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Subject: **Message from the Director: Update on the Director's
Advisory Group on Women in Leadership**

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(U//ATUO) Over the last several months, I promised you that I would keep in touch on the work of the Director's Advisory Group (DAG) on Women in Leadership. I hope you contributed your thoughts to the survey completed in late September; if not, the DAG will be conducting other focus groups and interviews, and I encourage you to let the group know what you think. You should have seen the *What's News* articles on the DAG, aimed at providing transparency on this project. The group also recently announced the launch of a blog to help bring information on the DAG together in one place.

(U//ATUO) The DAG continues to look at the question of why more women at CIA are not rising to levels above GS-13 and into positions of greater responsibility. I am looking for the group to deliver actionable recommendations to make the Agency a government and industry leader in enhancing career opportunities for women. I have asked them to deliver their final report and recommendations to me in January 2013. I expect the report to focus on key issues, such as assignments, career development, and personal choices at all levels. Although the focus will be on women, I am confident all Agency officers will benefit from the DAG's efforts.

(U//ATUO) Even though the group's work is not complete, I am mindful that we are well into panel season, and I want to ensure that the DAG's observations to date inform us as we think about our career panel deliberations this year, particularly those related to promotion to the Senior Intelligence Service. This career milestone is one that comes with understandably high expectations and responsibilities, and we owe you as much clarity on this process, the promotion criteria, and our philosophy as we can provide. To this end, I have directed the following actions:

- First, Deputy Director Michael Morell and Associate Deputy Director Sue Bromley will convey to all GS-15 officers the criteria for and philosophy on promotion to the Senior Intelligence Service. Michael and Sue, who chair and co-chair, respectively, the Executive Leadership Review Board (ELRB), will also communicate to senior managers my expectation that managers maximize our talent for the mission.
- Next, Chief Human Resources [] will disseminate complementary guidance to all Agency GS-15 panels to convey our expectations for panels to ensure the same guidance is being used and understood at all levels of the process.
- Finally, the ELRB, which reviews and recommends GS-15 officers for promotion into the Senior Intelligence Service, will ensure tailored, corporate feedback to each GS-15 officer brought forward for discussion at the Board.

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(U//ATUO) In addition, the DAG has recommended—drawing on best practices and academic literature—that the ELRB discuss a broader pool of GS-15 officers during its deliberations. I concurred with that recommendation and directed its implementation. This will give us the assurance that the ELRB has the opportunity to give an Agency-wide look at a greater share of our GS-15 population as it formulates its recommendations. Let me emphasize, however, that the number of GS-15 officers advancing to the executive level will remain small as we align with government-wide standards on the number of senior executives in our organization.

David H. Petraeus

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