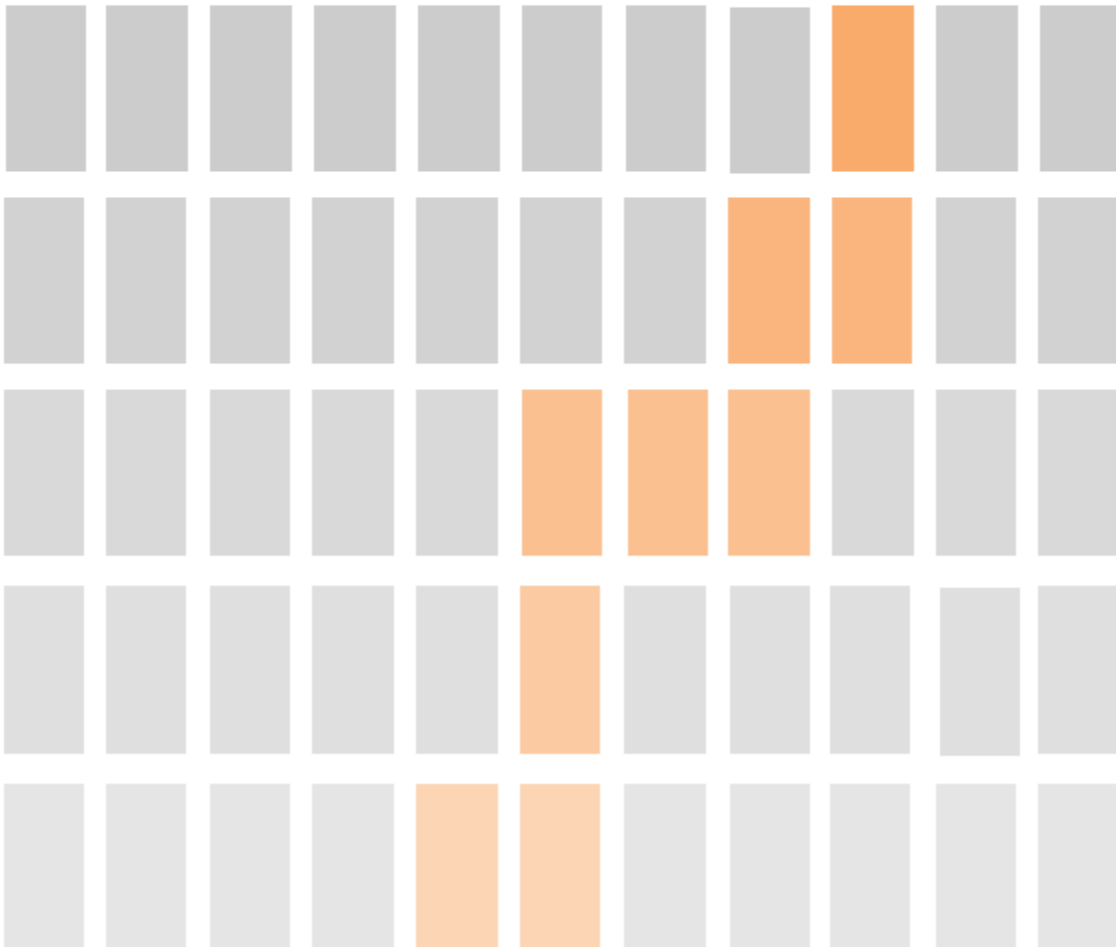


DIRECTOR'S ADVISORY GROUP
IMPLEMENTATION
YEAR FIVE REPORT TO THE WORKFORCE
June 2018



(U) FOREWORD

(U) June 2018 marked the end of the implementation phase of the Director's Advisory Group on Women in Leadership (DAG). Over the last five years, the DAG has worked to help the Agency fulfill its mission through management practices that develop and prepare all officers to better meet today's and tomorrow's challenges. The DAG has made significant strides against the ten mandates outlined in the 2013 Final Report and helped reshape Agency culture. This report communicates and documents the progress made not only in Year Five but through the five-year span of the DAG Implementation.

(U) Throughout its existence, the DAG worked diligently to develop practices that address institutional barriers that more often impact women, but also have the benefit of improving opportunities for all officers. In the process, the DAG has positioned itself as a leader on gender diversity issues both at the Agency and in the larger Intelligence Community (IC). During the DAG's five year tenure, the percentage of women in CIA's senior ranks increased from 31 percent in 2012 to 36 percent in 2018. In addition, the percentage of women newly promoted into the senior ranks increased from 31 percent in 2017 to 43 percent in 2018. Furthermore, results from DAG surveys and participation in DAG events also indicate a promising trend. More men are involved in concerns related to women at the Agency to include leading and participating in DAG working groups and projects teams. As a result of Recommendation Four, Equity Assurance Training is now required for all officers serving on promotion, interview, or selection panels. Similarly, feedback is included in the Agency's Professional Development Model as a result of initiatives aligned with Recommendation Seven, and the Agency conducts "Talent Review" exercises for officers at the SIS and GS-15 levels as a result of Recommendation Eight.

(U) Working closely with our IC partners, the DAG has shared best practices and products with other agencies and interagency working groups and participated on IC-wide panels and in private sector conferences and working groups. In Year Five, the DAG focused on the development of women in the Agency, with two well-attended panel events, Women at the Agency: Building the Career You Want, and Multicultural Women at the Agency: Intersectionality and Navigating Your Career, designed to broaden the conversation and help officers explore ways to manage their careers.

(U) Internally, the DAG continued to partner with the Talent Center (TC) to ensure DAG deliverables were consistent and coordinated with the larger TC strategy. The DAG Implementation Lead regularly met with TC leadership and other stakeholders within TC.. Members of the TC staff also participated as volunteers within the project teams, which

allowed for collaboration at multiple levels. Similarly, the DAG continued to deepen its relationships with its natural partners the Diversity and Inclusion Office (DIO) and the Diversity in Leadership Study (DLS), transferring external relationships, knowledge, and best practices to assist these offices as each moves forward in their efforts to bring about cultural change for the workforce.

(U) In Year Five, the DAG led four mandate-aligned project teams all focused on increasing workplace flexibility, that included Agency officers and subject matter experts (SMEs) across disciplines that concentrated on development of resources and toolkits, outreach and communication, and measuring impact and effectiveness. The DAG worked with volunteers and advocates to create and publicize products that members of the workforce can utilize to enrich their careers. The DAG also created one new project team under Mandate 9 – *Unlock talent through workplace flexibility; Project Team 9.6, Manager Recognition for Workplace Flexibility*, was created to recognize managers for fostering and implementing flexibility in their workspace – a more thoughtful and open view of how to structure work.

(U) Although, the DAG has come to a close, the very important work of ensuring opportunities for all officers to move into positions of greater responsibilities remains. Working closely with partners throughout the Agency, the DAG has transitioned its deliverables to permanent owners in an effort to further imbed our products and resources into the Agency's policies and processes. Indeed, the spirit of the program will extend beyond sunset, through the continued efforts of our partners in the Diversity and Inclusion Office and the Diversity in Leadership Study. The DAG is indebted to all officers who volunteered to work on DAG initiatives and our advocates who supported and championed our efforts over the last five years. We are very proud of the foundation built by the DAG and look forward to the Agency's continued efforts in creating cultural and lasting change.

(U)—Sonya Holt, DAG Implementation Lead

Table of Contents

(U) Executive Summary..... 1

(U) INTRODUCTION..... 4

(U) Project Teams..... 5

(U) MANDATE 9: Unlock talent through workplace flexibility..... 6

(U) Project 9.4. Explore job-sharing opportunities within the Agency..... 6

(U) Project 9.5. Develop consistent use of clearly defined flexibility language in Agency vacancy announcements 7

(U) Project 9.6. Managers Recognition and Award Project Team..... 7

(U) Learning Events..... 9

(U) STRATEGIC OUTREACH AND COMMUNICATIONS 11

(U) METRICS 12

(U) Going Forward..... 14

(U) Acknowledgements..... 16

(U) EXECUTIVE SUMMARY

(U) In Year Five of Implementation (June 2017 to June 2018), the DAG continued to advance the 10 recommendations (now mandates¹) from the February 2013 Final Report (see Figure 1).

(U) The DAG had three overarching objectives in Year Five:

- ❖ **(U) Transition and Monitor DAG products** to ensure the products and tools developed over the last five years live beyond DAG's five year mandate. The DAG successfully transitioned products and tools aligned with Mandates 1-9 to permanent owners throughout the Agency. This Year, it was critical not only to transition the remaining products aligned with Mandates 9 and 10, but to monitor those products and tools under the permanent owners to ensure the original intent, spirit, and impact of the deliverable is maintained and advanced. In Year Five, the DAG conducted meetings with permanent owners of DAG products to assess proper fit, alert to needed updates to content due to changes, and monitor functionality of DAG toolkits. In addition, DAG reached out to interested stakeholders such as the Women's Coordination Board, Workforce Flexibility and Balance Agency Resource Group, and the Talent Center's Senior Leadership Team to request assistance in monitoring DAG products and tools after the sunset of DAG.
- ❖ **(U) Conduct strategic outreach and communication** to improve awareness of the products and resources the DAG developed since its inception. An important goal of the DAG's outreach efforts in Year Five was to ensure Agency officers were aware of the DAG's sunset and apprised of new homes for DAG's products and resources, to include all DAG toolkits.
- ❖ **(U) Facilitate learning events** to educate the workforce on topics to include collaboration and professional and personal development. This year, the DAG hosted two panel events aimed at helping women navigate their careers at the Agency. In addition, the DAG's self-guided video discussion series saw increased participation and served to provide officer's in the field additional training opportunities. These events garnered interest from officers across all directorates and mission centers.

¹(U) 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.

(U) DAG Year Five deliverable highlights:

- ❖ In conjunction with the Talent Center and Directorate of Support's (DS's) Employee Business Systems (EBS) implemented a new standard vacancy template that includes more flexible options in vacancy announcement notices
- ❖ Communication and promotion of the new Job-Sharing Toolkit with resources to aid officers in identifying job-sharing opportunities
- ❖ Developed proposed methods for recognizing and rewarding managers who support flexible work environments
- ❖ GS-14 and GS-15 promotion panel feedback surveys
- ❖ A series of DAG-sponsored learning events throughout the year, including two panel events focused specifically on women at the Agency

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	●		

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

(U) INTRODUCTION

(U) 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 five years of its implementation effort, the DAG has driven cultural and systemic change at the Agency that benefits all officers.

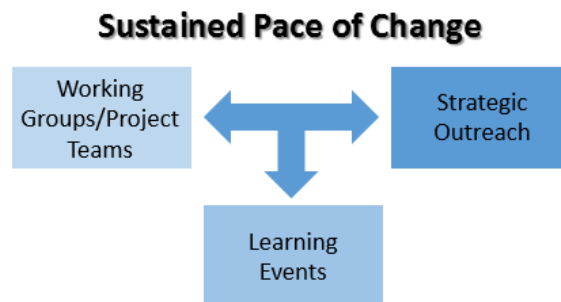
(U) Mission Imperative and Vision

(U) The DAG 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’s mandates are gender-neutral and designed to institute better talent management practices that ultimately benefit the entire workforce.

(U) 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.

(U) DAG Implementation Approach and Methodology

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



(U) PROJECT TEAMS

(U) In Year Five, the DAG Implementation staff continued to use project teams assigned to specific mandates and initiatives. The DAG defines project teams as follows:

- **(U) Project Teams**—led by one or two SIS or GS-15 officers, these teams addressed specific initiatives identified by the DAG Implementation staff and built on actions taken in prior DAG implementation 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 9—9.4 Job-sharing, 9.5 Flexibility in vacancy announcements, and 9.6 Manager’s recognition for workplace flexibility*).

(U) The following sections describe the project teams assigned to each mandate, their goals, and final deliverables. The deliverables for DAG Year Five 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.

(U) MANDATE 9: Unlock talent through workplace flexibility

(U) Project 9.4. Explore job-sharing opportunities within the Agency

(U) 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.

(U) Deliverables:

- ❖ **(U) *Communicate Job-Sharing Toolkit to the workforce.*** The job-sharing toolkit was created in Year 4, and in Year 5 the project team communicated the resource to the workforce. The team briefed the Talent Council and Senior Human Resource Officers, posted a blog on the DAG site, published a *What's News* article, and sent email communications to officers and Lead Talent Officers/Lead Talent Integrators. Since its launch in February 2018, the toolkit has received numerous unique visitors. 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 guides for managers and employees, a discussion forum, job-sharing network, and more.

- ❖ **(U) *Transitioned toolkit.*** The toolkit was transitioned to the Talent Management Office (TMO) within Talent Center in May 2018. TMO will manage all content and resources going forward.

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

(U) 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.

(U) Deliverables:

- ❖ **(U) *Provided recommendations on including more flexible options.*** Previously, the team conducted research with officers across all directorates and mission centers to

take a closer look at the way vacancy announcements were created and determine how to include more flexible options. From their research, alternative work schedules, excused absence for physical fitness, job-sharing, and a part-time schedule were noted by both managers and employees as common flexible work options. In collaboration with the TC and DS' Employee Business Systems (EBS) the team presented proposed Agency vacancy system changes to the Talent Council in February with a mockup of proposed changes.

- ❖ **(U) Implemented enhancements to the Agency vacancy system.** In June 2018, EBS updated all vacancy announcements with a section for Alternative Work Schedules (AWS) as well as, a downloadable standardized vacancy template with fillable fields. Based on the initial research findings, the use of a template would encourage consistency across the Agency, identify possible flexible options upfront, and increase transparency in vacancy announcements.

Agency vacancy system released the following enhancements:

- A field within the job advertisement where managers/supervisors can designate whether AWS may be available. AWS is subject to the approval of the manager/supervisor. This enhanced capability gives managers a new tool to assist in recruiting talent for their office and will afford applicants the opportunity to search for jobs that best fit their work-life balance needs.
- A downloadable advertisement template that managers/supervisors can use to create a draft job advertisement. The tool will also serve as a resource for HROs to leverage when working with customers. Users may access this template in the frequently asked questions (FAQ) section on the Agency vacancy system website.

(U) Project 9.6. Managers' Recognition and Award Project Team

(U) Goal: The Managers' Recognition and Award Project Team was newly created in Year Five to address the directive from the original DAG report under recommendation 9 – *unlock talent through workplace flexibility* – “hold managers accountable and reward them for fostering and implementing flexibility.”

(U) Deliverables:

- ❖ **(U) Completed benchmarking in recognition of managers for supporting flexible options.** The team, which included HR professionals, reviewed awards programs at

the enterprise level and across mission centers and directorates to assess if and how managers were being recognized for supporting flexible work options. The team found there was no current standardized program aimed at recognizing managers for supporting flexible work options at the corporate, directorate, or mission center level.

❖ **(U) Provided recommendations on recognizing managers for fostering a flexible work environment.** Based upon the findings of their research, the team briefed two recommendations on possible ways to reward managers for supporting a flexible work environment:

- **Letter of Appreciation** - Deserving managers will receive a framed/signed letter from a member of the Director's Suite (D/CIA, DD/CIA, COO, D/COO). A call for nominations would be released through a "What's News" article, as well as a note from the Directorate and Mission Center communications teams. Employees would be asked to nominate their managers. Primary responsibility for receiving nomination and identifying the winner would rest with a Program Manager in Talent Development's Workforce Resilience and Wellness (WRW) Group and/or the leaders of the Workplace Flexibility and Balance Agency Resource Group (WFB). The letter would be presented by C/WRW to the awardee at one of their directorate or office level meetings. In addition to the Letter of Appreciation a "What's News" article drafted by the WRW in partnership with the WFB ARG announcing the recipients and highlighting how each supports flexibility in the workplace would be shared with the workforce. This award would be open to all managers.
- **Time-Off Awards** - Deserving managers at the GS-15 or below level will receive a Time-Off Award for one or two days as a reward for supporting a flexible work environment. A call for nominations would be released through a "What's News" article, as well as a note from the Directorate and Mission Center communications teams. Employees would be asked to nominate their managers. Primary responsibility for receiving nomination and identifying the winner would rest with a Program Manager in WRW in partnership with leaders of the Workplace Flexibility and Balance Agency Resource Group. A program manager in WRW would work with component human resource officers to facilitate the awards.

Awarding managers at all levels demonstrates the workforce that CIA values a work-life balance. Awarding managers at the GS-15 and below level ensures that we have future enterprise leaders who value balance and flexibility.

❖ ***(U) Transitioned initiative to Talent Development Office/ WRW Group and WFB Agency Resource Group in June 2018.***

(U) LEARNING EVENTS

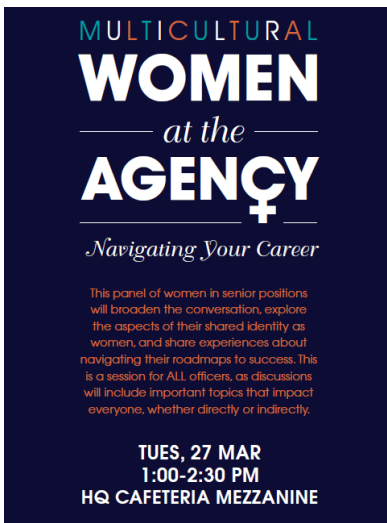
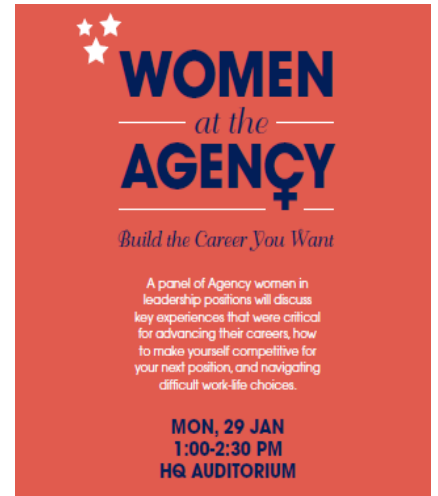
(U) DAG learning events focused on the DAG Final Report's key findings and the choices made by individuals that affect their career progress. These events raised awareness, generated in-depth discussion on issues raised by the report, and showcased best practices. Learning events were open to all officers. Feedback suggests the DAG's live and online learning events improve officer's connectivity to the Agency, provided additional training opportunities, and promoted team building for all officers. In Year Five, the DAG hosted six learning events, which included:

(U) TED Talk video discussions. The DAG leveraged selected TED talks, and prepared discussion guides, and questions to aid in facilitating the sessions. Officers signed up to be volunteer moderators for their office and were provided with the material to serve as moderators for their group discussions. At the close of each discussion, the moderator provided the DAG with discussion points and the DAG extracted key highlights to summarize on a DAG blog for greater shared learning. .

(U) Video discussion learning events promoted team building through discussion by giving individuals a platform to share their opinions and experiences. The DAG offered the following video discussions throughout Year Five:

- **How to speak up for yourself.** Social psychologist Adam Galinsky teaches people all over the world how to inspire others, speak up effectively, lead teams, and negotiate successfully.
- **Are you a giver or a taker?** Organizational psychologist Adam Grant breaks down the personalities of givers, takers, and matchers and offers simple strategies to promote a culture of generosity.
- **Asking for help is a strength, not a weakness.** In a talk about perspective, Michele Sullivan shares stories full of wit and wisdom and reminds us that we are all part of each other's support systems.
- **Surprising habits of original thinkers.** Organizational psychologist Adam Grant studies "originals": thinkers who dream up new ideas and take action to put them into the world.

- ❖ **(U) Women at the Agency: Building the Career You Want.** The DAG hosted a panel discussion with women in senior leadership positions. The panelists discussed key experiences that have been critical for advancing their careers, strategies for making yourself competitive for your next position, and how they've navigated tough decisions while balancing work-life choices. The event concluded with an opportunity for the audience to engage with the panelists in a Q&A session. The event accomplished the DAG's objective of continuing a larger discussion within the Agency around the specific challenges that women may face, and how to overcome them.



- ❖ **(U) Multicultural Women at the Agency: Navigating Your Career.** As a continuation of the 'Women at the Agency event', the DAG hosted a panel discussion specifically with women in senior leadership positions that represent different ethnic and cultural backgrounds. The panelists discussed their overlapping identities in an effort to broaden the conversation around intersectionality, explore the aspects of their shared identity as women, and shared their experiences in navigating their roadmap to success and overcoming challenges.

(U) STRATEGIC OUTREACH AND COMMUNICATIONS

(U) Communication and outreach are essential to achieve workforce-wide engagement on the DAG mission and initiatives. The DAG Implementation Lead, Sonya Holt, regularly participated in briefings Agency leaders, offices across directorates and mission centers, as well as partners within the Intelligence Community (IC).

(U) Internal Communication Vehicles

(U) The DAG used multiple communication tools to regularly reach audiences across the Agency. The DAG blog featured the latest learning events, products, resources, and updates. In addition, enterprise-wide communication vehicles were utilized to attract top visibility. The DAG also used targeted emails to reach the workforce, engaging specifically with groups such as ARGs, and Diversity and Inclusion Program Managers. Another tool to used reach officers who are passionate about DAG initiatives was the DAG Advocates Newsletter. The newsletter included highlights of current DAG events and new resources and also showcased other events and opportunities within the Agency that are related to the DAG's overall mission. Advocates were encouraged to share these messages widely within their offices and networks. For certain engagements, the DAG also extended its network out to partners within the IC to communicate events of interest to their respective workforce.

(U) Workforce Briefings

(U) In Year Five, the DAG staff conducted over 35 outreach briefings to a range of audiences, providing an overview of the DAG's mandates and existing products.

(U) Senior Engagements

(U) DAG Implementation Lead Sonya Holt provided briefings to senior leadership on the progress of DAG initiatives. These briefings supplied updates on all products, services, and upcoming activities within the DAG and allowed for input on next steps.

(U) Intelligence Community Engagement and Other Government Agencies

(U) The DAG conducted briefings, engaged in discussion, and participated on panels with our IC partners in Year Five, during which it shared accomplishments and provided guidance to those interested in building similar tools and resources for their employees. Engagements included:

- National Geospatial Intelligence Agency (NGA) Office of Diversity Management and Equal Employment Opportunity and Office of Corporate Communications
- IC Women's Summit hosted by National Security Agency (NSA)
- IC Women's Summit hosted by Office of the Director of National Intelligence (ODNI)
- ODNI site visit
- NSA Workforce Development Group
- State Department's Intelligence and Research Department
- Executive Women at State
- Department of State EUR Bureau

(U) In March, the DAG Lead participated on a panel at the US Patent and Trademark Office (USPTO) titled "Women on the Rise" and served on an executive leadership panel at the Blacks in Government (BIG) National Training Institute Annual Conference.

(U) Private Sector Conferences and Membership

(U) The DAG Lead participated as a member of the Conference Board's Leadership Council on Advancing Women in the Workplace, attended quarterly meetings to discuss best practices for empowering and developing women in leadership. The DAG Lead served on a panel titled "Hidden Figures" at the 15th Annual Women's Leadership Conference sponsored by The Conference Board. In addition, the DAG Lead served on the advisory board for Working Mother Media's Annual Leadership Summit for Women in National Security Careers and moderated a panel at the event titled "Co-Creating a New Culture". In addition, the DAG Lead attended the Out and Equal Conference as part of an Agency-wide delegation. These communication channels provided opportunities to educate interested audiences on the DAG's actions and to share strategies for removing barriers to women in leadership.

(U) METRICS

(U) The DAG tracked and measured perceptions of the workforce through the GS-14 and GS-15 feedback surveys and used the data to both inform senior leaders about the progress of DAG initiatives and to calibrate, guide, and better focus the DAG plans in Year Five and beyond.

- ❖ **(U) GS-15 Feedback Survey.** The DAG administered the fourth annual GS-15 Feedback Survey in May 2018. This survey, directed at all officers who were at the GS-15 level prior to the 2017 SIS promotion exercise, 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.

(U) Notable takeaways from the GS-15 survey are as follows:

- Overall, 66 percent of respondents stated they aspire to become a SIS officer consisting of 40 percent of women and 52 percent of male respondents.
- Sixty-three percent of respondents indicated they petitioned because they felt ready for promotion. More than half of male and female respondents indicated feeling ready for promotion
- Overall, there was a decrease in familiarity with executive competencies in 2017, from 83 percent to 74 percent.
- The number of respondents who stated they did NOT receive panel feedback dropped to 12 percent, compared to 16 percent in 2016. There has been a steady decrease in the number of officers that have not received feedback over the last three years.
- Sixty-one percent of respondents were satisfied with the career service panel feedback they received, a 5 percent increase from the previous year.

❖ **(U) GS-14 Feedback Survey.** In January 2018, the DAG and Talent Center conducted a joint survey of all officers who were at the GS-14 level prior to the 2017 GS-15 promotion exercise which received a response rate of 24 percent.

(U) Overall, 88 percent of respondents stated that they received some feedback in 2017, an increase of 3 percent over 2016. The number of GS-14 officers who reported aspiring to become a SIS-level officer increased by three percentage points in 2017. Minorities of both genders were more likely to aspire to SIS than non-minority men and women.

(U) Notable takeaways from the GS-14 Feedback Survey are as follows:

- Sixty-five percent of respondents petitioned because they felt they were ready for promotion; 14 percent of respondents petitioned because they wanted a voice in the process.
- Most respondents received feedback in person before 31 December 2017.
- Overall, 60 percent of respondents who received feedback responded positively to questions on the quality of promotion panel feedback with specificity of feedback rated the highest at 68 percent, and satisfaction with feedback rated the lowest at 53 percent.

- Positive responses from women increased in every feedback category in the 2017 promotion cycle, compared to 2016 with seventy percent of women agreeing that their feedback was specific; a nine percent increase in satisfaction from the previous year.
- Sixty-one percent of women agreed that their feedback was achievable and within their control; a six percent increase from the 2016 GS-14 Feedback Survey.

(U) GOING FORWARD

(U) With Year 5 complete, the DAG concluded the transition of each of its deliverables, products, and tools to permanent owners within the Agency to continue to develop and grow officers at all levels. A full list of permanent owners with their respective mandate products and resources is as follows:

- Talent Center
 - Mandate 9 - *Flexible work options*
- Talent Center/Talent Management Office
 - Mandate 1 - *Establish clear promotion criteria from GS-15 to SIS*
 - Mandate 2 - *Expand the pool of nominees for promotions each year*
 - Mandate 3 - *Provide relevant demographic data to panels*
 - Mandate 4 - *Establish Equity Assurance Member role on panels*
 - Mandate 5 - *Reduce and streamline professional development tools*
 - Mandate 6 - *Parental Leave*
 - Mandate 9 (Project 9.4) - *Job-sharing*
 - Mandate 9 (Project 9.5) - *Flexibility in Vacancy Announcements*
 - Mandate 9 (Project 9.6) - *Manager awards and recognition for workplace flexibility*
- Talent Center/Talent Development Office
 - Mandate 6 - *Create an on-ramping program*
 - Mandate 7 - *Provide actionable and timely feedback to all employees*
 - Mandate 8 - *Develop future leaders; Talent Review*
 - Mandate 10 - *Sponsorship*
- Talent Center/Learning Enterprise
 - Mandate 8 - *Gap analysis of leadership courses*
- Directorate of Support/Workforce M
 - Mandate 6 (Project 6.3) - *Tandem Couples Toolkit*
- Directorate of Support/Mission Support Center Administrative Services
 - Mandate 9 (Project 9.1) – *Desk-Sharing Tool*

- Directorate of Support/Office of Facilities and Mission Delivery
 - Mandate 9 (Project 9.2) – *Flexible Work Centers*

The DAG completed knowledge transfer briefings with DLS and DIO, which encompassed the overarching management and operation of the DAG, strategies for success, as well as tips and best practices for the creation and development of products and toolkits. Emphasis was given on how to create useful content for the workforce and host learning events that appeal to a wide range of officers and speak to the 'self' aspect of personal development.

The DAG met 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.

(U) ACKNOWLEDGEMENTS

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

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

- The DAG Working Group and Project Team Leads, Executive Assistants, and members whose dedication to the Year Five goals resulted in tangible progress against the mandates.
- The DAG Advocates and Forward Deployed Cadre who help spread the DAG's messages throughout their offices and within their networks.
- The DAG's partners and SMEs in the Office of General Counsel, the Office of Equal Employment Opportunity, the Director's Executive Support Staff, and the Talent Center, as well as, Office of Personnel Resources, Office of Security, Human Resources, Office of Facilities and Mission Delivery, and support within the Directorates for helping the DAG work through the details of each deliverable.
- The various officers who assist with the DAG's digitization and multimedia resources, including Learning Enterprise web designers, the Office of Public Affairs, the Open Source Enterprise, and graphic design volunteers.
- The Women's Coordination Board, individual Agency Women's Councils, and Workplace Flexibility and Balance Agency Resource Group who promoted DAG events and initiatives through advertisement and word of mouth, and offering assistance in monitoring DAG initiatives following DAG's sunset.
- Our partners in the Talent Center, the Diversity and Inclusion Office, and Diversity in Leadership Study who have provided permanent homes to DAG products and deliverables and have taken over DAG external relationships.

(U) 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

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employees through the DAG initiatives. It is because of these officers that the DAG is able to execute its mission.

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