

# 2020–2023 CIA DIVERSITY AND INCLUSION STRATEGY



## MESSAGE FROM THE DIRECTOR OF THE CIA

CIA's ability to achieve its critical mission of collecting foreign intelligence, producing all-source analysis, and conducting covert action as directed by the President requires us to attract America's best and brightest, regardless of race, gender, sexual orientation, cultural background, or disability. Once those officers enter on duty, we must focus on retaining them by giving them equal opportunities to succeed, and ensuring that each of them feels like a valued member of our Agency family.

This ethos must be woven in to our day-to-day tasks and we must recognize that we are at our most effective in safeguarding our Agency and our nation when we understand, respect, and utilize the wide range of talent, abilities, and perspectives that our officers bring with them when they join CIA. Indeed, each of us has a responsibility to promote an inclusive workplace that upholds our values as Americans, allows all officers to reach their full potential, and enables us to advance our mission.

As we perform our work in the service of the American people, I am personally committed to ensuring all officers have the opportunity to maximize their mission contributions. I also recognize that, absent an inclusive setting, CIA will not be able to fully leverage the many talents of our officers and gain the valuable insights our work requires.

This three-year strategy renews and strengthens our focus on diversity and inclusion by revalidating the need for top-down support and Agency-wide, cross-Directorate commitments. It weaves diversity and inclusion throughout the talent cycle, calls for an increase in the diversity of the talent pool for our leadership positions, and prioritizes inclusion. Working together, I know we will continue to build a more inclusive culture, and I am confident in the Agency's ability to become the Employer of Choice for all.



Gina C. Haspel  
Director, Central Intelligence Agency

## MESSAGE FROM THE CHIEF DIVERSITY AND INCLUSION OFFICER

CIA must attract, develop, and retain a diverse workforce to ensure success in an increasingly complex global environment. By ensuring that every CIA officer is able to bring a full range of perspectives, experiences, and talents to our mission—through embedded inclusive practices, intentional development of officers, and equitable access to opportunities—the Agency will be better prepared to address intelligence challenges and support its customers.

This Diversity and Inclusion Strategy is the product of an effort commissioned by the Director and led by the Talent Center’s Diversity and Inclusion Office. Senior leaders from the Talent Center and the Executive Diversity and Inclusion Council, Agency Resource Group leaders, Directorate Diversity and Inclusion Program Managers, and other key stakeholders contributed to this strategy. The resulting strategy represents a commitment from leaders and stakeholders alike to collaborate with each other and the Diversity and Inclusion Office in an effort to achieve the strategic goals outlined here.

This strategy embodies CIA’s ethos of service, integrity, excellence, courage, teamwork, and stewardship. By charting a clear, concrete, and measurable path forward, the 2020-2023 Diversity and Inclusion Strategy will address diversity and inclusion throughout the talent cycle, maintain CIA as an employer of choice, increase the diversity of the talent pool for leadership positions, and reinforce a culture of inclusion where all officers understand the benefits of diversity and the necessity for inclusion.

With respect,



Sonya Holt

Deputy Associate Director of CIA for Talent for Diversity and Inclusion

CIA Chief Diversity and Inclusion Officer



# STRATEGIC OBJECTIVE 1

## Weaving Diversity and Inclusion Throughout the Talent Cycle

Diversity and Inclusion are mission. They are not separate issues to be tackled before, during, or after a process. When done effectively, diversity and inclusion occur organically, within—and as part of—existing processes.

Weaving diversity and inclusion principles and practices throughout the talent cycle—performance management, talent development, and learning—allows employees and managers to fully benefit from a diverse and inclusive workplace and is a hallmark of this strategy. We will focus on increasing cultural competency and ensuring consistent diversity and inclusion messages and standards in our learning curriculum. We also will be more deliberate and intentional in the development of our officers through enhanced personnel practices and reviews.

**GOAL 1.1: Increase the cultural competency of supervisors and managers.**

**GOAL 1.2: Increase transparency in performance management systems.**

**GOAL 1.3: Diversify the pool of officers prepared and selected for critical developmental opportunities.**

**GOAL 1.4: Build diversity and inclusion into Talent Center products.**



## STRATEGIC OBJECTIVE 2

### Becoming an Employer of Choice

Diversity and inclusion remain integral as the Agency strives to compete for and retain top talent. Deliberative processes combined with greater diversity and inclusion awareness will help combat unconscious bias and foster fair and equitable decision-making.

We will continue to enrich our workforce by targeting diverse communities across the United States to meet our talent needs, with dedicated recruitment programs for citizens of African, Asian, Hispanic, Middle Eastern, South Asian, and Native American descent; Lesbian, Gay, Bisexual, and Transgender Individuals; Persons with Disabilities; Veterans; and Women. We also will work to improve applicant impressions of CIA while enhancing the application process and experience. Finally, we will enrich all employees by placing special emphasis on employee engagement.

**GOAL 2.1: Increase employee engagement.**

**GOAL 2.2: Increase hiring rates of diverse applicants, including those identifying as neurodiverse.**

**GOAL 2.3: Improve the application experience and process.**

**GOAL 2.4: Monitor the attrition rates of target demographics.**

**GOAL 2.5: Improve applicant impressions of CIA.**



## STRATEGIC OBJECTIVE 3

### Increasing Diversity of Leadership

Articulating an authentic commitment to diversity and inclusion by setting goals for inclusive behaviors and communicating expectations of all Agency officers are hallmarks of this strategy. Agency leaders are expected to serve as role models for fostering an inclusive workplace and showcasing the positive impact diversity has on mission. Through new training and learning opportunities, we will better equip leaders, managers, and supervisors to identify and mitigate bias. We will intentionally develop every officer by providing actionable guidance and feedback, which prepares a diverse bench of officers for future leadership roles.

The Diversity in Leadership Study (DLS) provided a roadmap to increase the diversity of leadership and we will continue to capitalize on these initiatives long after the DLS sunsets in 2020. We will bolster our efforts through greater leadership accountability, published measures of progress, and transparency in our talent processes and decisions.

**GOAL 3.1: Increase the demographics of Agency leadership to reflect the Agency's overall population.**

**GOAL 3.2: Address and remediate bias in the workplace.**

**GOAL 3.3: Articulate and model an authentic commitment to diversity and inclusion.**



## STRATEGIC OBJECTIVE 4

### Create a Culture of Inclusion

Cultivating an inclusive culture that encourages collaboration, flexibility, and fairness enables all officers to contribute to mission. Leveraging the full diversity of America's talent is what our employees expect, and what our nation deserves. When employees feel included they develop and maximize their potential, and we—as an Agency—benefit.

We will continue to increase awareness by identifying, leveraging, and implementing diversity and inclusion training recognized as best practices in industry. We will create a targeted and on-going diversity and inclusion communication plan, which contextualizes the strategy's goals and key actions for each officer at CIA, no matter where they serve.

**GOAL 4.1: Develop a strategic and targeted diversity and inclusion communication strategy.**

**GOAL 4.2: Create a diversity and inclusion certificate program.**

**GOAL 4.3: Increase cultural competency of the workforce.**

**GOAL 4.4: Enhance 360° feedback program.**

**GOAL 4.5: Decrease attrition resulting from exclusive behaviors.**

## INTEGRATION OF THE DLS SEVEN CORE RECOMMENDATIONS INTO THE 2020 – 2023 DIVERSITY & INCLUSION STRATEGY

### ★ STRATEGIC OBJECTIVE 1

Weave Diversity and Inclusion Throughout the Talent Lifecycle



### ★ STRATEGIC OBJECTIVE 2

Become an Employer of Choice



### ★ STRATEGIC OBJECTIVE 3

Increasing Diversity of Leadership



### ★ STRATEGIC OBJECTIVE 4

Create a Culture of Inclusion



D+I STRATEGIC OBJECTIVES

THE DLS SEVEN CORE RECOMMENDATIONS ARE IN THE DNA OF THE STRATEGIC PLAN

DLS SEVEN RECOMMENDATIONS



# DLS INTEGRATION PLAN

# GLOSSARY

**Accessibility** is the degree to which IT hardware and software products, systems and services are available to as many people as practicable given security and counterintelligence policies and concerns.

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**Expanded Corporate Board (ECB)** is a senior Agency body that includes leaders of the Directorates and Mission Centers. The ECB will be the place for informational briefings, like the semi-annual briefings of the progress on the Agency's Diversity and Inclusion Strategy.

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**Agency Resource Groups (ARGs)** are corporately-focused cohorts of employees with common attributes and/or goals. They are formally chartered organizations that are recognized by CIA leadership as giving voice to an identifiable group of officers and are charged with engendering collaboration and understanding among employees. ARGs provide connections, guidance, support, and opportunities to Agency personnel world-wide.

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**Exclusive Behaviors** in the workplace are any behaviors that make employees feel like they are not part of the group to which they belong.

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**Cultural Competence** is the ability to understand, appreciate, and interact with persons from cultures and/or belief systems other than one's own and apply insights learned for better outcomes.

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**Cultural Norms Framework** is a tool that helps decision makers identify and promote patterns of behavior.

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**Directorate Diversity and Inclusion Program Managers (DDPMs)** lead diversity and inclusion plans and programs in each Directorate. The DDPMs meet regularly, and work with the CDIO, to contribute to corporate diversity and inclusion efforts.

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**The Director's Diversity in Leadership Study (DLS)** calls for a sustained corporate approach to implementing seven key recommendations aimed at increasing equity in the advancement of senior leadership and developing a diverse pool of future leaders.

# GLOSSARY (Cont.)

**Diversity at CIA** is defined as the wide range of life experiences and backgrounds needed to ensure multiple perspectives that enable us to safeguard US national security. It encompasses the collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. These include but are not limited to characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, genetic information, sexual orientation, gender identity, socio-economic status, veteran's status and family structures.

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**Executive Diversity and Inclusion Council (EDIC)** acts on behalf of the workforce and senior leadership across all Directorates and Mission Centers to enhance workforce diversity and promote inclusion of all employees. It comprises senior Agency officers representing all Directorates, the Talent Center, the Director's Area, mission centers, and Agency Resource Groups. The EDIC partners with DIO and advises the

Chief Diversity and Inclusion Officer and other Agency senior leaders on diversity and inclusion issues.

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**Inclusion** refers to a culture that connects each employee to the organization; encourages collaboration, flexibility and fairness; and leverages diversity throughout the organization to empower all individuals to contribute their full potential. In practice, we:

- Respect and value everyone's unique contribution—regardless of rank or role.
- Actively seek out and recognize the value of diverse viewpoints in service to mission.
- Work in a harassment free environment that supports open dialogue.

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**Inclusion Index** measures organizational inclusion based on employee perceptions. The index represents the average percentage of positive responses to 20 empirically validated survey items from the Federal Employee Viewpoint Survey (FEVS) relating to workplace inclusion.

**Neurodiversity** is a concept where neurological differences are to be recognized and respected as any other human variation. These differences can include those labeled with Dyspraxia, Dyslexia, Attention Deficit Hyperactivity Disorder, Dyscalculia, Austistic Spectrum, Tourette Syndrome, and others.

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**Talent Center (TC)**, in partnership with the Directorates and mission centers, leads CIA's effort to acquire, manage, develop, and retain a diverse, agile, and integrated workforce of intelligence officers.

