

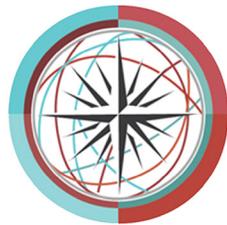


DIRECTOR'S
DIVERSITY IN **LEADERSHIP**
STUDY

YEAR ONE
EXECUTIVE REPORT:

BUILDING A
FOUNDATION

**WE ALL
PLAY A
PART**



YEAR ONE EXECUTIVE REPORT CONTENT

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FOREWORD

In June 2015, CIA released the Diversity in Leadership Study (DLS), which found that the Agency must improve the diversity of its leadership and the inclusiveness of its culture, and provided a roadmap to help the Agency accomplish those mission critical objectives. The Study garnered swift attention and support throughout the CIA, the Intelligence Community (IC), US Government, and the public via outreach engagements.

From the Study's launch, our Senior Leadership Team sent a powerful message that achieving the culture change called for in the Study was a top priority. The Director included me in his weekly staff meeting, and every two weeks I meet with the Director, Deputy Director, and Executive Director to discuss CIA's progress toward achieving its diversity and inclusion goals. DLS has become a regular topic of discussion at the highest levels of CIA, signaling leadership's deep commitment to full implementation of the Study.

I am proud to share that the DLS implementation effort has accomplished its first-year objectives, specifically in the areas of awareness, initial progress with partners and our workforce, and accountability measures. The foundation that was laid over the past year strengthens CIA's position as a leader on D&I issues in the Intelligence Community. This Year One Report describes the DLS approach, progress, and next steps.

My expectation for Year Two is that CIA continues to build momentum and tackle the complex challenges described in the Study. Fully addressing these cultural, management, and organizational challenges is a mission critical imperative and will require that the workforce share responsibility for fully implementing the Study's recommendations. I am confident that with the continued support of our leadership team, the workforce, and our partners, we can make CIA a place where all talent and perspectives are welcomed and valued, and where all individuals are empowered to reach their full potential.

*Beverly Kennedy, Implementation Lead
Director's Diversity in Leadership Study
Central Intelligence Agency
31 October 2016*

INTRODUCTION

CIA Director John Brennan commissioned the Diversity in Leadership Study (DLS) in 2014 to explore why minority officers were not rising to the Agency's senior leadership ranks at a rate comparable to non-minority officers. The Study, published in June 2015, provides a rigorous roadmap to improve the diversity of the Agency's leadership and build a more inclusive culture. The Implementation Team accomplished its first-year objectives, specifically by raising awareness about the Study, demonstrating progress in key areas through collaboration with institutional stakeholders and workforce Action Teams, and by developing baseline measures to monitor progress. Year Two of implementation will focus on tackling the complex challenges, and years three and beyond will center on institutionalizing progress to solidify the diversity of CIA's leadership and the inclusiveness of its culture.

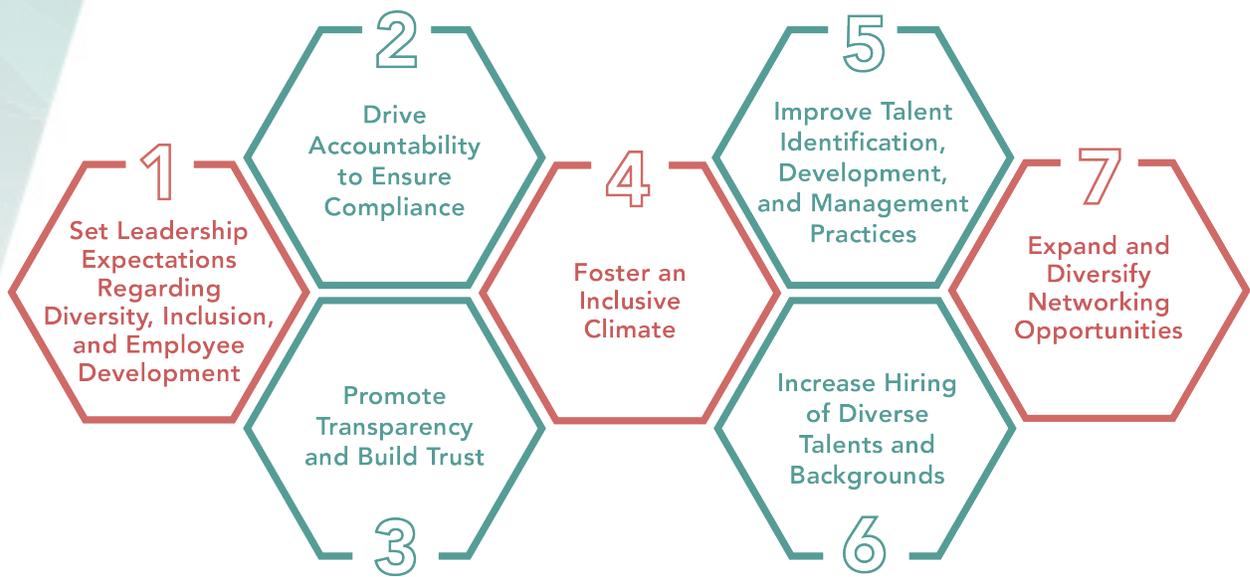


Figure 1: The Seven Recommendations from the Study

RAISING AWARENESS

Building awareness among the workforce about the importance of the Study and emphasizing the mission imperative for a diverse workforce and an inclusive culture were the primary objectives of implementation efforts in Year One. The DLS Implementation Team took a comprehensive approach to increase the workforce's understanding about the impetus for the Study and its recommendations (see Figure 1). The primary focus was to highlight CIA's mission case, specifically that the Agency requires diversity of thought, backgrounds, and perspectives to fulfill its national security mission. A key theme has been highlighting the important role every officer plays in DLS implementation efforts.

The DLS Implementation Team developed and executed a strategic communications plan with distinctive branding, leveraging a wide array of communications tools to reach the broadest audience possible. Specific communication vehicles include workforce messages, What's News articles, the DLS website and blog site, and a quarterly newsletter for DLS Advocates¹. DLS sponsored two Agency-wide learning events that addressed the roles that leaders play in advancing D&I goals, and shared examples of how CIA's capabilities are enhanced through a diverse workforce and inclusive culture. DLS outreach briefings reached several thousand employees, and hundreds volunteered to participate in DLS implementation.

¹DLS advocates are a cadre of volunteers who champion the Study and assist with implementation efforts.

INSTITUTIONAL PARTNERSHIPS

Many of the sub-recommendations and initiatives called for in the Study involve complex personnel and organizational issues that require specific expertise. To address these issues, the DLS Implementation Team established partnerships with CIA's Talent Center—the Agency's focal point for recruiting and developing a diverse, first-class workforce.

Through close collaboration with the various Talent Center offices, including the Diversity and Inclusion Office (DIO), the Talent Management Office (TMO), the Talent Development Office (TDO), the Learning Enterprise (LE), and stakeholders in the Directorates and Mission Centers, the DLS Implementation Team made significant progress addressing the Study's seven recommendations.

WORKFORCE INVOLVEMENT

To benefit from the experiences and perspectives of the broader workforce, DLS launched seven Action Teams in October 2015 to focus on key aspects of the DLS recommendations.

The seven Action Teams were led by officers nominated by their Directorate and were composed of volunteers from across the Agency. Their accomplishments will serve as the foundation for efforts in Year Two and beyond.

DLS ACTION TEAMS

Promote Workforce Awareness of Diversity and Inclusion

Build an Inclusive Environment

Ensure Equity and Fairness in Personnel Processes

Create a Framework for Key Assignments and Experiences

Foster Networking Opportunities

Establish Corporate Mentoring Oversight

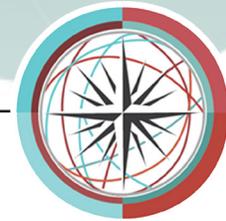
Talent Acquisition for the Future

YEAR ONE ACCOMPLISHMENTS

The DLS Implementation Team, the Action Teams, our Talent Center partners, and other stakeholders successfully executed numerous initiatives to address the seven recommendations. Some of these actions are building blocks that are foundational to more focused initiatives in Year Two. The tables that follow highlight the accomplishments CIA has achieved in response to the DLS recommendations.

Recommendation One: Set Leadership Expectations Regarding Diversity, Inclusion, and Employee Development

Accomplishment	Impact
Updated CIA's Ethos to reflect the Agency's commitment to D&I	Embeds the clear connection between a diverse and inclusive workplace into the statement of common values we embrace as Agency officers.
Issued D&I performance objective for Senior Intelligence Service (SIS) officers	Holds senior leaders accountable for creating and maintaining a diverse and inclusive work environment.
Published new Agency Diversity and Inclusion Strategy	Maps out how the Agency must make progress in three areas: weaving D&I into talent management practices; becoming an employer of choice; and building a more diverse leadership pipeline.
Held a D&I seminar for the Director's Senior Leadership Team (SLT)	Equipped Agency senior leaders with the tools to accelerate the Agency's D&I progress.



Recommendation Two: Drive Accountability to Ensure Compliance

Accomplishment	Impact
Developed a D&I metrics dashboard	Enables meaningful discussions with CIA's leadership and drives action in advancing D&I initiatives.
Incorporated D&I into SIS promotion and recognition exercises	Integrated D&I concepts into the new SIS promotion and Talent Board materials, and initiated efforts to ensure D&I are an important criterion of the SIS recognition exercise.
Facilitated regular D&I discussions with CIA's top leaders	Elevated the Agency's focus on D&I during several D/CIA meetings with the SLT.

Recommendation Three: Promote Transparency and Build Trust

Accomplishment	Impact
Defined safeguards for the new self-petition for promotion process	Ensures that the new self-nomination process supports the development of a diverse cadre of CIA officers.
Expanded demographic category options for officers to better self-identify	Allows CIA to better understand the rich diversity of the workforce via enabling all CIA officers to self-identify in Agency HR systems with more fidelity on race, ethnicity, national origin, sexual orientation, and gender identity.
Shared detailed promotion statistics with the workforce	Further transparency into advancement at CIA through making available to the workforce more complete data on the demographics of those promoted across Directorates and grade levels.
Published and explained the MD-715 report on barriers to advancement	Builds trust in the CIA's EEO program and provides insight into barriers to advancement at CIA.

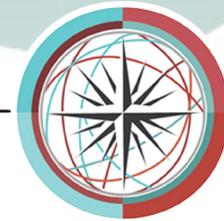
YEAR ONE ACCOMPLISHMENTS cont'd

Recommendation Four: Foster an Inclusive Environment

Accomplishment	Impact
Created a corporate D&I website	Provides a one-stop shop of contacts and materials for everyone at CIA, allowing all officers to easily find and make the most of D&I resources, events, and training.
Integrated D&I into Agency training	Initiated efforts to integrate D&I concepts into other Agency training; began briefing all new officers participating in Access CIA about DLS.
Integrated D&I questions into corporate events	Poses D&I questions and topics to all speakers at CIA, underlining its importance to many aspects of the Agency's work.
Published Manager's Essentials on leading inclusively	Provides a guide on how managers can lead inclusively on a daily basis.
Developed Inclusion Development Program	Provides key activities and resources to CIA employees to better understand and develop inclusive leadership behaviors.

Recommendation Five: Improve Talent, Development, and Management Practices

Accomplishment	Impact
Conducted a study on key experiences needed to advance	Leverages HR data analytics and interviews to gain insight into the key experiences needed for advancement to senior leadership, with the ultimate goal of aiding officers with planning their careers and reaching their goals.



Recommendation Six: Increase Hiring of Diverse Talents and Backgrounds

Accomplishment	Impact
Informed strategy to increase Agency Resource Group (ARG) participation in recruitment activities	Integrates ARG participants into recruiting events, showcasing the Agency's diversity to attract new talent.

Recommendation Seven: Expand and Diversify Networking Opportunities

Accomplishment	Impact
Recruited SIS champions for networking	Increases collaboration and networking opportunities across the Agency.
Facilitated networking opportunities through Directorate and Mission Center-sponsored events and networking resources	Provides multiple avenues for Agency officers to improve information-sharing and build new relationships.
Established a mentoring council	Ensures mentoring programs leverage best practices and all available resources in developing officers to their fullest potential.

DEVELOPING BASELINE MEASURES

The ability to measure our progress to increase diversity and build an inclusive culture is essential to DLS implementation efforts. The DLS Implementation Team—in partnership with DIO—developed a dashboard of actionable and meaningful metrics to gauge the Agency’s progress in three distinct yet mutually reinforcing areas (see Figure 2) to answer these key questions:

- Is the workforce and the leadership pipeline becoming more diverse?
- Is the environment becoming more inclusive, and are officers fully engaged in their work?
- Are the implementation efforts resulting in actions that are impactful and tangible for the workforce?

These metrics will enable the DLS Implementation Team and Agency senior leaders to evaluate progress and make focused efforts where needed. In Year Two and beyond, DLS plans to hold routine conversations with Agency senior leadership around this data, its implications, and CIA’s next steps.



**Workforce
Demographics/Leadership
Pipeline**

- Recruitment, development, and advancement
- Grade and SIS distribution
- Attrition and separation
- Promotion trends

- Inclusivity indices
- Accountability measures
- D&I training and education

Inclusive Environment

- Directorate actions
- Mission Center actions
- Action Team status and Task Force deliverables
- Communication and outreach

Program Impact

Figure 2: DLS Approach to Measuring Progress

APPROACH TO YEAR TWO — TACKLING COMPLEX CHALLENGES

The DLS Implementation Team will focus on critical initiatives in its next year to tackle the Study's most complex challenges. The team will focus on three key areas (see Figure 3):

1. **Advancing signature initiatives** to address meaningful challenges to greater diversity in leadership and a more inclusive culture at CIA. Specific efforts include helping our employees increase their 'acquired diversity'² and reducing the effects of unconscious bias in talent management and development processes.
2. **Partnering with Talent Center** offices on complex tasks in their business areas. Examples include increasing the strategic role of human resource officers and further improving the scope, depth, and mission-relevance of D&I messaging in key training courses.
3. **Delivering on all the Action Team initiatives** that began in Year One.

Supporting these focus areas will be the foundational elements initiated in the first year, specifically tracking progress against the D&I dashboard, spotlighting Agency officers who are exemplars and their mission impact, and continuing outreach activities within and outside the CIA.

The broad support that DLS has received from across CIA, the IC, US Government, and beyond has sustained and propelled our efforts to increase the diversity of CIA's leadership and improve the inclusiveness of the Agency's culture. Indeed, CIA is on the forefront of these issues within the IC. Nonetheless, there is significant work ahead.

The coming year presents tremendous opportunity for CIA to build upon the foundation that was laid in the first year of implementation and make great strides toward our ultimate goals, which is a CIA where all officers:

- Are developed to their fullest potential;
- Can apply the whole of themselves, their talents, and their skills to their work every day;
- Are heard and respected.

CIA's ability to accomplish its mission is continually enhanced and renewed as the workforce becomes more vibrant and the environment more inclusive. CIA can and will achieve this vision by incorporating the recommendations the Study calls for into the very fabric of the Agency's culture.

²According to research from the Center for Talent Innovation, individuals with acquired diversity have had the background and experience that give them an appreciation for differences (e.g., gender, age, culture, socioeconomic background, nationality, or sexual orientation). Such individuals are more likely to behave inclusively. Some of the traits of an individual with acquired diversity might be cultural fluency, generational savvy, gender smarts, social media skills, cross-functional knowledge, global mindset, military experience, or language skills.



YEAR TWO IMPLEMENTATION APPROACH

TACKLING THE COMPLEX CHALLENGES

01 SIGNATURE INITIATIVES

- ▶ Increase acquired diversity
- ▶ Safeguards against unconscious bias in talent processes
- ▶ Metrics focused approach to accelerate D&I progress

02 TALENT CENTER PARTNERSHIPS

- ▶ Integrate diversity and inclusion themes into leadership courses and training
- ▶ Evolve the role of HR officers within the Agency

03 ACTION TEAM WRAP UP

- ▶ Identify transition activities for teams that will sunset in year two
- ▶ Continue planned activities to accomplish team goals

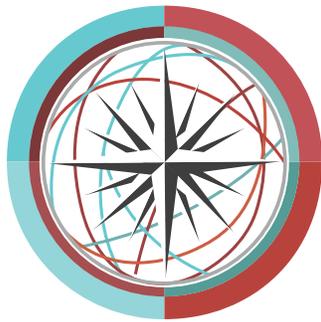
Figure 3: DLS Approach for Year Two of Implementation

CONCLUSION

The broad portfolio of work that CIA has accomplished in Year One demonstrates that much progress has been made on many fronts. CIA now has a Diversity and Inclusion Strategy. Senior leaders are being trained on D&I matters and are held accountable for their efforts. Many more officers are aware of the Study, the business case for D&I, and the importance of networking to career advancement. The new Ethos makes it clear that D&I should be woven into the fabric of who we are as an Agency and a workforce. All of these accomplishments have built a strong foundation for targeted, impactful initiatives in Year Two and beyond.

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