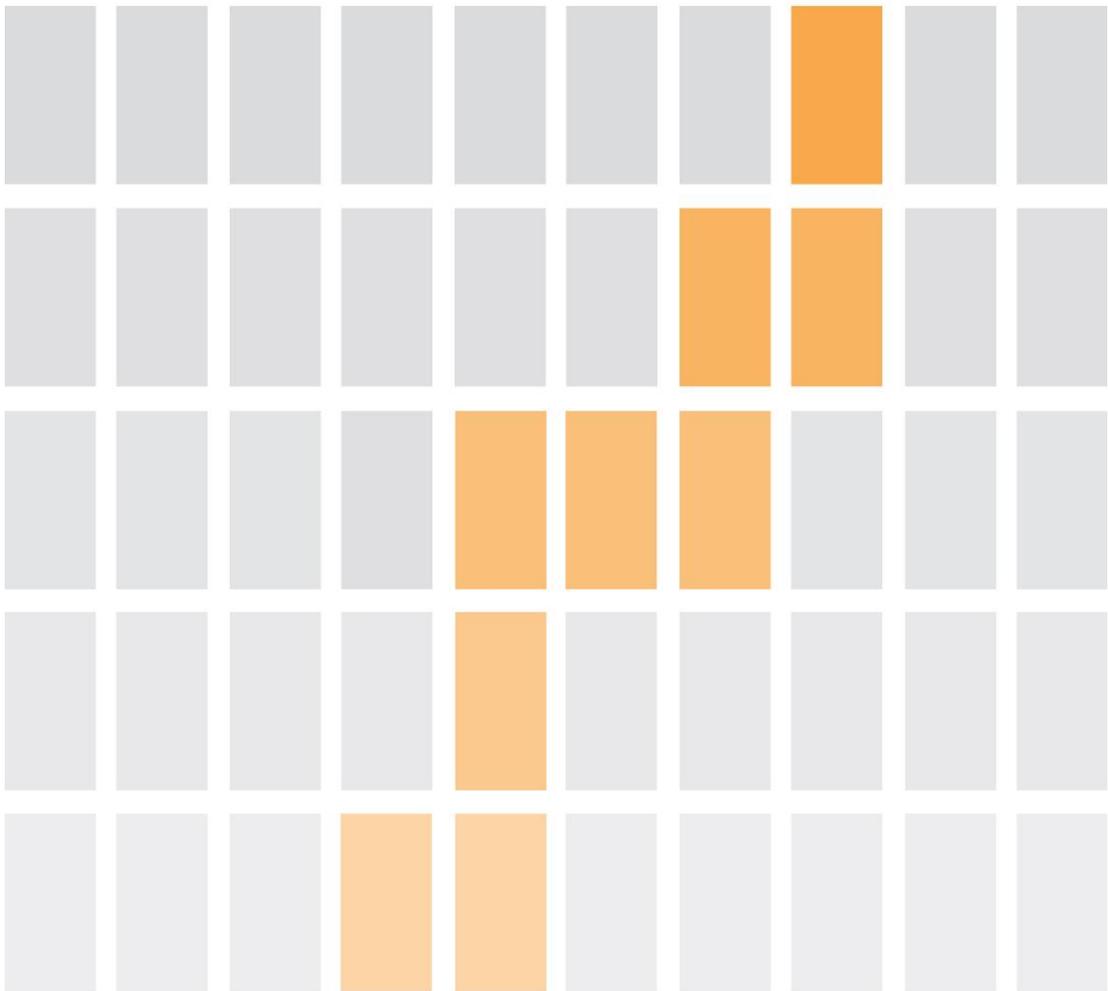


DIRECTOR'S ADVISORY GROUP
IMPLEMENTATION
YEAR ONE REPORT TO THE WORKFORCE
June 2014



FOREWORD

This past year the Agency set out to fulfill the mandate to create positive change for our workforce and, ultimately, our mission. Charged with implementing the ten approved recommendations from the February 2013 Director's Advisory Group on Women in Leadership (DAG) report, our focus was to implement these recommendations corporately and for the benefit of the entire workforce. Although the initial focus of the study was on women, the recommendations in and of themselves are gender neutral and call for changes to procedures, policies, and practices to improve how the Agency manages its full range of diverse talent. Ultimately, our goal is to foster an environment where every officer can maximize his or her talent in ways that contribute meaningfully to our mission. This is a goal embraced by Agency leadership and captured within the Agency's strategic direction.

While looking to maximize the talent and potential of all employees, we should not lose sight of the findings in the report that *do* indicate differences in the way men and women tend to approach career development. Better awareness and enhanced understanding of these differences allows us to work more effectively with fellow officers. Such knowledge also makes us more self-aware and able to adjust our own behaviors as appropriate. Perhaps, as employees, we are more willing to take on an assignment for which we may have underestimated our own qualifications or, as managers, we empower a talented officer who might not have had an opportunity to showcase his or her skill.

How we develop our talent is not a zero-sum game. This is not about investing in women to the disadvantage of men. It is about unlocking the potential in each of us so that we may most effectively meet the mission entrusted to us. It is about all of us making a difference together. That is what we have witnessed thus far in our implementation work. Literally hundreds of officers at all grade levels and from all parts of the Agency have been involved in making the accomplishments you will read about in this report a reality. I look forward to the year ahead and your continued support in making the Agency an even better place to work.

—DAG Implementation Lead

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EXECUTIVE SUMMARY

Guided by the February 2013 Final Report of the Director's Advisory Group on Women in Leadership (DAG), the DAG Implementation (DAG/I) staff launched the Year One effort (June 2013 to June 2014) to implement the ten approved recommendations from the report (see Figure 1). The DAG/I adopted as its guiding principle the goal of helping the Agency to better manage and develop its talent.

To achieve its Year One goal of driving the corporate change called for in the report, the DAG/I staff developed and applied a three-pronged approach:

- ❖ **Establish Working Groups** with cross-directorate membership to spearhead each approved recommendation through corporate initiatives and deliverables.
- ❖ **Hold Learning Events** to showcase best practices, raise awareness, and generate in-depth discussions on issues pertaining to the DAG report and the development of officers.
- ❖ **Conduct strategic outreach and communication** to key stakeholders and to interested offices on the scope and status of the implementation effort, as well as to learn about and support initiatives undertaken corporately and in individual Directorates and components.

At the end of Year One the DAG/I has prepared specific products, proposals, and actions that will advance each approved recommendation. These deliverables include both **Agency corporate programs and approaches** and **Directorate-driven talent management actions**. Key deliverables include:

- ❖ Guidelines for managers and employees on using demographic and experiential data to proactively manage talent
- ❖ Agency-wide equity assurance training, including a segment on feedback
- ❖ A proposal for centralized oversight of career management resources
- ❖ A guide detailing decision points and regulations concerning "off-" and "on-ramping"
- ❖ A construct to guide the crafting of panel feedback
- ❖ A plan to develop a cadre of feedback advisors
- ❖ A central online resource for flexible work options
- ❖ An Agency-wide definition and awareness campaign on sponsorship.

The DAG/I staff is committed to continuing this multi-year effort in Year Two (June 2014 to June 2015) through reconstituted Working Groups, a new series of Learning Events, and continuous strategic outreach and communication to the workforce.

Recommendations	Foster Intentional Development	Value Diverse Paths	Increase Workplace Flexibility
1. Establish clear promotion criteria from GS-15 to SIS	●		
2. Expand the pool nominees for promotion to SIS		●	
3. Provide relevant demographic data to panels	●	●	
4. Establish equity assurance representative 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 as approved

INTRODUCTION

In February 2013, shortly after the DAG Final Report was published, then-Acting Director Michael Morell appointed a senior officer to lead a staff in implementing the ten approved corporate recommendations outlined in Figure 1.

The DAG Implementation (DAG/I) staff called on a cadre of subject matter experts in the areas of Diversity and Inclusion, Human Resources, Information Technology, Learning, and Legal to help formulate implementation strategies. Additionally, the DAG's Senior Advisors—former Secretary of State Madeleine Albright, Ms. Michèle Flournoy, Mr. Justin Jackson, Mr. John McLaughlin, Admiral Michael Mullen, and Ms. Fran Townsend—remained involved with the implementation effort, receiving semi-annual briefs and providing guidance.

Mission Imperative & Vision

The DAG/I's work is focused on long-term cultural and organizational change: laying the foundation and creating the environment by which the Agency more effectively manages its talent and where all officers—regardless of gender—better manage their careers.

The staff's long-term vision, within three to five years, is that each recommendation becomes central to the Agency's strategic talent management and that these corporate mandates become an integral part of CIA culture.

“Our mission is really clear-cut: affecting change that will benefit women at the CIA...but that will also benefit the workforce as a whole, both men and women.”

-DAG Implementation Lead

DAG Implementation Approach & Methodology

As part of its first year of implementation of these recommendations, running from June 2013 to June 2014, the DAG/I staff worked closely with Agency and Directorate leadership in developing and applying a three-pronged approach:

- ❖ **Establish Working Groups:** In June 2013, the DAG/I worked with Directorates to establish nine cross-directorate Working Groups to spearhead each recommendation (Recommendations 1 and 2 were combined under a single Working Group). Each Working Group included an Executive-level Champion, a Senior Intelligence Service (SIS)-level Chair, an Executive Assistant, and, on average, 8 to 10 members. All Working Group Chairs and members participated on a voluntary basis, devoting at least several hours per week to the effort for one year.

The DAG/I staff provided each Working Group with a draft charter, and the Working Group members developed a specific action plan for accomplishing their goals, culminating in a set of deliverables to the workforce in June 2014.

- ❖ **Hold Learning Events:** Beginning in May 2013, the DAG/I staff designed, planned, and hosted a series of monthly Learning Events focusing on the DAG report’s key findings and the aspect of “self”—what employees can do themselves to better manage their careers. These events showcased best practices, raised awareness, and generated in-depth discussions on issues pertaining to the DAG report and career development. To date, the DAG/I staff has hosted 12 Learning Events on a wide range of topics.

“The fact that there is a DAG and it is being supported by outside experts is a testament to the Agency’s dedication to a positive workforce.”

-Learning Event Feedback

- ❖ **Conduct Strategic Outreach and Communication:** In Year One the DAG/I staff conducted over 100 briefings to key stakeholders in the Agency and broader Intelligence Community on the scope and status of the implementation effort.

Integration

In addition to these three prongs, the DAG/I staff remained aligned with the Agency’s Strategic Direction and all Agency talent management and diversity and inclusion efforts by integrating its efforts with those of key stakeholders, including the Office of Human Resources (HR) and the Center for Mission Diversity and Inclusion (CMDI). Where possible, the DAG/I staff participates as an active member of these corporate entities, keeping them informed of key actions related to the DAG, and bringing back ideas and information that benefit the DAG/I’s work.

WORKING GROUPS

In June 2013, the DAG/I launched its nine cross-directorate Working Groups to begin to implement the DAG Final Report's ten approved recommendations. In the beginning of Year One, each Working Group finalized a charter scoping the purpose and goals of its recommendation, and each developed a near-term action plan to make tangible progress during the first year. This visible progress came in the form of deliverables presented to and supported by senior Agency leaders in June 2014.

The sections below describe the make-up, mandate, and deliverables of each of the nine Working Groups.

RECOMMENDATION 1: Establish clear promotion criteria from GS-15 to SIS

RECOMMENDATION 2: Expand the pool of nominees for promotion to SIS

Note: At the start of implementation in June 2013, the Agency had already acted upon Recommendations 1 and 2 below. Therefore, the DAG/I team established one joint Working Group responsible for ensuring the successful continuation of both recommendations.

Mandate: Promote qualified employees based on their readiness to contribute at the highest level to the corporate mission and ensure employees are aware of the key competencies against which they are evaluated for these positions. Create a process by which the Agency can review a well-qualified, broad pool of nominees for promotion. Facilitate talent management of officers to increase diversity of career paths, better assess rising talent, and guide development of officers in preparation for greater responsibilities.

Deliverables:

- ❖ ***December 2013 communication to the workforce on criteria for promotion from GS-15 to SIS.*** In December 2013, the Director sent a message to the entire workforce to communicate criteria for advancing to the SIS level. The message reiterated the Agency's commitment to communicating clear guidance on promotion criteria each year.
- ❖ ***Survey results from the GS-15 population delivered to senior Human Resources Officers.*** The Working Group developed a survey targeting those officers who were GS-15s at the time of the 2013 and 2014 promotion exercises. The survey is intended to gauge recipients' feedback as to the timeliness and quality of the feedback from the Agency's most senior promotion panel. The Working Group will provide the HR with the results of the survey in 2014 to help inform and improve the 2015 panel feedback

process. These survey results will also provide a baseline for the DAG to measure progress in future years regarding feedback from promotion exercises.

RECOMMENDATION 3: Provide relevant demographic data to panels

Mandate: Develop a comprehensive picture of workforce demographic and experiential trends to drive a more proactive shaping of a workforce that is optimized to meet enduring and emerging mission needs.

Deliverables:

- ❖ ***A list of meaningful demographic and experiential data points to track over time.***
Working Group 3, worked with HR and the Office of General Counsel (OGC) to evaluate categories of available demographic data and determined that publication of macro-level data on the workforce would provide transparency and could assist employees and managers in avoiding behaviors or unconscious biases that could preclude employees from access to key developmental experiences on the basis of gender.
- ❖ ***Guidelines for managers and training on using skills data to develop officers and strategically manage talent.*** The Working Group drafted guidelines for decision-makers at all levels of the organization for interpreting demographic data with the goal of building a diverse and inclusive workforce. The guidelines list the data that may be useful in developing an inclusive leadership pipeline and provide a framework for reviewing and interpreting that data. Complementing work also underway by HR and CMDI in this area, the Working Group will continue coordinating these guidelines with stakeholders.
- ❖ ***A communications strategy to ensure managers and career development officers are aware of demographic data and its uses.*** Once key stakeholders have approved the aforementioned guidelines, the Working Group will employ a strategy to disseminate them through Agency internal news articles, web-based content, and outreach briefings to HR officers, Employee Resource Groups (ERGs), and other interested audiences.

RECOMMENDATION 4: Establish an equity assurance member role on panels

Mandate: Ensure equity on promotion panels through trained and informed equity assurance members (EAMs). Drive rigor and accountability for equitable consideration of diverse talent, leading to a well-rounded leadership cadre at CIA.

Deliverables:

- ❖ ***Development of Agency-wide equity assurance training.*** Throughout Year One, Working Group 4 worked extensively with CIA University (CIAU) to develop equity assurance training that could be rolled out Agency-wide in order to ensure consistency across the Directorates in staffing and equipping panels. The training, which is scheduled to launch in 2014, will be owned and maintained by HR and will be offered online to maximize accessibility. It will be open to all officers and required for officers serving on GS-15 panels—particularly those who have served as minority and/or female representatives on panels. Eventually, all officers serving on panels will be required to take this training.
- ❖ ***Updated policies and processes related to equity assurance.*** The group began examining how equity assurance training and an EAM role would alter existing policies and procedures regarding panels. The Working Group also explored how to update existing policies and processes to best ensure diversity on panels. The Working Group will continue to define these policies and processes moving into Year Two.
- ❖ ***Messaging to the workforce on the EAM program.*** In Year One, the Working Group briefed the initiative to, and solicited input from, many different stakeholder audiences. The feedback from these briefings has served to better inform the roll-out of the EAM initiative.

RECOMMENDATION 5: Reduce and streamline career development tools

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

Deliverables:

- ❖ ***An inventory of career development tools and resources.*** Working Group 5 researched existing online resources, Directorate and Agency-wide web sites, and recent studies to create an updated inventory of over 100 career development tools and resources available across the Agency. The inventory continues to be a living document that will be maintained in Year Two of implementation.
- ❖ ***A survey to a portion of the workforce on existing tools and resources.*** To gauge the use and effectiveness of both Agency-wide and Directorate-specific career management resources, the Working Group developed and tested with DAG volunteers a survey on career management resources and tools. The test results from the volunteers, while not scientific, showed that the majority of respondents were either unaware of many available resources available or did not find them useful. In Year Two, the Working Group will release a final version of this survey to a representative sample of the workforce to scientifically determine usage and effectiveness of tools. Ultimately, these results will help guide the streamlining process.
- ❖ ***Recommendations for streamlining tools and centralizing the process to develop and launch new tools.*** The Working Group drafted a proposal recommending that a central authority provide oversight to the career management resource inventory. This entity would be responsible for tracking the funding, usage, efficacy, and value of career management resources. It would consolidate best practices and lessons learned and reduce redundancy across Directorates in the development of new tools. Finally, it would provide specific frameworks by which the Directorates could develop career service-specific resources as needed and provide clear guidance to maximize the utility of existing Agency-wide resources.

RECOMMENDATION 6: Create an on-ramping program

Mandate: Retain trained, talented, and experienced officers by developing a systematic, repeatable approach for communicating with officers who have “off-ramped” into a new work status such as extended leave or a rotational assignment.

Deliverables:

- ❖ ***A guide to highlight decision points and impacts of off- and on-ramping, as well as existing regulations and resources to inform officers considering transitions.*** Informed by existing resources, including Agency Regulations, the Working Group designed “A Guide to Managing Work Status Transitions—Impacts and Considerations” to help officers understand the career impacts and other considerations for various work statuses, including Leave Without Pay (LWOP), the Employee Spouse Program (ESP), When Actually Employed (WAE), Part-Time, and Full-Time.
- ❖ ***A template for an agreement between an officer and his/her manager and HR officer on the terms of his/her transition.*** As part of the guide, the Working Group created a template designed to help officers and their managers or career services discuss and document the conditions of any transition away from, and returning to, the home office. The guide recommends as a best practice that all officers begin this process with their manager and HR officer and career service well before making the transition. The Working Group will continue to work with HR to refine and operationalize this template.

RECOMMENDATION 7: Provide actionable and timely feedback to all employees

Mandate: Increase Agency performance by improving the effectiveness of officers in having feedback conversations about good performance and areas of improvement. Improve employees' ability to seek, provide, receive, understand, and apply feedback.

Deliverables:

- ❖ ***A baseline of Agency courses on feedback.*** Working Group 7 compiled a list of all CIA training courses related to feedback to establish a baseline that can serve as a resource for officers seeking to improve feedback and to identify potential new training.
- ❖ ***Development of learning segments.*** Working Group 7 worked closely with Working Group 4 to include a segment on panel feedback in the Equity Assurance training. This segment trains officers on how to craft panel feedback and offers models to guide how panel members deliver feedback to officers. Additionally, the Working Group has delivered content to inform leadership training modules related to feedback. These training segments will take place in 2014.
- ❖ ***A proposed concept for developing panel feedback.*** After conducting a review on models for delivering feedback, Working Group 7 developed a recommended model for the Agency's use in delivering promotion panel feedback. The model calls for the feedback deliverer to highlight the employee's strengths, opportunities for growth, and areas for development from the promotion panel. In addition, the Working Group explored how to update existing policies and processes to ensure opportunities for quality feedback conversations are available. This concept will be rolled out to the workforce in DAG Year Two.
- ❖ ***A plan to establish of a cadre of Feedback Advisors.*** The Working Group drafted a White Paper that outlines the concept and proposed roll-out of a cadre of feedback advisors, a vetted and trained volunteer staff of officers who can provide guidance to both managers and employees preparing to engage in a feedback conversation.

RECOMMENDATION 8: Develop future leaders

Mandate: Develop a more intentional, strategic, and transparent approach to identifying and developing a broader cadre of future leaders. Help Agency employees better understand how they can prepare for roles of greater responsibility and maximize their leadership potential or subject-matter expertise.

Deliverable:

- ❖ ***A proposed framework for a high-potential program coordinated with the Agency's succession planning program.*** Working Group 8 conducted extensive research on best practices from within the Agency, and from the private sector and academia for identifying and developing talent. As part of the research and benchmarking, Working Group representatives met with industry leaders in talent development. Based on their findings, the Working Group proposed a formal and transparent framework to identify high-potential officers from within the Agency's ranks. The Working Group presented its recommendations to Agency senior leaders in June 2014. The Working Group will partner with HR in Year Two to define a transparent process to identify and select officers with the potential to serve in future leadership positions.

RECOMMENDATION 9: Unlock talent through workplace flexibility

Mandate: Utilize creative and flexible workplace processes and practices to maximize the talent and expertise of the workforce.

Deliverables:

- ❖ ***An education campaign on workplace flexibility—highlighting Agency regulations and officer success stories.*** Working Group 9 teamed with Working Group 6 to launch new web pages called “Flexible Work Options” on the Agency’s intranet. These web pages, which will be posted in summer 2014, will serve to provide the workforce with the key Agency policies and regulations related to flexible work options, including Alternative Work Schedules, part-time options, and LWOP, among others. One of these resources to be identified in the web pages is the Working Group 6 “Guide to Managing Work Status Transitions.” The web pages will also feature a collection of officers’ stories on successfully navigating flexible work options.

- ❖ ***A proposal to review management of Full-time Equivalent (FTE) for part-time employment.*** Working Group 9 conducted preliminary research on how the Agency manages part-time FTE, discovering that there are some discrepancies between FTE hours available and how they are used. As a result, in Year Two, Working Group 9 will merge efforts with an HR-led initiative to address the current challenges, develop recommendations to better manage FTE for part-time positions, and increase transparency regarding the allocation and use of part-time FTE.

RECOMMENDATION 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.

Deliverables:

- ❖ ***An Agency-wide definition of sponsorship.*** The Working Group conducted research to create and obtain approval for a definition of sponsorship at the Agency:

Sponsorship is when Agency officers with credibility and influence advocate for high-performing, high-potential officers to help them grow professionally. Sponsorship strengthens the workforce by ***cultivating diverse pools of talent*** in a corporate manner. Sponsors go ***above and beyond traditional mentoring***: they actively advocate for their more junior protégés, connecting them to important players and opportunities, while also providing top cover for them to take risks. ***All officers*** can position themselves to earn sponsorship by serving as go-to problem solvers who ***deliver outstanding performance and diversified perspectives*** for their sponsors and the Agency more broadly.

- ❖ ***An awareness campaign on the concept of sponsorship.*** With a suite of promotional materials—including a brochure and forthcoming video—the Working Group has launched an ongoing awareness campaign to reach the workforce.
- ❖ ***Summarized best practices from private-sector leaders of sponsorship.*** As part of a benchmarking initiative, the Working Group met with senior leaders from several corporations to discuss industry best practices for promoting sponsorship. The Working Group’s continued benchmarking will result in a set of best practices tailored to Agency culture.
- ❖ ***A roadmap for sponsorship training.*** Working Group 10 will work with the Agency’s training experts to integrate learning messages into existing training and to develop original learning segments.

LEARNING EVENTS

The DAG Learning Event series focuses on the DAG Final Report’s key findings and the aspect of “self”—choices made by the individual. These events showcase best practices, raise awareness, and generate in-depth discussion on issues raised by the report.

Since May 2013, the DAG has hosted 12 Learning Events, culminating in a June 2014 Town Hall. The Learning Events are open to all officers as capacity allows and are available via VTC when possible. Training credit is typically provided for attendees. The following list details the topics covered in all events held in Year One:

- ❖ **Taking Ownership of Your Career.** This event, held in May 2013, featured a panel of SIS officers who provided tips on how employees can take ownership of their careers.
- ❖ **Workplace Flexibility.** In June 2013, the DAG/I staff partnered with one office to discuss building a flexible workplace culture.
- ❖ **Sponsorship.** In July 2013, the DAG/I staff partnered with several offices to discuss sponsorship and its effect on career progress.
- ❖ **Book Discussion Series on *Lean In*.** Throughout the month of August 2013, the DAG/I staff sponsored Agency-wide book discussions on *Lean In*, by Sheryl Sandberg.
- ❖ **Women in Leadership Symposium.** Held in November 2013, the Symposium featured speakers and panels on the topics of career development, courage in leadership, and sponsorship.
- ❖ **Gender and Communication in the Workplace.** In December 2013 the DAG/I staff held an Agency-wide event on communication topics such as ritual apologies, hedging language, emoticon usage, and nonverbal power poses.

“I know the senior officers have very tight schedules, and it is recognized by all that they committed a large block of time for this and it was sincerely appreciated.”

-Learning Event Feedback

- ❖ **Early and Mid-Career Hires’ Unique Contribution to Mission.** In January 2014, facilitators applied a World Café facilitation technique to discuss ways to leverage early and mid-career hires. Ideas were shared with Agency leadership.
- ❖ **DAG on Display at Headquarters.** In recognition of the one-year anniversary of the publication of the DAG Final Report, the DAG featured a display in February and March 2014 on the implementation effort and officers’ personal stories related to DAG themes. A Featured Story on CIA.gov highlighted this display during March 2014 for Women’s History Month.
- ❖ **Crafting Quality Promotion Panel Feedback.** In March 2014, DAG Working Group 7 partnered with HR to demystify the promotion panel process and lead an audience through an exercise to identify strengths and weaknesses in a variety of feedback scenarios.
- ❖ **Everyday Leadership: How Do I Fit In?** The DAG/I partnered with a leadership training team in April 2014 to discuss the value of participative leadership. The DAG shared ideas generated with Agency leadership.
- ❖ **Finding the Right Mix: Work, Home, Life, and Everything in Between.** In May 2014, the DAG/I hosted a discussion on work-life balance, featuring a panel of diverse officers who shared their successes, struggles, and advice for responding to the needs of work and life. Key topics that arose during this discussion led to a small session with the Executive Director in June 2014 on issues related to work-life balance, including negative attitudes toward alternative work statuses, policies governing leave use, and opportunities for flexible work options.
- ❖ **DAG Town Hall.** In June 2014, the DAG hosted a Town Hall in the Headquarters Auditorium on Year One of implementation. Director Brennan opened the event and the DAG/I Lead discussed Year One actions and plans for Year Two. A Directorate head provided a perspective on implementing the recommendations at the Directorate level, and a DAG Working Group member described her experience driving corporate and cultural change.

“The interaction with the other officers really provided me with different ideas on how to handle some of the personnel issues I face.”

-Learning Event Feedback

STRATEGIC OUTREACH AND COMMUNICATION

The success of the DAG’s mission relies on frequent and transparent communication to the workforce. In the first year of implementation, the DAG/I staff used a variety of vehicles to deliver its messages to the workforce, including engagement with senior leaders and advisors, outreach briefings, online resources, and a cadre of volunteers.

Engagement with Senior Leaders and Advisors

The DAG/I staff engaged regularly with Agency senior leaders, including the D/CIA, DD/CIA, EXDIR, and Directorate Front Offices, to apprise them of implementation efforts and to coordinate DAG/I activities with corporate initiatives. The DAG/I continued to engage with the original authors and External Senior Advisors to the 2013 DAG study, taking on their useful comments and suggestions.

Strategic Outreach Briefings

The DAG/I staff conducted over 100 briefings to various offices and employee groups across the Agency as well as several groups outside the Agency.

From these briefings, the DAG/I staff collected feedback on current implementation efforts and gathered ideas for new initiatives, which it integrated into its operations (see Figure 2).

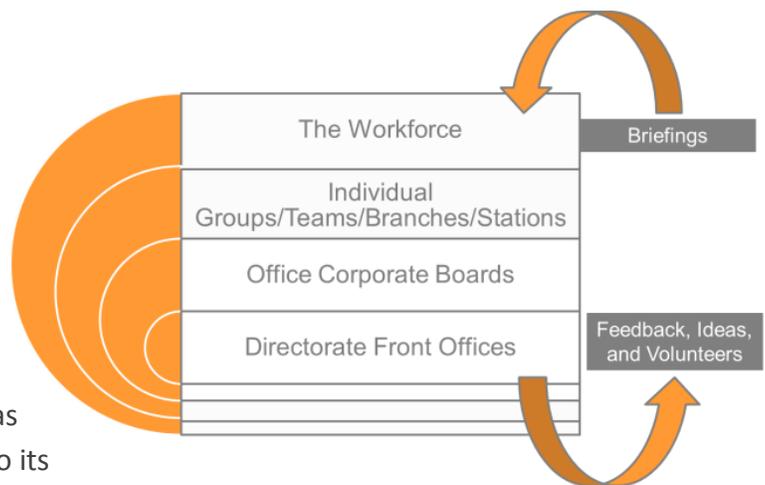


Figure 2: DAG/I Outreach Strategy

Online Resources

The DAG maintains a website on the Agency’s intranet featuring details on the ten recommendations and Working Groups, Learning Events, and other resources.

The DAG also runs a blog on the Agency’s intranet featuring articles related to the DAG mandates, information on DAG events, “Spotlight” articles on Working Group activities, and human interest stories.

Volunteer Cadre

The DAG relies heavily on word-of-mouth advocacy, advertising, and support from its cadre of volunteers.

METRICS

The DAG Final Report called on the Implementation Lead to:

- ❖ Track programmatic metrics that gauge the degree of progress in advancing each initiative overall and in each Directorate.
- ❖ Develop a set of outcome-based metrics to measure whether organizational improvements are results from these recommendations.

The DAG's External Senior Advisors also recommended that the DAG/I staff use frequent anonymous "pulse" surveys to measure intangible variables and concepts such as the effectiveness of feedback.

In response to these metrics mandates, the DAG/I staff coordinated, developed, and put into practice an initial comprehensive metrics approach that captures the inputs, outputs, and outcomes of its three-pronged effort (Working Groups, Learning Events, and Strategic Outreach and Communications). Because the outcome of many of the DAG's recommendations involves workforce perceptions, a cornerstone of the DAG/I's metrics effort has been a quarterly pulse survey, the first of which was launched in April 2014. These responses provided invaluable ratings and feedback on how the workforce perceives the DAG; promotions; feedback; on-ramping; flexibility; sponsors; and career development resources.

There were a number of highlights that resulted from the first survey, especially when responses from men and women and supervisors and non-supervisors were compared.

- ❖ Men are less likely to report that they have heard about the DAG in the past month. In addition, they are less likely than women to agree that the DAG's efforts help all officers, regardless of gender, and that the DAG/I is implementing positive change at the Agency. These results are driving the DAG/I staff to focus on being as inclusive as possible in its planning and messaging.
- ❖ Almost half of respondents replied "don't know" to the statement that "sponsors help talented officers reach the next level," indicating a lack of familiarity among the workforce with the concept. Working Group 10—*"Promote Sponsorship"* will use this data to advance its awareness campaign in Year Two.
- ❖ Most officers said that they have the flexibility in their work schedule that they require for their non-work obligations, with men and supervisors being slightly more likely to agree with that statement than women and non-supervisors. Working Group 9—

“Unlock talent through workplace flexibility” will continue to establish a culture of flexibility for all officers.

- ❖ Only a third of respondents fully or somewhat agreed with the statement that “Agency officers who return to CIA after time away re-integrate without difficulty.” Women were more likely than men to disagree with that statement. Working Group 6—*“Create on-ramping program”* anticipates that its deliverables will increase awareness of the options and process for re-integrating after time away.

With time, these pulse survey results will allow the DAG/I staff to better track and measure perceptions of the workforce. The staff will continue to review the metrics it gathers to refine its mix of activities, better focus its efforts and those of the Working Groups, and provide meaningful data to Agency senior leaders.

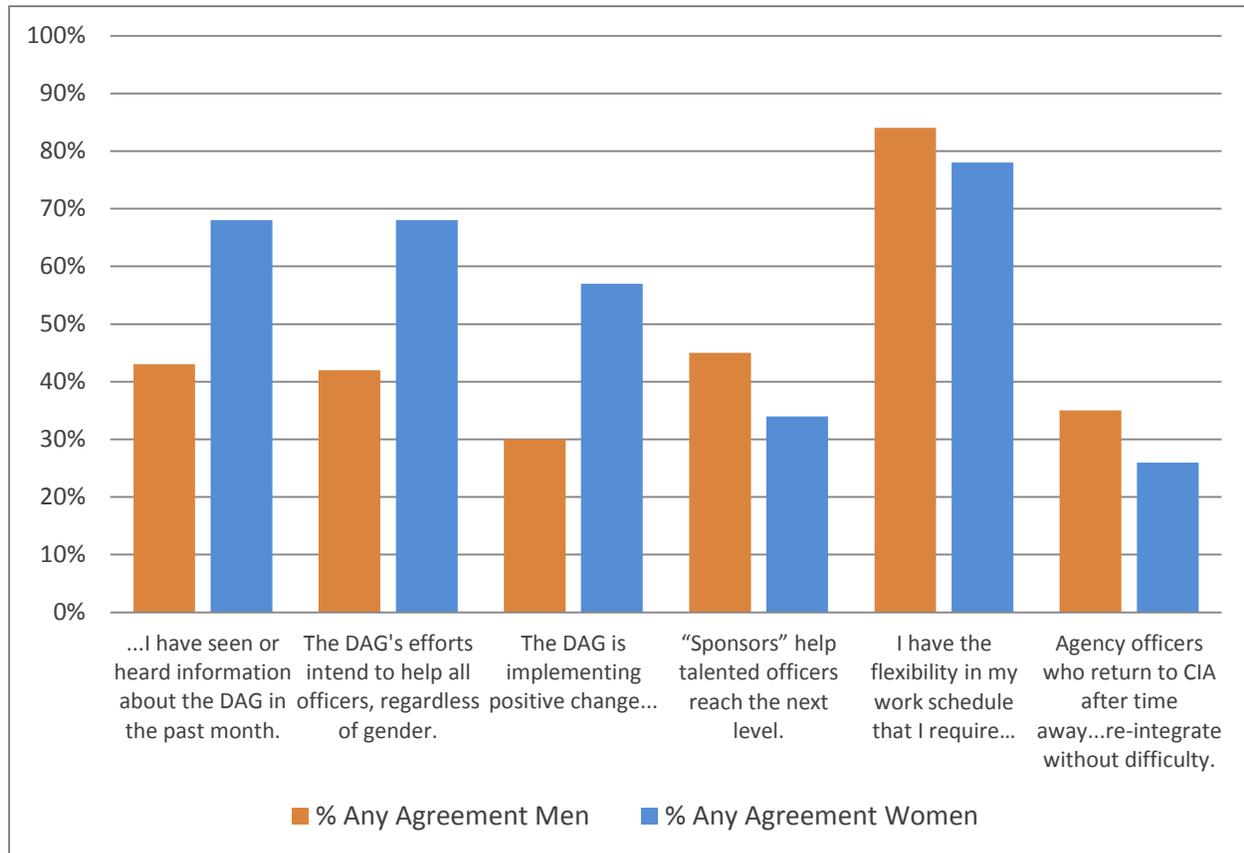


Figure 3: DAG Quarterly Pulse Survey Results by Gender on Select Items (April 2014)

GOING FORWARD

With June 2014 marking the end of Year One of implementation, the DAG/I staff remains committed to leading this multi-year effort to produce cultural change and has reconstituted its Working Groups for Year Two as follows:

- ❖ At the end of Year One, the DAG considers Recommendations 1 & 2—*“Establish clear promotion criteria from GS-15 to SIS”* and *“Expand the pool of nominees for promotion to SIS”*—fully implemented. The DAG/I staff has partnered with HR to ensure the long-term maintenance of these mandates.
- ❖ The efforts of the Working Groups for Recommendations 3—*“Provide relevant demographic data to panels,”* 4—*“Establish equity assurance member role on panels,”* 5—*“Reduce and streamline career development tools,”* 8—*“Develop future leaders,”* and 10—*“Promote sponsorship”* will continue with new volunteers and additional initiatives to carry these mandates forward.
- ❖ For Year Two, Working Groups 6 and 9—*“Create on-ramping program”* and *“Unlock talent through workplace flexibility,”* respectively—will be combined because of the significant commonalities in the approaches to address on-ramping and workplace flexibility.

As in Year One, each Working Group will be led by a SIS-level Chair and, in select cases, a Deputy Chair, drawn from a list of officers nominated by Directorate leaders. Working Groups will also consist of an Executive Assistant and Working Group members. The DAG/I will also benefit from a group of several hundred “DAG Advocates,” volunteers that will represent the DAG’s mandates in their own offices and groups.

In Year Two and beyond, Working Groups will focus on tangible progress and meaningful deliverables to advance the long-term vision of each recommendation. Successful implementation over the long run is intended to make the recommendations operate as part of the Agency’s culture. For example:

- ❖ All panel deliberations are fair and transparent panels are diverse, and panel members are trained on equity assurance.
- ❖ The Agency retains and maximizes the contributions of talented officers who “off-ramp” or use flexible work options at points in their career.
- ❖ All officers and managers give and receive actionable and timely feedback as a matter of course.

- ❖ All Agency leaders sponsor a diverse cadre of high-potential officers, and all officers understand what it takes to be “sponsorable.”

The DAG/I’s work is focused on long-term cultural and organizational change: laying the foundation and creating the environment by which the Agency better manages its talent and all officers—regardless of gender—better manage their careers.

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

- The DAG's External Senior Advisors for continuing to remain engaged and offering helpful guidance on how to measure and communicate the implementation effort.
- The DAG Champions who helped advise each of our Working Groups toward completing their deliverables for Year One.
- The DAG Working Group Chairs, EAs, and members, who accomplished much of the day-to-day work in making tangible progress against the recommendations.
- The DAG's volunteer cadres—for serving as the DAG's advocates in their offices and within their networks.
- The authors of the 2013 report, who continued to offer advice and assistance throughout Year One.
- The DAG's partners and subject matter experts in HR, CMDI, and other areas, among many other components, for helping the DAG/I and the DAG Working Groups work through the details of each deliverable.

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