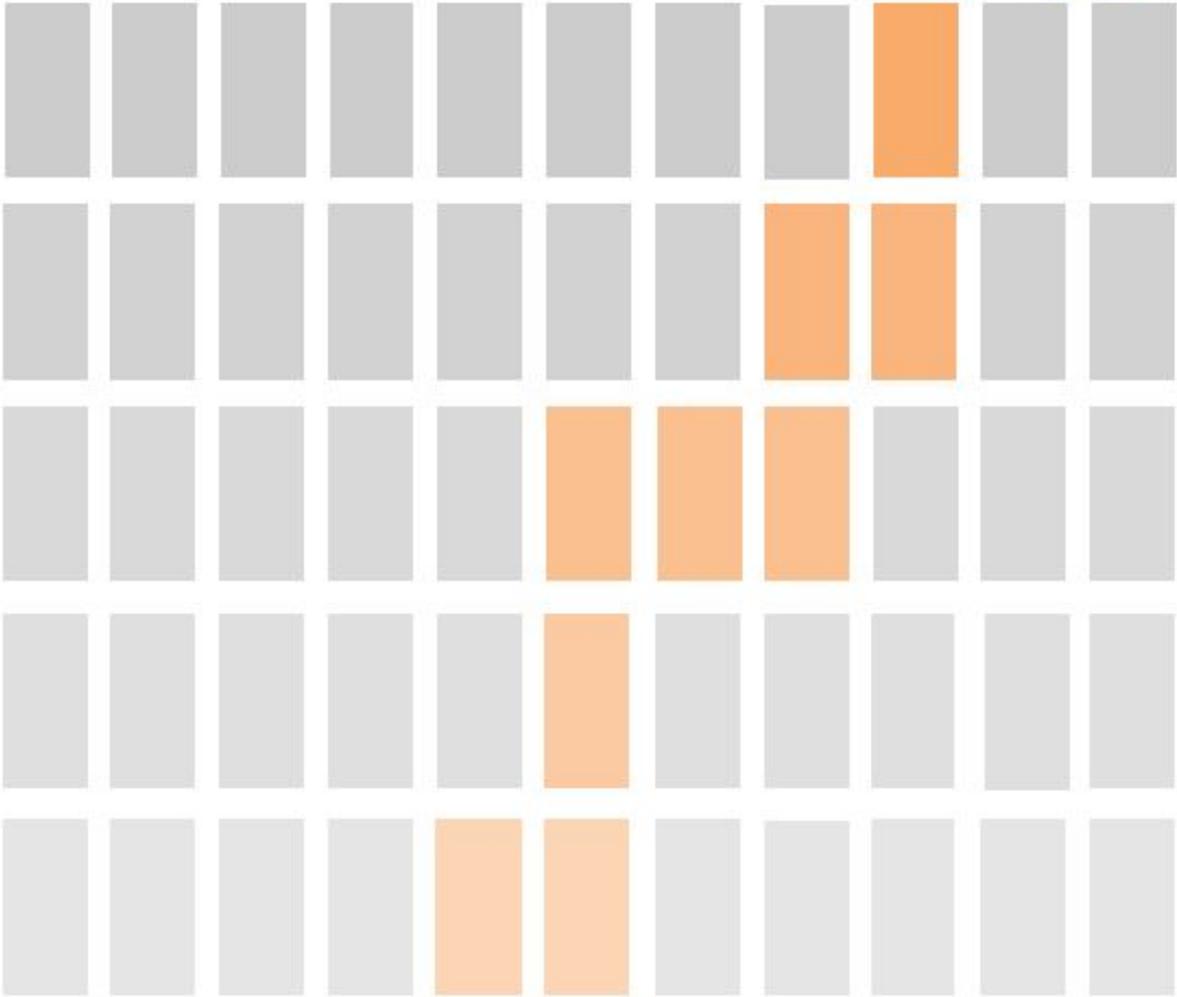


DIRECTOR'S ADVISORY GROUP
IMPLEMENTATION
YEAR FOUR REPORT TO THE WORKFORCE
August 2017



FOREWORD

The Director's Advisory Group on Women in Leadership (DAG) continues to help the Agency fulfill its vital mission through management practices that develop and prepare ALL officers to better meet today's and tomorrow's challenges. With this report, the DAG communicates and documents the progress made through Year Four of Implementation, which concluded in June 2017.

Building on its achievements from previous years, the DAG maintains its presence as an Agency leader on gender diversity issues and a voice for developing a workforce that represents the best of everyone's capabilities. With the talents of dedicated staff and a large cadre of committed volunteers and advocates, the DAG has developed new tools and resources and refined others in Year Four that enhance the workplace for all officers. The mandates outlined in the 2013 Final Report and our strategic pillars—fostering intentional development, valuing diverse paths, and increasing workplace flexibility—serve as our guide to create lasting, positive change in the Agency.

The DAG continues to partner with the Talent Center (TC) to ensure DAG deliverables are consistent and coordinated with the larger TC strategy. In addition, the DAG Lead regularly met with TC leadership, which was present for all meetings that took place with Agency senior leadership and was involved with the discussion and approval process for all DAG deliverables. TC staff also participated as volunteers within the project teams and working groups, which allowed for collaboration at multiple levels.

In Year Four, the DAG led seven mandate-aligned project teams and working groups, comprised of Agency officers and subject matter experts (SMEs) across disciplines that concentrated on communication and outreach, development of resources and toolkits, and measuring impact and effectiveness. DAG worked with volunteers and advocates to create and publicize products that the workforce can utilize to enrich its careers. DAG also created two new project teams under Mandate 9 – *Unlock talent through workplace flexibility* to drive managers to employ a more thoughtful and open view of how to structure work. These teams are:

- ❖ **Project Team 9.4 – Job-Sharing.** An innovative approach to structuring work while fostering an environment of greater flexibility, the job-sharing effort gives multiple officers the opportunity to serve in high-visibility positions that demand more time. By expanding the number of opportunities available through job-sharing, officers are able to broaden their experience and increase their exposure to further their career development.
- ❖ **Project Team 9.5 – Flexibility in Vacancy Announcements.** This effort is intended to improve transparency and consistency in the career planning process by including available options in all Agency vacancy announcements. By providing an expanded view of how to categorize positions, managers are afforded better opportunities to attract and retain top talent to meet increasingly complex mission requirements.

As we continue to embed our products and resources into Agency processes and policy, the DAG will monitor their impact and effectiveness and recommend refinements and improvements to ensure all products continue to be relevant, useful, and beneficial to officers and the enterprise. Our commitment to the DAG mandates and the spirit of the program extends beyond the horizon of transition as we strive to maintain effective outreach, awareness, and learning. Our goal is to provide the tools that every officer, regardless of gender, can apply to cultivate a successful career path. The DAG is indebted to all of its volunteers and advocates and sincerely appreciates their support and dedication during Year Four. We are excited and look forward to solidifying our efforts to create cultural change in the Agency in Year Five.

DAG Implementation Lead

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EXECUTIVE SUMMARY

In Year Four of Implementation (June 2016 to June 2017), the DAG continued to advance the 10 recommendations (now mandates¹) from the February 2013 Final Report (see Figure 1).

The DAG had three overarching objectives in Year Four:

- ❖ **Conduct strategic outreach and communication** to improve awareness of the products and resources the DAG has developed since its inception. In Year Four, the DAG provided outreach briefings to Agency stakeholders and officers. The DAG also briefed US Government agencies and external corporations to share best practices and lessons learned. An additional aspect of outreach included reporting GS-14 and GS-15 panel feedback survey results to senior leadership that assessed how well the Agency is doing in providing panel feedback to Agency officers.
- ❖ **Expand online resources** to ensure they are available to officers across the Agency. This year, the DAG project teams and working groups developed a new Job-Sharing Toolkit and updated existing online toolkits: Off-/On-ramping, Tandem Couples, and Sponsorship. These toolkits provide officers with a more efficient way to access comprehensive information to guide their career planning and decisions. Additionally, the DAG maintains a blog to share resources and learning opportunities.
- ❖ **Facilitate learning events** to educate on topics to include leadership, sponsorship, and workplace flexibility. This year, the DAG hosted Dr. Elizabeth Salib from Catalyst, presented self-guided video discussion sessions, and partnered with the Workplace Flexibility and Balance (WFB) Agency Resource Group (ARG) to conduct a discussion panel led by Agency senior leaders. These events drew interest from officers across the workforce and aided officers who want to advance their careers.

¹ In the original report, commissioned by then Director/CIA Petraeus, the findings were concluded with recommendations. Once the recommendations were accepted by the Director, the DAG, in consultation with the EXDIR, began referring to them as mandates to not only emphasize their importance but also highlight the necessity for change within Agency culture.

DAG Year Four deliverable highlights:

- ❖ Analysis of enterprise professional development tools as they map to the professional development model and a recommendation about how to address gaps and redundancies.
- ❖ A Tandem Couples Network to connect officers experienced with tandem assignments to employees who are planning a tandem assignment.
- ❖ Two information sessions that highlighted the resources available on the Tandem Couples Toolkit.
- ❖ A Job-Sharing Toolkit with resources to aid officers in identifying job-sharing opportunities.
- ❖ A limited pilot for unclassified telework.
- ❖ Two information sessions to demonstrate the resources available in the Off-/On-ramping Toolkit.
- ❖ A panel event on sponsorship from the sponsor and sponsoree point of view.
- ❖ GS-14 and GS-15 promotion panel feedback surveys.
- ❖ A series of DAG-sponsored learning events throughout the year, including a speaker event and panel discussion on engaging men on gender issues.

Mandates	Foster Intentional Development	Value Diverse Paths	Increase Workplace Flexibility
1. Establish clear promotion criteria from GS-15 to SIS	●		
2. Expand the pool of nominees for promotion to SIS		●	
3. Provide relevant demographic data to panels	●	●	
4. Establish equity assurance member role on panels		●	
5. Reduce and streamline career developments tools	●		
6. Create on-ramping program	●	●	●
7. Provide actionable and timely feedback to all employees	●	●	
8. Develop future leaders	●	●	
9. Unlock talent through workplace flexibility			●
10. Promote sponsorship	●		

Figure 1: 2013 DAG Final Report recommendations, now mandates, as approved by then Director/CIA Petraeus.

INTRODUCTION

The 2013 DAG Final Report identified 10 recommendations (now mandates; see Figure 1) to assist the Agency in removing cultural and institutional barriers that have historically prevented women from reaching senior leadership ranks at the same rate as their male counterparts. Over the past four years of its implementation effort, the DAG has driven cultural and systemic change at the Agency that benefits and creates a sustainable future for the whole workforce.

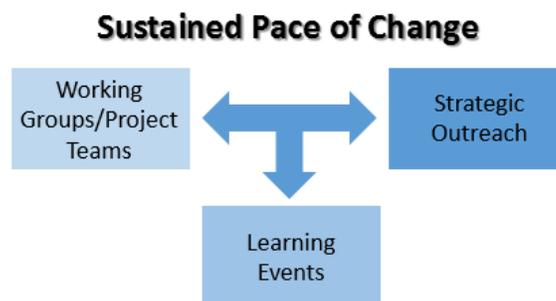
Mission Imperative and Vision

The DAG has produced tangible results on each of the 10 mandates by coupling organizational commitment at the highest level with a grassroots approach among the workforce to address each mandate and spread the DAG's message. Although the impetus for the DAG was to address barriers to advancement faced by women, the DAG mandates are gender-neutral and designed to institute better talent management practices that ultimately benefit the entire workforce.

The goal of DAG Implementation is that each mandate is incorporated into the Agency's strategic talent efforts and becomes an integral component of CIA culture.

DAG Implementation Approach and Methodology

In Year Four, the DAG continued to apply its three-pronged approach of utilizing working groups/project teams, holding learning events, and conducting strategic outreach and communication.



WORKING GROUPS AND PROJECT TEAMS

In Year Four, the DAG continued to use both working groups and project teams assigned to specific mandates and initiatives. The DAG distinguishes these groups as follows:

- **Working Groups**—led by one or two Senior Intelligence Service (SIS) or GS-15 officers, these groups comprised volunteers from across the enterprise with an interest in advancing DAG mandates through a range of initiatives. The DAG provided these working groups with high-level guidance and allotted one year for the completion of deliverables. In Year Four, the working group structure applied to *Mandate 5 – Reduce and streamline career development tools*— and *Mandate 10—Promote sponsorship*.
- **Project Teams**—led by one or two SIS or GS-15 officers, these teams addressed specific initiatives identified by the DAG and built on actions taken in prior years. For these projects, the DAG outlined a narrow scope, specific deliverables, and an iterative timeline. The teams comprised members with specific subject matter expertise relevant to each initiative. This year, the project team structure applied to *Mandate 6—Create an on-ramping program (6.1/6.2 Conduct outreach and education on the new Off-/On-ramping Toolkit and 6.3 Expand the Tandem Couples Toolkit and conduct outreach)*; and *Mandate 9—Unlock talent through workplace flexibility (9.1 Pilot an Agency-wide desk-sharing program, 9.3 Support the policy for unclassified telework, 9.4 Job-sharing, and 9.5 Flexibility in vacancy announcements)*.

The following sections describe the working groups and project teams assigned to each mandate, their goals, and final deliverables. The deliverables for DAG Year Four were based on a review of the original DAG study, which was approved by then D/CIA Petraeus, to identify those challenges that the DAG had not yet addressed. Each initiative was closely monitored to ensure that it was within scope of the recommendations of the original DAG study.

MANDATE 5: Reduce and streamline professional development tools

Mandate: Enable efficiencies in Agency talent management by increasing employee awareness of, and access to, trusted professional development tools.

Goal: Identify gaps and redundancies in the current catalog of professional development tools and make recommendations for combining and optimizing existing tools.

Consolidation of IT efforts:

- ❖ Tool and technology efforts were consolidated. This effort aligns with the original DAG Working Group 5 mandate to consolidate and reduce the professional development tools and integrate the roadmaps, reducing redundancy and addressing gaps.

Deliverables:

- ❖ ***Analyzed existing professional development tools for use in Agency resource planning.*** The analysis evaluated how current tools map to professional development functions, identified content gaps or redundancies, and determined which tools may be combined for streamlining purposes. This effort provides the workforce a concise and coherent view of the tools available for their career growth and management.
 - With the help of Lead Talent Officers (LTO) and Lead Talent Integrators (LTI), the working group issued multiple data calls to determine the requirements and functions of available talent tools. The resulting key data indicated that offices need tools focused on providing metrics, workflow, and overall status tracking.
- ❖ ***Transitioned initiative to Talent Center.*** Opportunities and gaps in the functionality of existing tools will be cyclically reviewed during monthly Program Management Reviews. Since 2014, the team has reduced the number of talent-related tools by 65 percent. It also reduced the number of professional development tools by 56 percent. The team engaged officers on all available tools and capabilities and encouraged them to use the “best in breed” offerings from across the Agency to meet their needs. By streamlining professional development tools, the workforce can more easily locate resources needed for their career development and planning activities. By consolidating and building on the “best in breed” tools, the overall resource requirements for new development of similar tools, and subsequent operations and maintenance, were re-focused on other mission requirements. Transitioning these efforts into a sustainable process within the

TC and allows for continued progress in the streamlining of professional development tools.

MANDATE 6: Create an on-ramping program

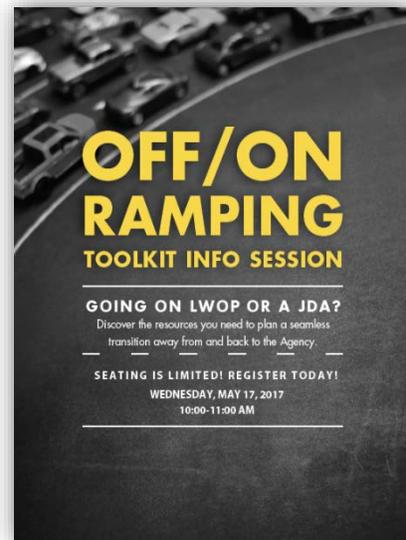
Mandate: Retain trained, talented, and experienced officers by developing a systematic, repeatable approach to communicate with officers who have “off-ramped” to an external work status or a new assignment.

Project 6.1/6.2. Advertise the Off-/On-ramping Toolkit

Goal: Conduct targeted outreach to the workforce highlighting the resources available in the toolkit and socialize the roles and responsibilities of all stakeholders involved in the off-/on-ramp² process.

Deliverables:

- ❖ **Conducted outreach briefings.** The Off-/On-Ramping Toolkit serves as a central online repository of existing and newly created information related to transitions to and from work statuses and external assignments with the goal of increasing connection or “tether” while an officer is away from the Agency. The project team focused on advertising the toolkit developed in Year Three, conducting outreach briefings, and providing guidance and best practices to officers planning to off-ramp in the near future. The project team also conducted office briefings for managers. Meanwhile, briefings with the human resources (HR) and talent communities focused on socializing the toolkit and demonstrating how to proactively approach conversations about career transitions. The team held two information sessions that were open to the general workforce to demonstrate how to easily find tools and resources necessary to plan a successful transition and improve their connection to the Agency while away.



² The term off-/on-ramp denotes the process of Agency officers leaving the Agency (‘off-ramp’) for an external assignment or personal leave and subsequent return (‘on-ramp’) back to the Agency. The on-ramping process does not encompass onboarding, which is the employment and integration of *newly hired* employees.

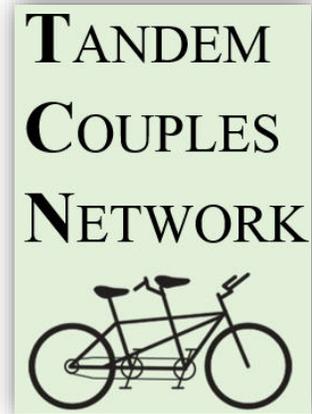
- ❖ **Updated the Off-/On-ramping toolkit.** The project team adjusted toolkit language and resources to reflect changes made to HR policy and processes and ensure consistency with the petition for promotion process introduced in 2016.
- ❖ **Transition toolkit.** The Off-/On-ramping Toolkit is transitioning to TC, which serves as the focal point for developing the workforce in the future. Once transitioned, Talent Center will manage all content and resources related to off-/on-ramping going forward.

Project 6.3. Expand Tandem Toolkit and conduct outreach and engagement

Goal: Operationalize the Tandem Couples Network and partner with the Office of Personnel Resources (OPR) to compile, develop, and advertise resources for officers to use when contemplating and planning assignments.

Deliverables:

- ❖ ***Created the Tandem Couples Network.*** The Tandem Couples Network is a resource that has allowed officers to voluntarily share advice and best practices on navigating through what can be a challenging endeavor. Newly included in the Tandem Couples Toolkit, this resource assists officers who are seeking co-located assignments with a spouse.
- ❖ ***Conducted information sessions to promote tandem couple resources.*** Two information sessions were held to familiarize the workforce with the Tandem Couples Toolkit resources.
- ❖ ***Transitioned toolkit.*** The toolkit was transitioned in June 2017 to an OPR office that explores and enhances spouse/partner employment and professional development opportunities. OPR will manage all content and resources going forward.



MANDATE 9: Unlock talent through workplace flexibility

Project 9.1. Pilot an Agency-wide desk-sharing program

Goal: Expand opportunities for officers to work at alternative locations on a temporary or ad hoc basis as a way to increase efficiencies, reduce travel costs, improve employee satisfaction, and support Agency talent management strategies.



Deliverables:

❖ **Completed Desk-Sharing Pilot.** August 2016 marked the end of the Desk-Sharing Pilot, which began in March of that year. At the close of the pilot, the team administered a survey to all participants to identify areas of potential improvement. Key takeaways include:

- The majority of respondents were interested in desk-sharing to save time between meetings or training.
- Ninety-eight percent of users were able to find a desk in their preferred location.
- Ninety percent of desk-sharers believed senior leadership supported their participation in the program.
- All respondents believed desk-sharing was beneficial to the Agency.

The desk-sharing program allows officers the flexibility to increase productivity and meet mission demands while reducing costs and travel time. Officers are also able to reduce the amount of leave taken to address personal matters (doctor appointments, family obligations, etc.) if they have the ability to work from a location closer to home on an ad hoc basis.

❖ **Transitioned Desk-Sharing Tool.** The desk-sharing tool was transitioned to the Office of Global Services (OGS), which serves as the focal point for conference room reservation services. OGS assumed the management of the Desk-Sharing website and will manage program oversight going forward.

Project 9.3. Support the Agency’s effort to implement unclassified telework options

Goal: Increase flexible work options by conducting an unclassified telework pilot program for all eligible Agency personnel while providing multiple resources and guides to help facilitate pilot participation.

Deliverables:

- ❖ ***Launched a Telework Pilot.***
- ❖ ***Created Telework Toolkit.*** A complete resource with guides produced in support of the telework pilot.
 - **Terms of Reference** — Goals, rules, and eligibility; background information and other pertinent information regarding the telework pilot.
 - **Enrollment Steps** — An easy-to-read chart that outlines the required steps to enroll in the telework pilot.
 - **FAQs** — Answers to frequently asked questions about the telework pilot.
- ❖ ***Developed telework training for pilot.***
- ❖ ***Updated telework agreement template.*** A standardized agreement in support of the pilot, completed by both the manager and participating officer defining regulations and approval.
- ❖ ***Executed telework pilot communications plan.*** A targeted communications plan for pilot participants.



Project 9.4. Explore job-sharing opportunities within the Agency

Goal: Promote job-sharing as a workplace flexibility option to provide increased opportunities for officers to serve in high-visibility/high-demand positions while maintaining work/life balance.

Deliverable:

- ❖ **Created an online Job-Sharing Toolkit.** The toolkit was created in response to the DAG mandate that better workplace flexibility would have a positive impact on employees' ability to take on challenging new roles. The project team created an easy-to-use site that defines job-sharing, provides examples of various job-sharing arrangements, outlines reasons to consider job-sharing, and includes the following resources:

- **Guides for managers and employees** – Provides tips for managing successful job-sharing arrangements, to include choosing a job-sharing partner, setting clear expectations, and ways to make the arrangement work for all involved.
- **Job-sharing library** – Contains resources from the public and private sector on benefits and insights on how to successfully implement job-sharing.
- **FAQs** – Addresses frequently asked questions that managers and employees may have when planning or considering job-sharing arrangements.
- **Discussion forum** – Is a searchable forum where officers can post advice, best practices, common challenges, and gain insights in areas of interest.
- **Job-Sharing Network** – Connects officers and allows them to share their experiences with those who are considering a job-sharing arrangement.



Project 9.5. Develop consistent use of clearly defined flexibility language in Agency vacancy announcements

Goal: Identify and include transparent and distinct flexibility criteria in all Agency vacancy notices, ensuring they are clearly defined and searchable to broaden the pool of diverse applicants and create an inclusive workforce to better address mission challenges.

Deliverables:

- ❖ ***Assessed the current state of Agency vacancy announcements.*** The team administered questionnaires to offices across the Agency. The purpose of the survey was to identify the most common practices officers used when completing and posting vacancy notices. The team also reviewed work status type data; as of January 2017, 63 percent of the workforce participated in some type of a flexible schedule. Follow-on research, conducted in spring 2017, asked managers for their feedback on the inclusion of commonly-used options in vacancy announcements. Managers were in agreement with including flexible options and think it will help them create transparency and allow them to attract a larger applicant pool.

- ❖ ***Created a standard vacancy announcement template.*** The project team produced an Agency-wide template to standardize the inclusion of common flexible options during the creation and posting of vacancy announcements.

MANDATE 10: Promote sponsorship

Mandate: Encourage intentional development of top talent for leadership roles and provide a support structure for high-potential officers to navigate paths to senior leadership.

Goal: Educate and promote the concept of sponsorship and how to practice it effectively as a way to grow talent and encourage the intentional development of high-performing officers.

Deliverables:

- ❖ **Conducted outreach and communications.** The working group conducted briefings to numerous officers across the Agency. The team collected stories to highlight officers' positive experiences with sponsorship and shared them with the workforce. The group closed out the year with a workforce event titled "Sponsorship at All Levels: A Discussion Panel Event," which included panel members that were recipients of sponsorship or served as a sponsor.
- ❖ **Integrated sponsorship concepts in learning.** Members of the working group partnered with leadership learning programs to ensure the concept of sponsorship is incorporated into learning. These actions are intended to sustain the sponsorship message through formal and established leadership learning programs and highlight the importance of sponsorship behaviors as a means to spot and develop talent.

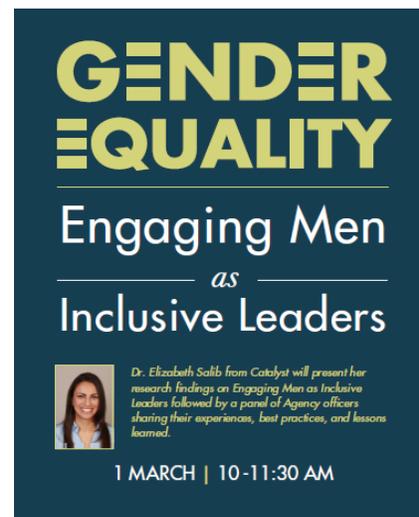


LEARNING EVENTS

DAG learning events focused on the DAG Final Report's key findings and the choices made by individuals that affect their career progress. These events raise awareness, generate in-depth discussion on issues raised by the report, and showcase best practices. Learning events are open to all officers.

❖ **Video discussions.** The DAG leveraged select videos and discussion guides they prepared as training opportunities for Agency teams. Video discussion learning events promote team building through discussion by giving individuals a platform to share their opinions and experiences.

❖ **Engaging men as inclusive leaders with Dr. Elizabeth Salib.** The DAG hosted Dr. Salib to discuss her research into engaging men as inclusive leaders. Dr. Salib works for Catalyst, a non-profit organization whose mission is to expand opportunities for women in business. Her work focuses on developing inclusion in the middle layers of an organization by researching how leaders, and men in particular, can foster inclusion on a work team. After Dr. Salib's presentation, she was joined by an all-male panel of Agency officers to discuss gender-related topics. The event accomplished the DAG's objective of continuing a larger discussion within the Agency around gender and inclusion, with an effort to create gender-neutral workforce initiatives that benefit all officers.



❖ **Workplace flexibility and balance panel.** In partnership with the WFB ARG, the DAG hosted a panel for senior leaders to discuss their personal stories on how they have navigated work-life balance during their career. With personal accounts about managing the choices they make between work and life, the panelists engaged in a relatable discussion that spoke to the challenges every officer faces in trying to find a balance that works for them.

STRATEGIC OUTREACH AND COMMUNICATIONS

Communication and outreach are essential to achieve workforce-wide engagement on the DAG mission and initiatives. The DAG Lead regularly participates in briefing Agency leaders, offices across the Agency, partners within the Intelligence Community and the private sector.

METRICS

The DAG tracks and measures perceptions of the workforce through a pulse survey and the GS-14 and GS-15 feedback surveys and uses the data to both inform senior leaders about the progress of DAG initiatives and to calibrate and guide and better focus DAG plans in Year Five and beyond. The DAG also captures many of the programmatic and outcome metrics in a dashboard that it shares annually with senior Agency leaders to highlight key findings. The metrics contained in the dashboard include progress reports on all working group and project team deliverables, basic statistics on DAG activities (such as the number of strategic outreach briefings), and data on workforce and training metrics relevant to the DAG mandates. Based on the outcome of these surveys, the DAG will continue to conduct targeted outreach and engage with various stakeholders throughout the Agency to ensure officers have all the resources necessary to develop their skills throughout their career. This includes increased feedback training, equity assurance training, and broadening awareness of sponsorship and workplace flexibility options.

- ❖ **Pulse Survey.** A cornerstone of the DAG's metrics effort has been the pulse survey tool, which the DAG has run regularly with a sampling of officers since April 2014. Pulse survey questions address six areas: awareness, promotions, feedback, flexibility and on-ramping, sponsorship, and career development. The collective pulse survey results from October 2016 provided several key findings:
 - Eighty-two percent of respondents reported some level of agreement that they had flexibility in their work schedule to address non-work obligations.
 - Fifty percent of the pulse survey respondents in October 2016 expressed some level of agreement that the promotion panel process is equitable, a decrease of five percent from the October 2015 pulse survey. No significant differences were found based on gender or supervisory experience for this question. The Agency's Talent Board approved several key recommendations for GS-13 through GS-15 (and equivalent) promotion panels to increase consistency, standardization, fairness, and transparency in how panels are conducted across the Agency.

- ❖ **GS-15 Feedback Survey.** Building on the baseline established in Year Two, the DAG administered the third annual GS-15 Feedback Survey in June 2017. This survey, directed at all officers who were at the GS-15 level prior to the 2016 SIS promotion exercise, was modified due to the implementation of the new petition for promotion process and aimed to gauge how many officers had petition readiness discussions, the extent to which senior-level panels provided feedback to officers who petitioned,

the quality of the feedback received, and how that feedback helped GS-15 officers better position themselves for career progression and promotion to SIS. The survey also included questions on whether respondents petitioned, the quality of their feedback, and officers' aspirations to reach SIS.

Notable takeaways from the GS-15 survey:

- There was an increase of 3 to 9 percent in the number of minority men (72 percent) and women (73 percent) who aspire to be SIS since 2015.
- Overall, 69 percent of women aspire to be SIS, compared with 68 percent of men.
- Overall, there was an increase in familiarity with executive competencies in 2016, from 78 to 83 percent.
- The number of respondents who stated they did NOT receive panel feedback dropped to 16 percent, compared with 23 percent in 2015.

❖ **GS-14 Feedback Survey.** In March 2017, the DAG conducted a survey of all officers who were at the GS-14 level prior to the 2016 GS-15 promotion exercise.

Overall, 85 percent of respondents stated that they received some feedback in 2016, an increase of 13 percent over 2015. There was no significant change from 2015 and 2016 survey results for GS-14 officers who aspire to become a SIS-level officer. In line with the results of other workforce surveys, this survey found that minority male GS-14 officers were more likely to aspire to reach SIS than non-minority men.

Notable takeaways from the GS-14 Feedback Survey (see figure 2):

- Sixty-one percent of respondents petitioned because they felt they were ready for a promotion.
- The percentage of employees who received feedback (85 percent) has improved since the 2015 GS-14 Feedback Survey.
- Eighty percent of respondents were familiar with the promotion criteria used in the GS-14 promotion exercise.
- Forty-three percent of women respondents aspire to become a SIS-level officer.
- Fifty-two percent of respondents said they were satisfied with the panel feedback they received in 2016.

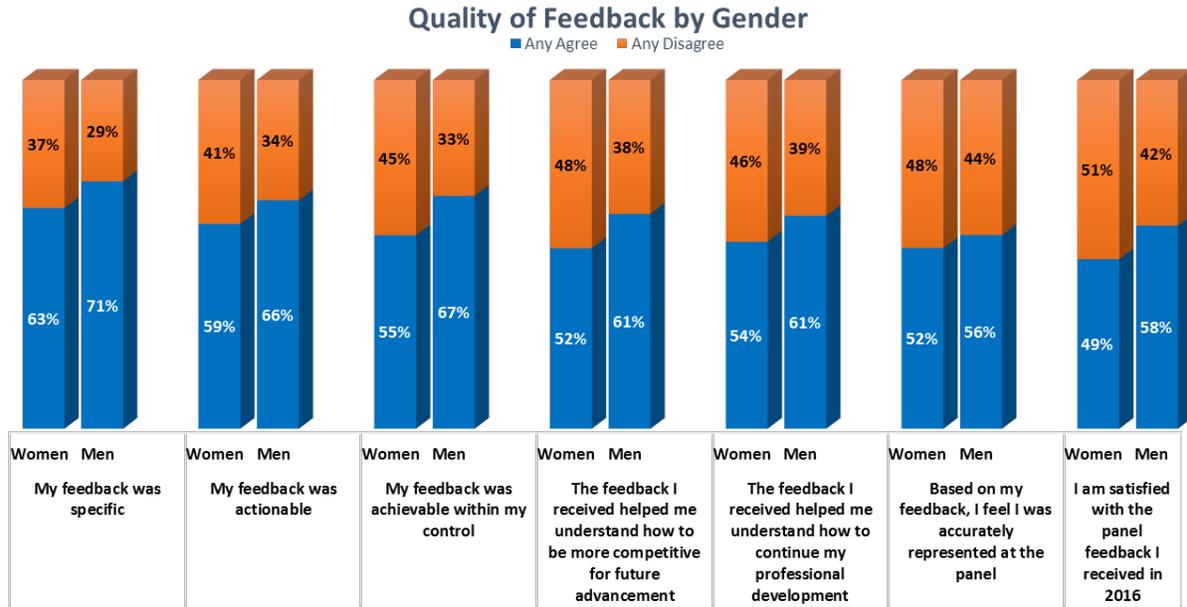


Figure 2. DAG GS-14 Feedback Survey – Quality of Feedback by Gender

GOING FORWARD

In Year Five, Agency leaders and the DAG will remain committed to implementing cultural change and advancing each mandate. We will continue our outreach efforts, conduct learning events, measure progress, and complete our three remaining mandates. At the completion of Year Five, the DAG will sunset (June 2018) and will transition each of its deliverables to permanent owners within the Agency to continue to develop and grow our officers.

To date, the DAG has successfully transitioned deliverables, products, and tools associated with Mandates 1-8. In Year Five, the DAG will assess for sustainability and measure the success for each product by our pulse survey, toolkit user engagement, meeting with permanent owners, and assisting with outreach and communications as needed.

To complete the remaining projects (*9.3 — Unclassified Telework, 9.4 — Job-sharing, and 9.5 — Flexibility in Vacancy Announcements, and 10 — Sponsorship*), the DAG will utilize the existing project teams to finalize the deliverables by the end of 2017. The Sponsorship Working Group for Mandate 10 concluded in Year Four, and will transition to a yet-to-be-identified permanent owner in Year Five, while maintaining a focus on incorporating sponsorship behaviors within learning. We will transition the deliverables, along with a knowledge transfer to the long-term organizational owners within the Agency. In addition, the DAG will meet with the Talent Center and other stakeholders to provide a final readout of accomplishments, lessons learned, metrics, and best practices spanning all five years of implementation.

The DAG will continue to host learning events on relevant topics for the workforce, which will speak to the 'self' aspect of personal development for employees. In addition, regularly-scheduled Pulse, GS-14, and GS-15 feedback surveys will be conducted to obtain metrics and gain insight into the workforce's perspective to draw final conclusions as to the progress that has been made, and the work that will need to continue beyond the DAG.

ACKNOWLEDGEMENTS

The DAG would like to thank our volunteers for the passion and conviction they brought to their working groups and project teams. The volunteering officers serve as force multipliers for the DAG to continue to leverage grassroots momentum and advance DAG initiatives at an enterprise-level.

Additionally, the DAG thanks the Agency's senior leadership for continuing to prioritize the DAG mandates and for constantly seeking creative solutions to better manage talent. The senior leadership team has generously lent their time, talents, counsel, and support to DAG initiatives and remain committed to doing so throughout the DAG's implementation effort and beyond.

We would also like to acknowledge the following groups for their vital contributions to the DAG's success in Year Four:

- The DAG Working Group and Project Team Leads, Executive Assistants, and members whose dedication to the Year Four goals resulted in tangible progress against the mandates.
- The Advocates and who help spread the DAG's messages throughout their offices and within their networks.
- The DAG's partners and SMEs.
- The various officers who assist with the DAG's digitization and multimedia resources.

The DAG is deeply appreciative of each of these officers and the many others who have contributed their time, resources, and skills in the spirit of improving the lives of all Agency employees through the DAG initiatives. It is because of these officers that the DAG is able to execute its mission.