is a core part of management and policymaking processes.”

As part of our commitment to creating an equitable workplace, we developed our 2024–2027 DEIA Strategy as an unclassified document so that it's available to our global workforce and stakeholders. I am proud of the advances the Agency has made in the area of DEIA and feel confident that this strategy will guide us to continued growth and evolution.



William J. Burns

Message from Chief Diversity and Inclusion Officer

In our quest to ensure that Diversity, Equity, Inclusion, and Accessibility (DEIA) enable mission at the Central Intelligence Agency (CIA), the Diversity and Inclusion Office worked across the Intelligence Community (IC) and the CIA enterprise to deliver the 2024–2027 CIA DEIA Strategy. The Strategy is for the entire workforce, and we worked to make it relatable for every officer.

I would like to thank CIA's first DEIA Strategist for the dedication and commitment to bring together the ideas, expertise, and data from our IC partners, Directorate Diversity and Inclusion Program Managers, Mission Centers, Agency Resource Groups, and most significantly the voice of our workforce.

As our Agency implements this strategy, I encourage each Directorate and Mission Center to adopt tailored implementation plans that allow our officers to enable mission with a DEIA focus.



Jerry Laurienti



**OBJECTIVE ONE:
Equitable DEIA Structures
and Resources—Design and
implement DEIA resources
across the enterprise to reinforce
mission goals.**



Intelligence Community (IC) and corporate data suggest organizations demonstrating a commitment to Diversity, Equity Inclusion, and Accessibility (DEIA) tend to be attractive to potential employees and retain current workers. A couple of observable indicators of this commitment include a direct line of communication between the head of the organization and its chief diversity and inclusion officer, as well as a comprehensive and coordinated strategic vision for fostering and maintaining an inclusive and equitable workplace. To accomplish this, the Agency will:

1. Show a clear relationship between the CIA Director (D/CIA) and Chief Diversity & Inclusion Officer (C/DIO) illustrated on the CIA organizational chart.
2. Synchronize one CIA DEIA strategy with individual Directorate and Mission Center implementation plans.
3. Establish an external DEIA Advisory Board.
4. Set specific and aggressive timelines for Agency IT systems, facilities, and contracts to meet and exceed federal workplace accessibility and inclusion standards.

**OBJECTIVE TWO:
Workforce Investment—
Implement equitable and
transparent access to professional
development opportunities to
enhance mission objectives and
grow a more diverse and inclusive
leadership cadre.**



To continue to meet and exceed our objectives, CIA must invest in our workforce and focus on specific actions to help develop the next generation of Agency leaders who utilize their unique experiences and views to drive mission. To accomplish this, the Agency will:

1. Develop formal resources to assist officers in gaining executive advocacy.
2. Increase identification and transparency regarding key experiences for advancement within each Directorate and/or occupational specialty.
3. Maintain an organizational commitment to making all Agency communications accessible.

**OBJECTIVE THREE:
Equitable and Inclusive
Processes/Procedures—
Incorporate equity and inclusion
into all facets of the organization,
including conceptualization to
execution of initiatives, programs,
and panels, to ensure merit-based
and transparent methods that
further enable mission goals.**



When equity and inclusion are incorporated into processes and procedures, CIA is better enabled to create and sustain a workplace where all officers can safely contribute to mission success. This occurs when our panels and courses include DEIA core principles. To accomplish this, the Agency will:

1. Require additional training on key inclusion and equitable practices for promotion and selection panel members.
2. Implement resources for officers and their families to aid in decision-making regarding accessibility and field opportunities.
3. Integrate inclusion, equity, accessibility, and diversity core concepts into all appropriate learning courses, as well as personnel management procedures and guidance.
4. Acknowledge intersectional cultural identities officers occupy in advertisements in corporate communications via coordination with component or enterprise DEIA authority.

**OBJECTIVE FOUR:
Accountability—Ensure
continuous processes and
procedural evaluations, as well
as timely follow-up, to create and
maintain a diverse, equitable,
inclusive, and accessible
workplace for all officers to
achieve mission imperatives with
maximum agility.**



Process improvements and workforce investment occur when accountability for actions and efficiencies is a core aspect of DEIA efforts. Accountability includes analysis and transparency of demographic data and a formal mechanism for workforce feedback. To accomplish this, the Agency will:

1. Deploy quarterly reports based on Key Performance Indicator Dashboard key indices to Directorate leaders via internal communications.
2. Require timely, objective, actionable, and equitable talent data collection and reporting processes across the enterprise to help identify and reduce barriers that may impact hiring, promotion, and/or advancement opportunities for individuals from underrepresented groups.
3. Develop and deploy a regular assessment tool for continuous and timely integration of workplace feedback regarding inclusion, equity, accessibility, and diversity efforts.
4. Review and adjust standards for Senior Intelligence Service incentives based on impact of actions to support enterprise diversity, inclusion, equity, and accessibility efforts.
5. Refine and deploy regular bottom-up feedback for first-line supervisors, middle managers, and Directorate seniors, sharing all results with the officer and their next line supervisor.

**OBJECTIVE FIVE:
Continued Agency Education
and Development—Develop
and sustain expertise and
collaboration to weave DEIA into
how we achieve mission.**



Creating and maintaining an equitable, inclusive, and accessible workplace for all officers happens with continued growth and development at the individual and organizational level. Application of best practices within enterprise functions and leadership development must be interwoven into the fabric of all CIA mission areas and lines of business to ensure the organization continues to meet and exceed our objectives. To accomplish this, the Agency will:

1. Provide dedicated occupation-specific training courses for the following professions to address key enterprise and federal areas of focus.
 - Health
 - Security
 - HR
 - Lead Talent Integrators and Lead Talent Officers
 - Legal
 - Procurement
2. Offer education and guidance for managers and executives.
3. Create and communicate a workforce DEIA Training Roadmap.
4. Ensure DEIA Practitioner engagement with IC, federal, and external partners to exchange best practices via:
 - Biannual meetings with Big Six partners
 - DEIA Field Conference
 - Minority Serving Institutions
 - Co-lead IC DEIA Conference

The New DEIA Strategy (2024–2027) Builds Upon the Previous D&I Strategy (2020–2023)

**NEW
DEIA Strategy
(2024–2027)
Key Objectives**

KEY OBJECTIVE 1



**Equitable DEIA
Structures and
Resources**



KEY OBJECTIVE 2



**Workforce
Investment**



KEY OBJECTIVE 3



**Equitable
and Inclusive
Processes/
Procedures**



KEY OBJECTIVE 4



Accountability



KEY OBJECTIVE 5



**Continued Agency
Education and
Development**



The 2020–2023 D&I Objectives are in the DNA of the 2024–2027 DEIA Strategy

**Previous D&I
Strategy
(2020-2023)
Key Objectives**

1

Weave Diversity and
Inclusion Throughout
the Talent Lifecycle

2

Become an Employer
of Choice

3

Increasing Diversity
of Leadership

4

Create a Culture
of Inclusion

