



Director's Diversity in Leadership Study

YEAR FIVE EXECUTIVE REPORT | 2020

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Foreword

The fifth and final year of the Director’s Diversity in Leadership Study (DLS) started strong, with DLS’s sponsorship of its first and, as it turned out, last, half-day Diversity and Inclusion (D+I) Summit in the Bubble on 2 October 2019.

The Summit included a keynote speaker from the Neuroleadership Institute, a panel discussion among former Donald R. Cryer Award winners, demonstrations of the new D+I tools available to the workforce, and closing remarks by the Chief Operating Officer (COO), Andrew Makridis. The Summit emphasized the effectiveness of DLS’s implementation plan to date and allowed us to broaden our implementation transition strategy for Year Five.

DLS had an ambitious final year planned, with multiple Green Dot (bystander intervention) workshops scheduled Agency-wide and for dedicated work units and field locations; a train-the-trainer course for staff officers to learn to facilitate the workshops; a second running of our D+I train-the-trainer course; multiple Alliance training sessions to accommodate the increasing number of Allies; planned TDYs; a complete revision of the web-based Equity Assurance Training; and several SPOTLIGHT conversations on complex topics, in addition to planning an orderly transition of our products and programs. And then, of course, the COVID-19 pandemic hit the United States.

DLS, much like other components, was able to pivot. We are working with CIA’s Imaging & Publishing Services (IPS) to create web-based Alliance training. An Action Learning Team developed the content for the Equity Assurance Training, which will be available to the workforce in 2021. The Green Dot program creators developed virtual workshops, and we are part of a pilot program run by the Directorate of Digital Innovation (DDI) to identify an unclassified environment that will allow CIA officers to attend a workshop virtually at their desks or from home using an AIN tool. Notwithstanding DLS’s five-month closure

and the challenges associated with the pandemic, we remained on track and implemented our transition plan by the end of 2020. Although we were not able to host an official ceremony to celebrate our accomplishments during the past five years, we organized a virtual celebration to highlight the impact that our team was able to make and to express our appreciation to the workforce for their contributions in our efforts.

In the following report, DLS summarizes the history of the project and explains how the seven Study recommendations align with the Agency’s 2020-2023 Diversity and Inclusion Strategy. This provides a clear roadmap to continue the Agency’s efforts to increase diversity in its leadership pipeline because, although our office is disbanding, the mission is not. The report then outlines the institutional impact of D+I efforts during the past five years and describes the various initiatives that have transitioned to other components and that will continue into the future through their alignment to each of the Study’s seven recommendations. Finally, we provide some post-DLS recommendations for continuing the mission.

Transparency is important, so we included Agency demographic information in the appendixes. This data shows that, although we have made incremental changes, mostly positive, there is still work to be done to create a more diverse leadership cadre and a more inclusive environment at CIA.

On behalf of the DLS Team, we would like to express our pleasure at the opportunity to work on this mission and as a group with all of you. Progress cannot be made without partnerships, and it will take teamwork to achieve DLS’s vision of “Moving Forward >>>Change Beyond Numbers.”

Elizabeth M. Vogt and Anita C. Crawford-Murphy

Implementation Lead and Deputy Implementation Lead of the Director’s Diversity in Leadership Study

Central Intelligence Agency

14 December 2020



Executive Summary

The Director's Diversity in Leadership Study (DLS) was charged by former CIA Director John Brennan to build a more diverse and inclusive senior leadership cadre that is reflective of the diversity of our nation.

A major key finding from the Study revealed that Agency officers experience the CIA differently. DLS identified factors that limited diversity in the senior ranks: 1) failure of leadership in making the engagement and development of every officer an equal priority; 2) a general lack of accountability in promoting diversity; 3) an absence of an inclusive culture; 4) a consistent failure to integrate the management of talent; and 5) a deficient recruiting process.

Accomplishing this goal required Agency leaders to commit to diversity and inclusion (D+I) and to establish clear and actionable goals for inclusive behaviors. In an increasingly complex mission and threat environment, DLS implemented innovative efforts that contributed to the Agency's critical source of strategic advantage—the diversity of people. Specifically, DLS developed tailored grassroots efforts to mitigate the limiting factors for attracting, developing, and retaining officers who experience the nation differently and who may approach problem solving from a diverse perspective. DLS's strategic impact during its five-year implementation period steadily drove the Agency closer to correcting the deficiencies, as noted in the year-by-year Agency actions below and as outlined in the completed report, *Overcoming Barriers to Advancement*:

- * **YEAR ONE:** DLS promoted the education and awareness of institutional barriers that limit the leadership pipeline and the development of baseline measures for tracking progress against limiting factors. DLS **championed culture-changing initiatives from its inception.**
- * **YEAR TWO:** DLS **tackled complex institutional challenges** by examining the Agency's inclusion culture and identifying barriers for leadership opportunities and advancement. Through strategic partnerships, DLS integrated D+I into leadership training and enhanced the talent life cycle.
- * **YEAR THREE:** DLS **reenergized the workforce on the Agency's strategic objectives on D+I** by developing a robust professional development toolkit for managers and analyzing data in areas of D+I in training, promotion, and assignment selection.
- * **YEAR FOUR:** DLS's **efforts centered on empirical data to identify enabling behaviors and trends** to enhance the Agency's D+I strategic objectives through industry and internal advanced business analytics partnerships.
- * **YEAR FIVE:** DLS was decommissioned in December 2020; however, the essence of the DLS mission will continue through strategic partnerships and the **rebranding of DLS legacy capabilities** for the sustainability of developing a robust and diverse leadership cadre.

As a result of these efforts, DLS's mission to increase the diversity at the senior leadership levels has been met with success, as demonstrated by the increase of minority officers at the GS-13 level and above. Similar successes can also be seen for female officers and officers with disabilities at the GS-15 level and above. The increase in numbers at these senior ranks speaks to the impact of having focused D+I efforts and to the importance of having the commitment and support from the Agency's senior leadership team in these efforts.

Although these groups have experienced gains at the senior leadership levels, the decrease in minority and female officers at the GS-11 level and below indicates a need to give priority to the development of officers at these lower grade levels to enable them to advance to the leadership pipeline. Similar to the original Study that launched DLS five years ago, the Agency would benefit from a dedicated effort to examine the factors that are inhibiting female and minority early-to-mid-career officers from advancing at the Agency.

As DLS's five-year tenure comes to an end, its mission and the work being done toward the seven DLS recommendations will continue to be embodied in the Agency's 2020-2023 Diversity and Inclusion Strategy and in the DLS products and initiatives that will transition to various components across the Agency. The Agency must continue to increase diversity in leadership and embrace an inclusive culture to maximize the mission effectiveness and impact that the American people have come to expect from the nation's premier intelligence organization.



Introduction

In 2014, the Diversity in Leadership Study (DLS) was commissioned by the Director of the CIA to examine the factors that limit diversity in the CIA's senior leadership ranks.

The DLS Team used the data gathered from CIA workforce surveys, focus groups, interviews, and engagement sessions and conducted a thorough analysis of workforce demographic data. The completed report, *Overcoming Barriers to Advancement*, was published in June 2015 and provided a rigorous roadmap to increasing the diversity of the CIA's leadership and building a more inclusive culture. The Study outlined CIA's business case for diversity through the following five principal elements:

1. BETTER DECISIONMAKING AND PROBLEM SOLVING:

The Agency faces complex and weighty decisions and problems daily—in its analysis, operations, technical challenges, and support efforts—and diversity strengthens the CIA's ability **to arrive at the best decisions to enable mission success.**

2. DIVERSE WORKFORCE TALENTS: An inclusive culture enables employees to bring their full talents to the workplace and, in turn, allows the CIA **to fully realize all officers' contributions to the mission.**

3. CULTURAL COMPETENCE: The effectiveness of the Agency's analysis and operations **depends on understanding, valuing, and maximizing the full diversity of the workforce.**

4. INNOVATION: The Agency needs diverse leadership and an inclusive culture **to unlock the creative potential of its diverse workforce and to fulfill its mission.**

5. AN EMPLOYER OF CHOICE: To attract the nation's best and brightest, **the Agency must have a diverse workforce and an inclusive culture that reflect the nation that it serves.**

The Study highlighted that the CIA's leadership does not reflect the diversity of the nation or the CIA workforce and identified cultural, management, and organizational challenges that

contribute to the lack of diversity in the Agency's leadership. Specifically, it concluded that the Agency does not sufficiently give priority to the development of all of its officers, hold itself accountable for maintaining a diverse and inclusive workplace, or consistently promote an inclusive culture.

To address the findings, the Study offered seven recommendations to build a more diverse leadership cadre and foster an inclusive culture at the CIA:

1. Set leadership expectations regarding diversity, inclusion, and employee development.
2. Drive accountability to ensure compliance.
3. Promote transparency and build trust.
4. Foster an inclusive climate.
5. Improve talent identification, development, and management practices.
6. Increase the hiring of diverse talents and backgrounds.
7. Expand and diversify networking opportunities.

The original DLS report provided concrete data to senior leaders that Agency officers experienced the CIA differently. Perceptions of senior roles may be impenetrable by minority groups without the intervention and eradication of systemic inequities. The Agency committed to a long-term investment of fostering diversity and inclusion (D+I) to support every officer in feeling valued and of providing equal opportunities to develop to their full potential and contribute to the mission.

DLS was charged with developing a diverse leadership pipeline through systematic changes to the identified organizational and cultural challenges that have historically inhibited minority officers from advancing to the senior ranks. Through this approach, DLS was instrumental in updating policies and procedures, sponsoring grassroots programs, and developing products that shaped the D+I dialogue to bring issues to the forefront and drive institutional changes.



DLS Strategic Alignment Into the CIA's Diversity and Inclusion (D+I) Mission

Former CIA Director Gina Haspel identified advancing diversity and inclusion (D+I) as one of her six priorities for the Agency.

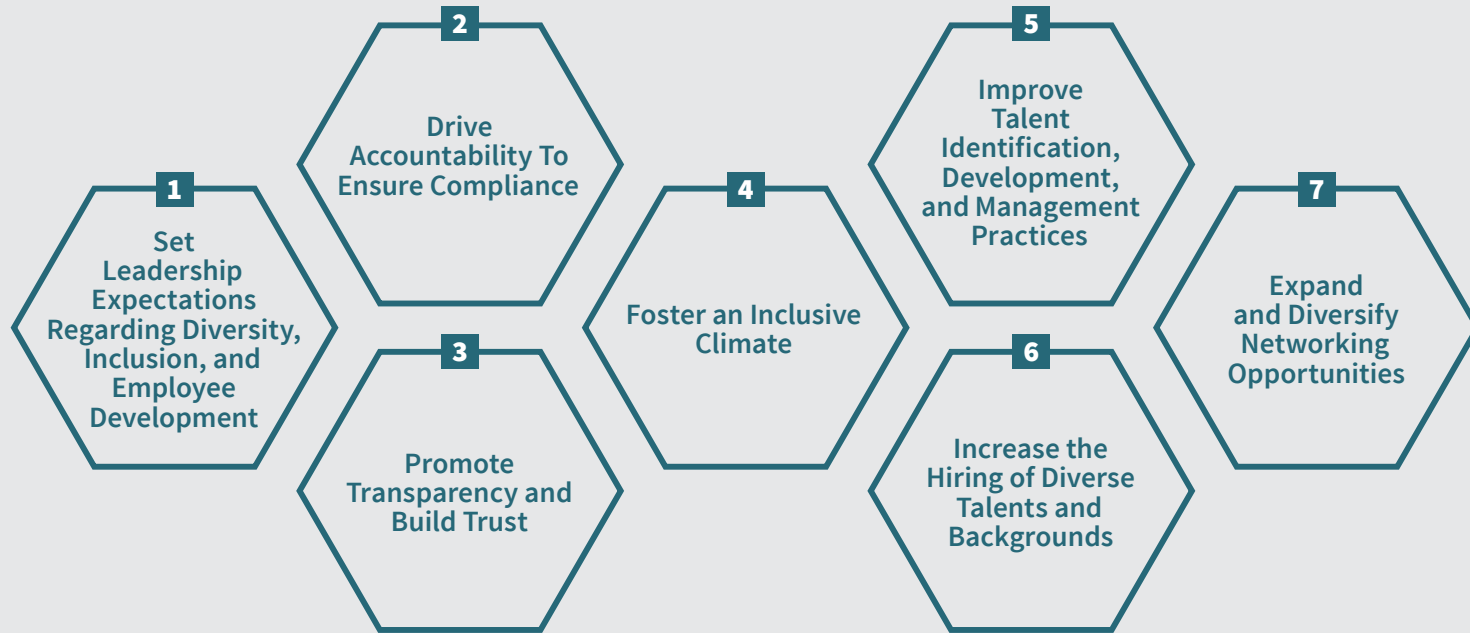
The CIA's roadmap communicates the strategic objective to advance D+I as a mission imperative, noting that the CIA will build a diverse workforce and create an inclusive environment in which all employees feel valued, have the opportunity to develop to their full potential, and contribute to the mission. Key mission priorities include increasing diversity in all levels of management and achieving a more diverse and inclusive workforce in all mission areas.

The Diversity in Leadership Study (DLS) from 2015, *Overcoming Barriers to Advancement*, identified the urgency and importance of weaving D+I principles and practices throughout the talent life cycle to allow officers and managers to fully benefit from a diverse and inclusive workplace. During the five-year Study, DLS was purposeful and intentional in advancing D+I as a mission imperative. DLS was a key strategic partner in the Agency's 2020-2023 Diversity and Inclusion Strategy, demonstrating the Agency's commitment to weaving D+I into everyday tasks to accomplish its mission and to safeguarding our nation.

Each of DLS's seven recommendations were mapped to each of the four strategic objectives in the Agency's 2020-2023 Diversity and Inclusion Strategy. DLS products support a diverse leadership framework by encouraging deliberate and intentional development of **all** officers to shape a diverse leadership pipeline.

DLS Seven Core Recommendations

DLS Strategic Alignment to 2020-2023 Diversity and Inclusion Strategy



DIVERSITY AND INCLUSION (D+I) STRATEGIC OBJECTIVES

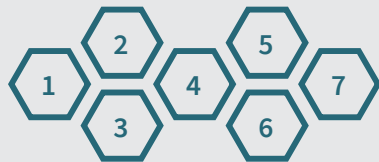
Strategic Objective 1

Weaving D+I throughout the talent life cycle



Strategic Objective 2

Becoming an employer of choice



Strategic Objective 3

Increasing diversity of leadership



Strategic Objective 4

Creating a culture of inclusion





Institutional Impact of Diversity and Inclusion (D+I) Efforts (2015-20)

In 2017, the Office of Intelligence Community Equal Employment Opportunity and Diversity (IC EEO) commissioned a study, “Diversity and Inclusion: Examining Workforce Concerns Within the United States Intelligence Community,” and found:

“... the more different a person is from the traditional group of power in an organization, the more likely that person is to experience cultural distance or separation from the dominant ways of operating within that organization. This cultural separation often leads to both the perception and the reality of barriers experienced by people of minority demographics, and it increases in workplaces where there is strong pressure to assimilate to the existing dominant cultural norms, such as those often found within the IC.”

Since the *Overcoming Barriers to Advancement* report was completed, the CIA has made incremental strides toward the goal of increasing diversity in senior leadership roles. The Agency has called upon every CIA officer to embody the Agency’s ethos in which D+I principles are woven throughout as mission imperatives. The Agency has repledged its commitment to advancing the D+I mission and the intentional development of all officers, from understanding and respecting the wide range of talents and perspectives of each officer to promoting inclusionary behaviors such as civility and empathy through frequent, unequivocal messaging from senior leadership.

The Agency has made great strides in its endeavors in the past five years, which are highlighted in the positive trends for both the inclusion scores on the annual Employee Climate Survey (see appendix A) and the promotion rates of GS-13 to GS-15 officers through the new petition for promotion process established during this time frame (see appendix B). The Agency has also experienced many historical firsts, including the first female director of the CIA; female directors heading each of the Agency’s directorates; the elevation of the Agency’s Chief Diversity and Inclusion Officer (CDIO) to Deputy Associate Director of CIA for Talent for Diversity and Inclusion (DADT/DI); and the inclusion of D+I performance competencies for officers at all grade levels. Although the increase of gender representation at the senior levels sends a powerful message that the Agency values diversity, the Agency still has some work to do to increase the number of minorities and Persons with Disabilities in enterprise leadership roles.



D+I HAS A SEAT AT THE SENIOR LEADERSHIP TABLE

The senior leadership must articulate a vision of diversity and inclusion (D+I) for the workforce. Leaders must champion role models and bring to life the importance and impact that diversity has on the mission. Although the Director's Advisory Group (DAG) on Women in Leadership was decommissioned in 2018, the lasting impact of targeted D+I efforts of women in the Agency is more than evident, based on the increased representation in the senior leadership ranks.

First Female Director and Five Female Directorate Heads

A major milestone for the CIA was accomplished on 21 May 2018 as Gina Haspel became the first female CIA director in the Agency's 70-year history. Director Haspel has paved the way for other female officers to join the Agency's most senior leadership ranks, from which the Directorate of Operations announced its first female directorate head in December 2018. In addition, December 2019 marked a historical moment in the Agency in which all five directorates were simultaneously led by women.



◀ *Former CIA Director Haspel addressed the workforce after being sworn in.*

Chief Diversity and Inclusion Officer (CDIO) Elevated to Deputy Associate Director of CIA for Talent for Diversity and Inclusion (DADT/DI)

In 2019, Sonya Holt, CIA's Chief Diversity and Inclusion Officer, was elevated from Chief of the Diversity and Inclusion Office (C/DIO) to Deputy Associate Director of CIA for Talent for Diversity and Inclusion (DADT/DI), which emphasized the importance of the Agency's efforts to implement one of the Director's top priorities—diversifying the Agency's workforce and opening the way for greater inclusion writ large.

INCLUSION MATTERS

New Agency Resource Groups (ARGs)

The Multicultural Inclusion eXchange (MIX) was established in 2016 to support multicultural and multiethnic federal employees with multicultural/racial relationships. MIX promotes greater understanding of people with mixed backgrounds and partners with other ARGs to increase visibility and awareness of all ethnicities. MIX also offers strategies to Agency managers and employees on the recruitment, retention, and career development of multicultural employees. MIX's goals have focused on awareness, inclusion, and partnerships.

In 2018, the Disability Advisory Panel (DAP) and the Deaf Advisory Council (DAC) joined forces to create a "new" ARG called WAYFINDERS. WAYFINDERS' mission is to foster an integrated environment that engages and supports the full potential of all Persons with Disabilities (PwD). WAYFINDERS works closely with the DIO on matters concerning equal opportunity, accessibility, and the challenges facing PwD, the neurodiverse, the Deaf and Hard of Hearing, and those facing similar barriers at work to make CIA a leader among federal employers for people with disabilities and other challenges.

Established in 2019, the Naturalized Officers Advisory Council (NOAC) is committed to maximizing the unique personal, cultural, professional, and linguistic experiences and knowledge of naturalized officers to serve as a force multiplier for the Agency and its ongoing mission-critical inclusion efforts, such as foreign-language strategy. The NOAC serves to enhance mission capabilities by consistently providing a venue for all naturalized Agency officers to network, take advantage of shared experiences, and foster mentor/mentee relationships to enhance career development and mission readiness.

The development of these resource groups supports women, minorities, and PwD to navigate an environment that they may perceive as inequitable. ARGs provide these officers with a concentrated peer network and mentors who understand their specific issues and support targeted opportunities for career development and advancement.

Accessibility Strategy

In 2020, the Agency published its first Accessibility Strategy that gives priority to workplace accessibility through five strategic objectives:

1. Strengthen the accessibility program.
2. Increase the accessibility of Agency facilities and information technology worldwide.
3. Streamline the reasonable accommodation process.
4. Enable accessibility through the talent life cycle.
5. Increase accessibility awareness and transparency Agency-wide.

The implementation of this strategy demonstrates the Agency's commitment to becoming an "Employer of Choice" and is a joint effort from many offices dedicated to serving any and all who require assistance.

ACCOUNTABILITY STARTS WITH LEADERS

Professional Development Model

In 2016, the Talent Center (TC) introduced the Professional Development Model, which outlines three elements of development—leadership attributes, intelligence acumen, and tradecraft excellence—for every CIA officer, regardless of grade, position, substantive focus, or area of assignment. This model outlines officers' expectations for each of these three elements, in which promoting D+I falls under leadership attributes. These D+I key job expectations were made mandatory for all officers, with complexity required in demonstration varying, depending on supervisory/managerial status and grade level. The Talent Management Office has routinely updated the language in these requirements to both provide officers with clear, specific examples of behaviors to demonstrate and to create alignment with the Agency's 2020-2023 Diversity and Inclusion Strategy and promotion criteria. In addition, in 2019, Agency Regulations were updated to formalize D+I as an executive competency, further emphasizing the need for Senior Intelligence Service (SIS) officers to model these behaviors at the higher ranks.

TRANSPARENCY AT WORK

Workforce Metrics

As with all employment practices, transparency in assignments, promotions, and other career-advancement processes allow underrepresented groups to better understand the workplace environment and better prepare and compete for key assignments. Since 2013, the CIA has provided greater transparency by making workforce metrics accessible to the CIA's workforce. The metrics include on-duty strength, organization of assignment, overviews of officers assigned and detailed to external organizations, and SIS and GS-15 officer experiences (i.e., completed a Joint Duty Assignment). The metrics also include summaries on recruitment and retention, demographics and diversity, and language initiative statistics. In response to DLS's recommendation to more widely publicize promotion results to increase transparency and build trust among the Agency's workforce, the CIA included demographic details for promotions in the workforce metrics starting in January 2016.



DLS Transition Products and Partners

The *Overcoming Barriers to Advancement* report findings and recommendations were about the current state of the workforce and the challenges that minority officers experienced. The implementation of the seven recommendations of the Diversity in Leadership Study (DLS) drove the momentum to remove the institutional and cultural barriers that minority officers face while promoting an inclusive working environment for all CIA officers.

Through DLS's grassroots approach during the past five years, many products were championed that were critical to the intentional development of every officer. These initiatives were developed, and are intended, to evolve over time based on multiple factors, including completion, relevance, and overarching mission requirements. The transition of DLS products requires dedicated strategic partners to continue the progress toward the seven DLS recommendations into new and forward-leaning endeavors that enable the Agency to remain the nation's premier intelligence organization. DLS chose transition partners, who were subsequently approved by Talent Center leadership, to continue the legacy of the DLS by leading ongoing implementation efforts. Appendix C details how each of DLS's transition products aligns to the Agency's 2020-2023 Diversity and Inclusion Strategy, as well as to the 2019-2023 Accessibility Strategy.



RECOMMENDATION ONE:**Set Leadership Expectations
Regarding Diversity, Inclusion, and
Employee Development**

CIA leadership must articulate a vision of diversity and inclusion (D+I) for the workforce, set goals for inclusive behavior, and communicate expectations to all Agency officers. These expectations must be followed, measured, and tracked. Leaders must champion role models and cite success stories that bring to life the impact diversity has on the mission.

**MANAGER'S TOOLKIT FOR DIVERSITY
AND DEVELOPMENT**

The Manager's Toolkit for Diversity and Development is a signature product of the Diversity in Leadership Study (DLS) that is designed to help all officers, not just managers, navigate the topics of diversity and leadership development. The toolkit contains tips on how to have difficult conversations, examples of diversity practices that officers can implement, innovative case studies of how Agency employees are implementing D+I in their offices, advice on how to be a better manager, best practices related to building more inclusive office environments, and resources to prepare future leaders for being more competitive for promotions and key positions.

Since the toolkit's release in Year Three, it has been briefed to organizations throughout the Agency. The toolkit was included in the Performance Appraisal System as an available enterprise-wide resource, providing examples for how officers at the GS-13 through Senior Intelligence Service levels can write to the D+I competencies they have demonstrated.

Transition Partner

DLS transitioned the toolkit to the Diversity and Inclusion Office (DIO), which will regularly update and manage the toolkit's content to reflect current changes and best practices.



VACANCY NOTICE TOOLKIT

Vacancy notices can be the first introduction that a potential applicant has to an organization or to a vacant position. Qualified candidates may be discouraged from applying for a position if the notice contains language that is gender-coded, complex, and bland, compared to language that is balanced, concise, and inviting.

In Year Three, DLS piloted a vacancy notice toolkit to help widen the internal applicant pool by creating more inclusive job postings and removing bias. DLS partnered with the Engagement, Strategy, and Innovation office to pilot its own vacancy notices during the development of the toolkit. The toolkit provides recommendations from academic research and industry best practices on how to create more inclusive and gender-balanced vacancy notices, as well as templates and examples that offices can model.

Since its release in Year Four, the Vacancy Notice Toolkit has been briefed to offices in the Talent Center, the Directorate of Science and Technology, and the Directorate of Digital Innovation on the toolkit's capabilities and benefits. DLS also managed requests from offices seeking assistance in revising their vacancy notices, and revamped vacancy notices using the toolkit's best practices can also be found in almost every directorate. In addition, DLS met with external organizations such as the FBI to share best practices for using the toolkit.

“The Vacancy Notice version we used in March [2020] based on the Vacancy Notice Toolkit netted [three] solid candidates, [whom] we have selected and are in the process of onboarding. These positions are very hard to fill . . . and the Vacancy Notice attracted the talent we are looking for!”

–Executive Secretariat Action Center officer

Transition Partner

DLS transitioned the Vacancy Notice Toolkit to the DIO, which will regularly update and manage the toolkit's content, as well as oversee any requests from offices needing assistance with revising their own vacancy notices.

SPOTLIGHT SERIES

DLS sponsored a facilitated discussion series titled SPOTLIGHT to provide officers with a safe space to discuss complex, challenging issues that allows officers to acknowledge their “whole person,” as well as recognize and promote empathy for the emotional impact resulting from potential workplace barriers. The goal of the SPOTLIGHT series was to promote a culture in which officers can share their personal experiences and perspectives and bring their authentic selves to the workplace, with hopes that it would result in increased employee engagement, collaboration, and civility.

Since the series launch in Year Three, DLS has held a total of 11 SPOTLIGHT events, in which officers engaged in open, productive conversations on a variety of topics, not limited to: inclusive/multiperspective dialogues surrounding race, ethnicity, and intersectionality in the Agency; visible and hidden disabilities and challenges; multigenerational issues; and workplace harassment and inequality.

Transition Partner

DLS transitioned its SPOTLIGHT series to the DIO, where it will align with their Critical Conversations series to provide officers with an outlet for expression to channel their energy into meaningful change.

RECOMMENDATION TWO:**Drive Accountability To Ensure Compliance**

All officers entrusted to manage people must be held accountable for both promoting diversity and developing talent, regardless of an officer's race, gender, disability status, or sexual orientation. This accountability starts at the top and requires the introduction of a standard, corporate-wide Performance Summary Report (PSR, formerly known as Performance Appraisal Report [PAR]) for all managers and supervisors. The use of the PSR, with a focus on diversity and fostering an inclusive environment, must be utilized on a 360° basis in order to be effective. At a higher level, there should be new criteria for Senior Intelligence Service (SIS) annual bonuses related to progress toward a more diverse leadership cadre and the pipeline to advancement. The CIA must also establish a corporate-level program evaluation to drive and institutionalize accountability for inclusive behaviors.

DIVERSITY AND INCLUSION (D+I) PERFORMANCE COMPETENCIES

In Year Four, the Diversity in Leadership Study (DLS), in partnership with the Talent Management Office (TMO), revised and updated existing language in the promotion criteria and performance elements/competencies in the Performance Appraisal System to increase emphasis on D+I. The goal of this partnership was to more clearly define the expectations for D+I for each officer and to institutionalize these as D+I key behaviors. As part of the TMO's recommendations to 1) update language in alignment with the Agency's 2020-2023 Diversity and Inclusion Strategy and 2) further emphasize D+I as an executive competency that SIS officers must demonstrate, DLS provided additional input on promotion criteria wording and performance elements/competencies for future promotion seasons, updating language to be more specific, actionable, and increasing in scope and complexity across grade levels.

Transition Partner

DLS transitioned the work on D+I performance competencies to the TMO, which will continue to oversee the measurement of D+I competencies at the Agency to hold every officer personally accountable for fostering D+I and the intentional development of others.

360° FEEDBACK PROGRAM

The Agency's Enterprise 360° Project allows staff managers and supervisors to receive anonymous, comprehensive, and specific feedback on their leadership skills from their direct reports, peers, and direct supervisor/manager(s). The results help the leader to become more aware of and understand how others view their leadership practices, interpersonal styles, and overall effectiveness, as well as identify strengths and areas for growth.

In Year Four, DLS, in partnership with the Enterprise 360° Project Team, reviewed and developed D+I survey questions for a new 360° interim survey tool. Developing survey items as part of the broader D+I core competency allows specific, actionable D+I behaviors to be measured and holds staff supervisors and managers accountable for how they foster a diverse and inclusive climate within their offices.

Transition Partner

DLS transitioned the work on the 360° D+I survey items to the Talent Center (TC), which will continue to refine future iterations of its new 360° tools and collaborate with D+I subject matter experts at the Agency.

ANNUAL SIS PROMOTION DATA

In Year Three, DLS analyzed the SIS promotion data by demographics, tier trends, and petition rates and found that minorities petitioned at a lower rate than non-minority officers. To gain a better understanding, DLS partnered with the TMO and several Agency Resource Groups to host panel discussions on perceived biases in the promotion process and barriers in the self-nomination process during Year Four. These sessions provided officers with the opportunity to discuss their experiences with the petition for promotion process while also allowing representatives in Human Resources to address any concerns and demystify the process.

Transition Partner

DLS transitioned the responsibilities for analyzing annual SIS promotion data to the TC, which will continue to monitor trends in the petition and promotion rates to inform senior leaders and hold them accountable for increasing the representation of females, minorities, and Persons with Disabilities at the highest levels of the Agency.

MANAGING AND LEADING CHANGE IN THE MIDDLE (MALCM)

Managing and Leading Change in the Middle (MALCM) is a five-day leadership course that is mandatory for GS-15 managers and leaders to be promoted into the SIS. In the 2015 *Overcoming Barriers to Advancement* report, DLS found that MALCM and other Agency-wide leadership trainings did not fully meet officers' needs, resulting in the five directorates' requirement for supplemental training.

In Year Three, DLS, in partnership with the Director's Advisory Group (DAG), examined the selection process for MALCM and found that there was no standardized selection methodology across the enterprise. Building on these findings, DLS conducted an analysis in Year Four to assess diversity in the attendance of MALCM courses, as compared to diversity with management positions in the GS-15 population. The data revealed that female and minority representation in MALCM is comparable with respect to their representation in the GS-15 population overall. However, there is still a disproportionate number of male versus female GS-15 officers and non-minority versus minority GS-15 officers in the Agency, indicating an ongoing challenge of developing a diverse leadership pipeline.

In Years Four and Five, DLS hosted two concurrent sessions at MALCM to (1) help managers develop action plans for building a more inclusive culture at the Agency and (2) provide awareness of the state of diversity at the Agency through a detailed examination of current workforce diversity metrics. Managers left the session understanding how to access these metrics themselves and their role in monitoring the diversity within their respective offices.

Transition Partner

DLS transitioned this review to the TC to pursue any future recommendations that result from DLS's efforts to continue standardizing selection processes and increasing the diversity of the officers available to attend MALCM.

RECOMMENDATION THREE:**Promote Transparency and Build Trust**

Transparency in the CIA's promotions, assignments, awards, and other career management processes will allow Agency officers to (1) better understand their career development and (2) more effectively compete for promotions and assignments. The Agency should more widely publicize the results of the career advancement of individual officers (e.g., promotions, selection for key training or educational assignments, etc.), as well as personnel actions (e.g., Equal Employment Opportunity complaints, grievances, "performance improvement plans," etc.) to enhance the trust of the workforce in the system and improve accountability.

**DIRECTORATES' DIVERSITY AND INCLUSION (D+I) STRATEGY ALIGNMENT**

The Diversity in Leadership Study (DLS) partnered with Directorate Diversity Program Managers (DDPMs) from across the Agency to gather directorate-level D+I efforts and align them with the seven DLS recommendations to assess how these initiatives supported the development of a diverse leadership pipeline. The DDPMs were also briefed on the current state of diversity in their respective directorates, where the Agency Business Analytics team's Quarterly Workforce Metrics revealed that, although there has been an increase of diversity among GS-15 and the SIS levels, there are still disparities varying by directorate and demographic categories.

As part of the partnership with the DDPMs, DLS sponsored a pilot D+I funding initiative to expand the D+I alignment strategy as DLS moved toward its sunset plans. The initiative enabled D+I Enterprise programs—with input from Agency officers, offices, divisions, mission centers, and directorates—to further promote and enhance D+I by submitting proposals for DLS funding for initiatives that align with the Agency's 2020-2023 Diversity and Inclusion Strategy and DLS's mandate to increase diversity in the leadership pipeline.

Transition Partner

DLS transitioned the maintenance of partnerships with the DDPMs to the Diversity and Inclusion Office (DIO), which will be responsible for monitoring the health of the diversity pipeline within each directorate and overseeing the programs resulting from the funding initiative. In addition, the DIO will continue to track the progress of each directorate's D+I activities, aligning them to the four strategic objectives outlined in the Agency's 2020-2023 Diversity and Inclusion Strategy.

RECOMMENDATION FOUR:**Foster an Inclusive Climate**

Fostering a more inclusive climate is a leadership expectation. Leaders must set the standard for what is expected from the workforce. In addition, the workforce needs to take an active role in understanding how diversity and inclusion improve mission performance. All CIA officers must be fully aware and well prepared to address diversity, inclusion, and equity issues as they arise. Well-established tools including unconscious bias training, the implementation of standards of measurement, and 360° management evaluations must be incorporated.

Cultivating an inclusive culture that encourages collaboration, flexibility, and fairness enables all officers to contribute to the mission. When employees feel included, they develop and maximize their potential, and we—as an Agency—benefit. All officers must be fully aware and well prepared to address D+I and equity issues as they arise.

D+I TRAIN-THE-TRAINER COURSE

In Year Four, DLS began developing a D+I Train-the-Trainer course to provide instructors with an awareness of the current D+I initiatives and resources available at the Agency, strategies for discussing diversity- and inclusion-related topics, how to work with different groups of individuals, and how to be more inclusive both inside and outside the classroom. DLS piloted the course in Year Five and received overall positive feedback on the course, particularly for the discussion on “Allyship” with representatives from Agency Resource Groups (ARGs). Some responses include:

“I thoroughly enjoyed the ARG panel. The individuals selected to be on the panel [were] spot on. It was a group that is rarely represented on panels such as these, and their perspectives were highly engaging and informative.”

“The ARG panel was extremely helpful and powerful. I enjoyed the table discussions about how to address the difficult subjects. I appreciated getting concrete tips on dealing with uncomfortable discussions.”

Transition Partner

DLS transitioned the D+I Train-the-Trainer program to the Learning Enterprise, which will oversee the maintenance of the course and dedicate resources for developing more robust training to all Agency course instructors on facilitating D+I in the classroom.

STANDARDIZED D+I MODULE

In Year Four, the Diversity in Leadership Study (DLS) began developing a stand-alone course module that provides instructors with a strategic overview of Agency diversity and inclusion (D+I) resources and the necessary knowledge and tools to successfully incorporate and facilitate D+I in their courses. This module was designed in such a way that instructors, no matter what course or subject area they are teaching, will be able to incorporate the material into their courses without altering preexisting course structures and content. Because D+I should be applicable across all facets of the Agency and meeting the mission, this module provides a standardized approach for how all officers can gain baseline knowledge about D+I at the Agency.

Transition Partner

DLS transitioned the Standardized D+I module to the Diversity and Inclusion Office (DIO), which will oversee the utilization of the module through Agency courses and provide the necessary updates to the module's content to keep officers informed of the most current information on D+I resources.

DIVERSITY WEAVE EVALUATION SURVEY

In Year 4, DLS began partnering with the Learning Enterprise (LE) to develop survey items to measure how D+I is being woven throughout the Agency's courses. This initiative is part of the broader goal of the Talent Center (TC) to oversee and measure the integration of D+I activities into leadership and management programs. Incorporating D+I-specific metrics into postcourse evaluation surveys holds course instructors and the overall Agency accountable for how students learn about the application of D+I to their work and enables the continuous evaluation of D+I course content. After obtaining feedback from stakeholders across the LE and TC senior leadership team, DLS delivered a final set of recommended questions, with the expectation that all leadership and management course instructors would be responsible for incorporating these questions into their existing course evaluations.

Transition Partner

DLS transitioned the evaluation of the Diversity Weave initiative to the DIO, which will continue to work with course instructors to oversee the integration of questions into course evaluations, manage the data collected from these questions, and work toward a more rigorous, standardized approach for D+I evaluations in Agency courses.

BYSTANDER INTERVENTION TRAINING (GREEN DOT)

In line with the Agency's commitment to enforcing a zero-tolerance policy for harassment and discrimination, the Bystander Intervention Training workshop (Green Dot) teaches officers how to recognize warning signs that could lead to harassment or bullying; identify and recognize barriers that keep one from taking action; and how to safely intervene using the "3D" model (Direct, Delegate, Distract).

The *Overcoming Barriers to Advancement* report found that officers experience the CIA differently. Green Dot training is essential to combating this notion, helping officers to think differently and understand the concept of how microaggressions and other inappropriate behaviors can impact the workplace. By continuing this program, the Agency is promoting the power of individual contributions toward the mission, and it may have a substantial impact on the outlook and engagement of officers.

DLS has been co-sponsoring Green Dot training since Year Four. In addition, officers have completed the Green Dot Train-the-Trainer course, allowing them to serve as additional instructors for dedicated training sessions requested by offices in the Washington metropolitan area and the field regions.

"Loved the visual of the red dots being mitigated by the spread of green dots. It made me that much more empowered to act on observed questionable behavior and has prompted me to lower the threshold of defined questionable behavior. That will ensure that I'm alert to behaviors I may have otherwise not noted due to personal barriers."

—Directorate of Support officer

"I really enjoyed the class and greatly appreciate that the Agency hosts and enables training like this. It helps reinforce an inclusive culture as well as [underscores] that each officer here has the responsibility to do something and not be a passive observer to wrong-doing."

—Directorate of Analysis officer

Transition Partner

DLS transitioned the Green Dot training to the LE, which will maintain and coordinate the monthly training sessions, train-the-trainer courses, and dedicated sessions in the Washington metropolitan area and the field regions.

THE ALLIANCE

The Alliance is a specially trained group of volunteer employee advisers who provide a safe support system to CIA officers who believe they have been a target of inappropriate behavior, or who are experiencing work or life challenges and otherwise require Agency support. Allies are available around the globe to provide, upon request, guidance on what Agency resources may be available to address the specific issue raised. Allies can also provide confidential and unofficial support to officers while they navigate Agency processes. Originally started in the Directorate of Operations (DO), the Alliance is now an Agency-wide program available to all officers and is currently composed of Allies across all directorates and deployed globally.

"The most positive thing coming from the Alliance is that people—all over—are now talking about 'the Alliance' and more so, talking about appropriate and inappropriate workplace behavior. Resources are more broadly known and understood."

—DO officer

“I’ve become a safe place for people to come talk to. Each experience helps me become a better person and [Ally].”

–Directorate of Digital Innovation officer

Transition Partner

The Diversity in Leadership Study (DLS) transitioned the Alliance program to the Diversity and Inclusion Office (DIO), along with its program manager, who will oversee all program activities.

NEUROLEADERSHIP INSTITUTE

DLS sponsors a corporate membership with the NeuroLeadership Institute (NLI). The NLI is a neuroscience and industry research-based company that studies complex issues such as behavioral change, motivation, and the business case for diversity and inclusion (D+I). The NLI focuses on three areas: 1) Culture and Leadership; 2) Performance; and 3) Diversity and Inclusion. In addition, the membership includes two NLI conference spots and four consultations per calendar year.

As part of its Reciprocal Mentoring Program in Year Five, DLS partnered with the NLI to host an interactive workshop for managers and leaders to develop a growth mind-set to become more positive, flexible, and engaged in the face of constant change.

“These lessons apply not only to individuals, but to team and organizations. The Agency must adopt these practices in our culture in order to foster a ‘growth [mind-set].”

–Directorate of Support officer

“This workshop was fantastic. I’ve been leveraging the growth [mind-set] concept with various coaching clients and found the material very useful. One client was able to attend the workshop. I’ve already worked the material into a coaching conversation with another client who found it very helpful. Great stuff, so thank you!”

–Directorate of Science and Technology officer

Transition Partner

DLS transitioned the NLI sponsorship to the DIO, which will manage the corporate membership and coordinate all future activities with the NLI.

D+I LEXICON

DLS identified a need for a common D+I lexicon. D+I conversations can be confusing and make people uncomfortable. This discomfort can be exacerbated when different people have different levels of knowledge of often unfamiliar or triggering terminology. Finding shared language creates a level playing field and enables everyone to share in the goals of inclusion. In efforts to educate officers on how to hold safe conversations, DLS proposed a notional lexicon coordinated with the Agency Resource Groups. The Agency Network of Gay, Lesbian, Bisexual, and Transgender Officers and Allies advised DLS to contact the NGA, as it was in the final stages of rolling out a D+I lexicon, now available Intelligence Community-wide.

Transition Partner

DLS transitioned the D+I lexicon to the DIO, which will continue to disseminate the deliverables and manage their use by components across the Agency.

RECOMMENDATION FIVE:**Improve Talent Identification, Development, and Management Practices**

CIA management bears the responsibility of determining how to best utilize the talents of individuals to maximize mission impact and advance every officer's career. Recognizing leadership potential and taking the concrete steps needed to fully develop that potential must be a primary focus of the Agency's senior leadership. To truly have an impact on the leadership pipeline of the future, the Agency must invest in early career leadership development and recognize the importance of highly visible and challenging tasks to an officer's skills and growth. The Agency should introduce transparent, fair, and effective processes for succession planning for leadership and management roles, including a framework of assignments and experiences to prepare GS-13s and GS-14s for leadership at the GS-15 and Senior Intelligence Service (SIS) levels. Weaving D+I principles and practices throughout the talent life cycle—performance management, talent development, and learning—will allow employees and managers to fully benefit from a diverse and inclusive workplace. DLS products support a diverse leadership framework by encouraging deliberate and intentional development of officers.

Although Recommendation Five was initially a DLS core recommendation, goals and objectives related to talent acquisition and development were realigned to other components within the Talent Center when it was created during modernization in 2015. Although other components spearheaded these efforts, DLS still took a minor role in implementing initiatives in response to the recommendation.

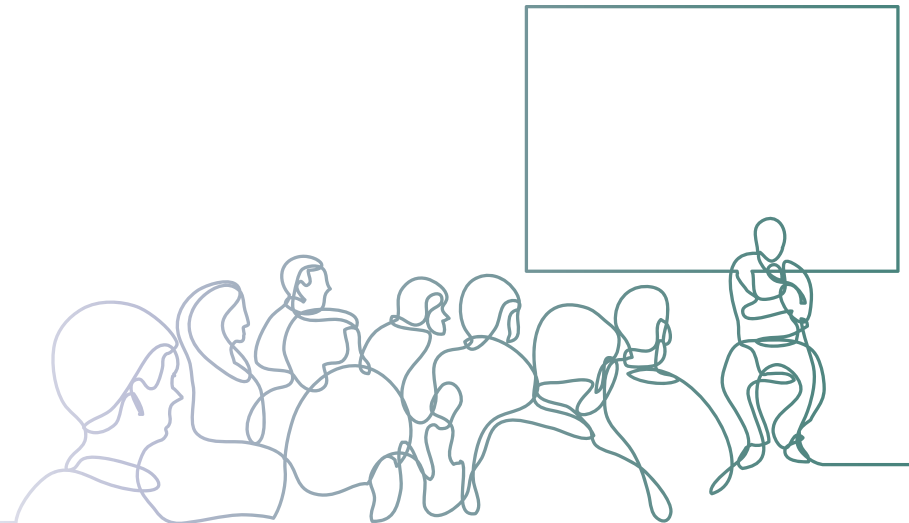
EQUITY ASSURANCE TRAINING REFRESH

The Equity Assurance Training was developed by the Director's Advisory Group and was designed to prepare promotion board or panel members for fulfilling their responsibility in ensuring every candidate receives fair and equitable treatment. A key goal of the training is to provide a common understanding of what constitutes potentially discriminatory behavior during panel discussions. Before serving on promotion and interview panels, officers must complete this training, and they are required to renew it every two years.

In Year Five, DLS launched an Action Learning Team (ALT) to review the current Equity Assurance Training. The ALT identified areas for improvement and provided recommendations for updates to align training content with the most recent 2020-2023 Diversity and Inclusion Strategy and 2019-2023 Accessibility Strategy.

Transition Partner

DLS transitioned the Equity Assurance Training to the DIO, which will manage the training content by providing regular assessments to ensure that all information is up-to-date.



RECOMMENDATION SIX:**Increase the Hiring of Diverse Talents and Backgrounds**

The importance of hiring for diverse talents and officers of different backgrounds for the long-term health of the CIA cannot be overstated. The Agency must accomplish four priorities: 1) invest in community outreach and relationship building; 2) reemphasize relationships and commitments to draw from colleges, universities, and professional associations with significant populations of underrepresented groups; 3) establish internship and fellowship programs supporting the recruitment of underrepresented groups; and 4) frequently communicate and facilitate Recruitment Center activities with the workforce. These priorities can only be achieved by clearly defined objectives, periodic and consistent measurement to assess progress, and mechanisms to assure management accountability for success or failure. All officers—and their supervisors—should understand that the attraction of diverse talent is critical to the Agency’s future and that they should give priority to minority recruitment efforts that are consistent with these goals.

Although Recommendation Six was initially a Diversity in Leadership Study (DLS) core recommendation, goals and objectives related to talent acquisition and development were realigned to other components within the Talent Center when it was created during modernization in 2015. Although other components spearheaded these efforts, DLS still took a minor role in implementing initiatives in response to the recommendation.

VIRTUAL INTERNSHIP PROGRAM

In support of the Agency’s recruitment and hiring efforts, DLS sponsored undergraduate/graduate students through the US Department of State’s Virtual Student Federal Service internship program. This innovative program provides the Agency with a unique perspective from current students on how and where the Agency should market and focus its recruitment efforts for underrepresented communities. This provides the Agency with real-time data on where to recruit and helps it identify ever-changing challenges within that targeted community, which is essential for increasing diversity at the Agency.

In Year Four, interns had the opportunity to learn about the Agency and study the original DLS *Overcoming Barriers to Advancement* report from 2015 and were tasked with identifying best practices related to diversity in leadership, academia, government, and the private sector. The capstone project required the interns to research and submit research papers on diversity and inclusion issues on their campus and best practices for non-minorities to serve as advocates and allies in advancing inclusion initiatives and driving change.

Transition Partner

DLS transitioned the Virtual Internship Program to the Talent Acquisition Office, which will manage the coordination and execution of the internship program.

RECOMMENDATION SEVEN:**Expand and Diversify
Networking Opportunities**

The CIA should teach all officers how to better engage and network with their peers, supervisors, and other managers. Those in authority should be expected to foster and encourage networking. Moreover, the Agency should enable and encourage cross-organizational and corporate opportunities to expand professional networks and foster joint mission action. The Agency should establish a corporate mentoring program to drive broader access to mentoring programs, as well as encourage participation from diverse cohorts. This structure will more carefully track and measure the impact of established mentoring programs, with a view toward understanding and promoting best practices for effective mentoring networks for junior officers.

REVERSE MENTORING

Reverse mentoring is a career development practice that helps businesses gain insights and perspectives from less tenured, often younger employees. Unlike traditional mentoring, reverse mentoring has the junior employee as the mentor and the senior leader as the mentee. Through this relationship, senior leaders obtain valuable insights from those who have been affiliated with the Agency for a much shorter time, while newer officers develop leadership skills and a greater understanding of Agency culture. By participating in these mentoring relationships, officers of varying demographic backgrounds expand their professional network, learn significant skills from one another, enhance their understanding of the Agency's workforce overall, and strengthen mission readiness.

DLS piloted a Reverse Mentoring Program in Year Two and launched a second running of the program in Year Three, in which officers with five or fewer years of Agency experience served as mentors, and officers at the GS-14 level or above with 15 or more years of Agency experience served as mentees.

Transition Partner

DLS transitioned the Reverse Mentoring Program to the Talent Development Office, which will coordinate and execute all program activities for future mentoring cohorts.

RECIPROCAL MENTORING

As a spinoff of the Reverse Mentoring Program, the Diversity in Leadership Study (DLS), in partnership with the Executive Development Group of the Talent Development Office (TDO), launched its first Reciprocal Mentoring Program in Year Four. Reciprocal mentoring offers a unique perspective that harnesses the strengths of two individuals to guide and learn from each other and allows all participants to serve as both a mentor and a mentee throughout the mentoring relationship.

GS-13 to GS-15 officers, who were current members of Agency Resource Groups, and Senior Intelligence Service officers were paired with one another and were asked to meet at least once a month. Junior officers were provided with opportunities to share their experiences and insights regarding diversity-related issues with senior executives, and, in return, senior executives were provided with opportunities to share their lessons learned on their path to Agency leadership.

Transition Partner

DLS transitioned the Reciprocal Mentoring Program to the TDO, which will coordinate and execute all program activities for future mentoring cohorts.

DONALD R. CRYER AWARD WEBPAGE

Donald R. Cryer was a trailblazer for diversity and inclusion (D+I) efforts at the Agency, paving the way for the creation of the Agency's first diversity office and the development of Agency-wide initiatives that have served as models for diversity programs across the Intelligence Community. In 2010, the Agency's annual diversity and inclusion award was officially named the Donald R. Cryer Award for Diversity and Inclusion. This award recognizes officers who have significantly impacted the Agency's mission by encouraging an inclusive mind-set, building an inclusive Agency culture, and incorporating diversity into organizational practices and strategies.

The creation of the Donald R. Cryer Award webpage provides a central location for officers to learn about past winners and their contributions to the Agency's D+I mission, showcasing and modeling the behaviors and activities of those deemed as true D+I champions. By continuing this effort, the Agency is communicating daily the business case for D+I.

Transition Partner

DLS transitioned the Donald R. Cryer Award webpage to the Diversity and Inclusion Office, which will update award winners each year as part of its regular maintenance of the Agency's D+I website.



Post-DLS Recommendations

As the Diversity in Leadership Study (DLS) comes to a close, its legacy and continued work toward the seven DLS recommendations, as embodied in the Agency's 2020-2023 Diversity and Inclusion Strategy, will enable sustainable progress toward the Agency's strategic objective of advancing diversity and inclusion (D+I) as a mission imperative.

The impact that the D+I efforts have had during DLS's tenure provides a bright outlook for the CIA, but as with all endeavors affecting an institutional culture change, there are always areas for improvement and opportunities to capitalize on.

As seen in figures 1 to 3, the modest shift in representation of the Agency's workforce that has occurred during the past five years reflects the overwhelming notion that change, particularly as it relates to increasing D+I, is a slow process that demands ongoing commitment and accountability from the Agency's workforce and senior leaders. Figures 4 and 5 show how the Agency was still trailing behind the overall Intelligence Community at the end of FY 2019 in terms of minority representation and the representation of all racial groups besides Asians, Native Hawaiians, and Pacific Islanders. Although figure 1 highlights the incremental progress that has been made in overall minority representation since FY 2013, figures 6 and 7 indicate that these increases have occurred at the GS-12 through Senior Intelligence Service (SIS) levels, with representation decreasing starting at the GS-11 level and below. Although there was a decrease in representation of Hispanic officers at the GS-10 level and below (see figure 8), as well as a decrease in representation of Asian officers at the GS-12 and GS-10 levels and below (see figure 10), these changes may be attributable to officers being promoted. In other words, despite these decreases, the greater representation of Hispanic and Asian officers seen at the GS-13 level and above (see figures 9 and 11) contributed to overall positive trends for both groups, which is reflected in the total increase in representation of Hispanic and Asian officers since FY 2013, as shown in figure 3.

The representation of Black officers, however, paints a much different picture. As seen in figures 12 and 13, although there have been general increases at the GS-12 level and above between FY 2013 and FY 2020 (with the exception of a very minimal decrease at the GS-14 level), the representation of Black officers at the GS-11 level and the GS-10 level and below dropped by 2.9 and 5.9 percentage points, respectively. For a racial group that only comprises roughly 11 percent of the overall Agency population, these downward trends, particularly for an already smaller population, may ultimately be more meaningful and impactful. To this point, as seen in figure 3, Black officers made up the only racial group that had a decrease in representation at the overall Agency level since FY 2013. Although this 0.3-percent decrease can be argued as being small, the downward trajectory still implies that progress is not being made in a desired positive direction.

As seen in figure 4, the Agency was doing better than the overall Intelligence Community in terms of female representation at the end of FY 2019. Even so, figure 1 highlights the decrease in overall female representation at the Agency since FY 2013. Although incremental progress has been made at the senior ranks, particularly at the GS-14 levels and above, female representation has decreased starting at the GS-13 level (see figures 14 and 15). Figures 16 to 19 further demonstrate that the decreases in female representation are influenced by decreases in non-minority females at the GS-11 to GS-14 levels and minority females at the GS-11 level and below. These trends are contrasted with the increase in representation of non-minority males at the GS-11 level and below and the decrease in representation of non-minority males at the GS-12 level and above (see figures 20 and 21), as well as a general increase in representation of minority male officers across all grade levels (see figures 22 and 23). When the trends for minority female officers are compared alongside those for minority officers overall, it can be inferred that the decrease in minority female officers at the GS-11 level and below can be attributable to Black female officers, signifying a potential need to focus on the career development of this population in particular.

As seen in figures 24 to 26, the increased diversity at the Senior Intelligence Service (SIS) level speaks to the progress being made toward the directive of the Diversity in Leadership Study (DLS) and shows promise in having the necessary demographic representation at the Agency's seniormost level. However, the finding that non-minority males still represented more than half of the SIS cadre by the end of FY 2020 demonstrates the continued progress that needs to be made. These trends are also a reminder of the ongoing need to continue developing officers at lower grade levels to enable them to reach those senior ranks. Thus, these dedicated efforts at the most senior levels must not be independent of the progress also being made in increasing the diversity within early careerists so that there will be a representative cadre to fill the leadership pipeline when the time comes.

Because of time constraints resulting from the COVID-19 pandemic, further analyses examining specific factors influencing the trends of Agency diversity demographics were not able to be conducted. Although including these diversity metrics in this report promotes transparency on the progress the Agency has made during DLS's tenure, these metrics are purely descriptive and require a comprehensive evaluation to gain a greater understanding of what issues and barriers continue to exist for females, minorities, and Persons with Disabilities (PwD) at the Agency. To this aim, an examination of the proportions and trends related to hiring and separations (e.g., resignations, retirements, and other departures), as displayed in appendixes D and E, respectively, would provide invaluable insight into how the Agency recruits, develops, and retains its officers. To enable this continued change, a dedicated study needs to be conducted to understand the "why" behind the patterns and trends highlighted in this report. Thus, DLS offers the following recommendation:

RECOMMENDATION ONE: Conduct an organizational assessment focused on the Agency's current state of diversity and inclusion (D+I), with an initial lens focused on the experience of minority (specifically Black or African American) female officers at the GS-11 level and below.

Although the representation of PwD at the Agency was about half the percentage of the overall Intelligence Community (see figure 4), the Agency has made great strides in its efforts toward improving accessibility within recent years. As seen in figures 27 and 28, with the exception at the GS-14 level, there were incremental increases across all grade levels. These positive trends for the PwD population highlight the impact that conducting focused efforts on certain underrepresented groups can have. During this time frame, the Agency championed accessibility, from expanding its disability categories to promote greater inclusion and convenience for officers to self-identify, to creating the Agency's first Accessibility Strategy and providing a roadmap for how the Agency will focus on workplace accessibility. Although D+I can be tackled very broadly through efforts that are inclusive and applicable to all Agency officers, specific initiatives aimed at targeted groups that have limited representation should also be considered for future programming, similar to the Director's Advisory Group on Women in Leadership that placed an emphasis on increasing female representation in leadership. Although DLS's mandate was to increase diversity broadly at the senior ranks, it is possible that taking a more targeted approach (i.e., programs and initiatives focused specifically on increasing minority representation at the senior leadership level) would have resulted in greater impact for these populations. These focused efforts, however, require a thorough needs assessment to be conducted to fully understand which groups are experiencing the greatest barriers and challenges, as well as the key areas for improvement. Thus, to complement Recommendation One, DLS offers the following recommendation:

RECOMMENDATION TWO: Create dedicated programs that target specific populations identified in the organizational assessment.

As the Agency actively works toward its goals of (1) recruiting, retaining, and developing its minority officers; (2) ensuring managerial accountability for creating and promoting a culture of inclusion; and (3) being fair and equitable in all of its corporate processes, it is critical that data-driven approaches and assessments are embedded throughout every one of its efforts. In addition, all programs and initiatives must be aligned to the Agency's broader goals and objectives as they relate to the Agency's 2020-2023 Diversity and Inclusion Strategy and 2019-2023 Accessibility Strategy. Although the use of benchmarks to gauge progress is a complicated issue, it can be said that an alternative must be established to hold the Agency and its leaders accountable. If there is no standard that is set from the program's commencement, it will be extremely difficult to gauge the true depth of impact for any program's success, as there is no criteria for what changes can be deemed as significant or meaningful. Thus, we offer the following recommendation:

RECOMMENDATION THREE: Develop specific, measurable, and observable program outcomes that are assessed quarterly.

By developing specific, measurable, and observable program outcomes, the task of assessing progress quarterly can be made much simpler. Using quantitative data derived from these initiatives, workforce analysts will not be forced to subjectively interpret qualitative data based on sentiment or other less tangible factors. Assessing these metrics on a quarterly basis will provide regular feedback on progress and performance and allow for iterative adjustments in initiatives and tactics going forward, creating a more agile workflow in response to a continually evolving Agency culture and congressional mandates.



Acknowledgments

The Diversity in Leadership Study (DLS) Team would like to thank the CIA's senior leadership for continuing to give priority to the development of a diverse leadership pipeline by constantly seeking creative solutions to better manage talent.

The senior leadership team has generously lent their time, talents, counsel, and support to DLS's initiatives and remains committed to doing so throughout the DLS's culture-changing efforts.

We would also like to acknowledge the following groups for their vital contributions to DLS's success:

- * The DLS Executive Advisory Board members Vernon Jordan, Michèle Flournoy, Steve Kappes, Justin Jackson, Adm. Mike Mullen, and Catherine Pino, whose dedication to the DLS goals resulted in institutional and cultural change that supported the intentional development of underrepresented populations at the Agency.
- * DLS's partners in the Talent Center, including the Diversity and Inclusion Office, Learning Enterprise, Talent Acquisition Office, Talent Development Office, and Talent Management Office, that all supported program implementation and are continuing DLS's legacy through its transition of products.
- * The Directorate Diversity Program Managers who spread DLS's message and led diversity and inclusion (D+I) efforts in each of their respective directorates.
- * The Talent Analytics and Consulting Group and Agency Business Analytics team for their assistance in obtaining the data and allowing DLS to continue promoting transparency through data.

- * The Action Learning Teams who volunteered their time to lead initiatives and produce deliverables to advance DLS's seven recommendations.
- * The DLS Advocates and volunteers who advanced DLS's mission throughout their offices and networks and whose passion and conviction helped to maintain grassroots momentum.

DLS would also like to give a special thank you to Vernon Jordan for serving as the chair of the original DLS and whose work created the foundation and roadmap for years to come. Without his passion and lifelong commitment to standing up for D+I, the Agency's workforce and culture may look a little different today.





Conclusion

The Overcoming Barriers to Advancement report was an innovative approach to identifying and tackling a sensitive and uncomfortable topic: perceived roadblocks of minority officers that hindered their professional advancement.

During the five-year program, the Diversity in Leadership Study (DLS) examined institutional barriers (real and perceived) for advancement; integrated diversity and inclusion (D+I) into the talent life cycle; developed resources for officers at every level; proved difficult conversations such as race, gender, and neurodiversity can be productive and beneficial; and, lastly, established quantifiable D+I principles. Programs such as DLS and the Director's Advisory Group focused on the intentional development of targeted groups at the Agency, which has proved to be successful for minority officers.

Promoting diversity for diversity's sake is an exercise in numbers. The core of DLS's mission was to enhance the "whole person" concept and translate those attributes into organizational values to accomplish the mission. DLS examined the barriers that minority officers face when seeking advancement to the senior ranks. The data is conclusive: although change was incremental, the essence of the DLS mission was achieved. The Agency has more minority officers at the GS-13 level and above since the launch of the DLS program. Minority officers at the GS-13 level and above have benefited from targeted institutional efforts, and a data comparison of those officers at the GS-12 level and below reflects a need for targeted institutional efforts to help early-to-mid-career officers reach those more senior ranks. The Agency must continue to examine factors that inhibit equitable and fair processes and policies that may hinder minority officers at every level of their intentional development and continued advancement for sustained change.

Success will be achieved when officers are held accountable for an inclusive environment and a tradition of diversity is woven into the fabric and culture of the CIA. The dialogue surrounding D+I is now more complex and difficult than it has ever been, and it will continue to be so as the workforce becomes more diverse. However, it is critical we engage in these topics of conversation, as they both enable officers to better understand one another and cultivate an environment of civility, where every officer can perform at their most optimal levels to meet the mission. As the issues facing our nation become increasingly challenging, more innovative solutions are needed to solve them; thus, we must ensure our officers are operating in environments in which they can be their authentic selves, voice their opinions and concerns without fear of retribution, and have opportunities to learn in times of failure. The Agency must continue to move forward with real and sustainable institutional change, beyond just increasing diversity numbers, if it is to stay true to its ethos and maximize each officer's potential contribution to the mission.





Figures

Note: All figures are based on CIA careerists as of the end of the fiscal year, excluding student program personnel.

Disability data is as of 5 October 2020.

Human Resources personnel records may not have been fully processed and updated in the system by the end of FY 2020 at the time the data for this report was pulled and, therefore, may not reflect the true percentages.

The Intelligence Community diversity data was obtained from the Office of the Director of National Intelligence Annual Demographic Report Fiscal Year 2019.

Overall Agency Representation

FIGURE 1

Agency Representation of Females, Minorities, and PwD

Figure 1 displays the representation of females, minorities, and Persons with Disabilities (PwD) between FY 2013 and FY 2020. The population of female officers decreased from 45.7 percent to 45 percent. The population of minority officers increased from 23.8 percent to 25.2 percent. The population of officers with disabilities increased from 5.7 percent to 6 percent.

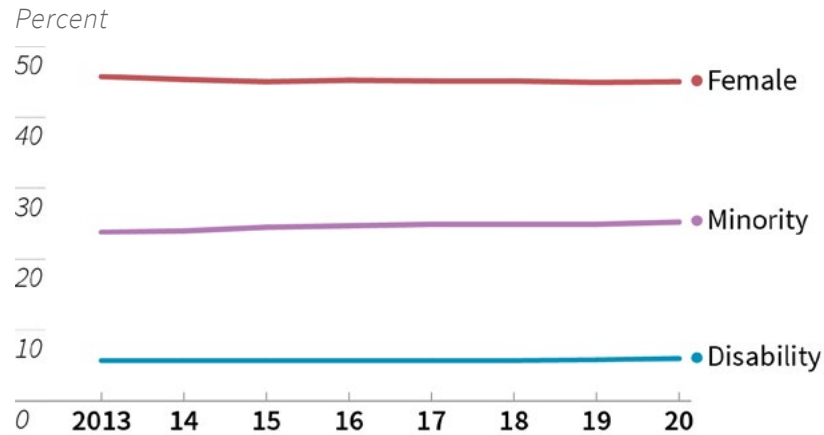
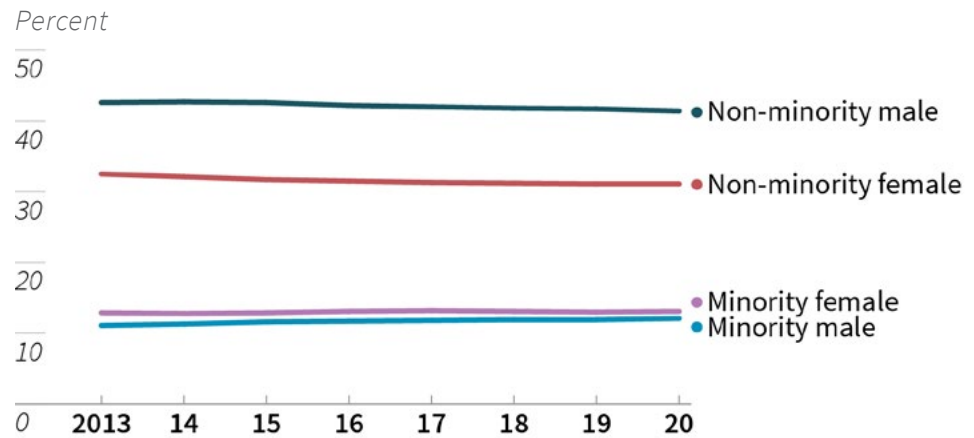


FIGURE 2

Agency Representation by Gender and Minority Status

Figure 2 displays the representation of non-minority males, non-minority females, minority males, and minority females between FY 2013 and FY 2020. The population of non-minority male officers decreased from 42.6 percent to 41.4 percent. The population of non-minority female officers decreased from 32.5 percent to 31.1 percent. The population of minority males increased from 11.1 percent to 12.1 percent. The population of minority females increased from 12.9 percent to 13.1 percent.

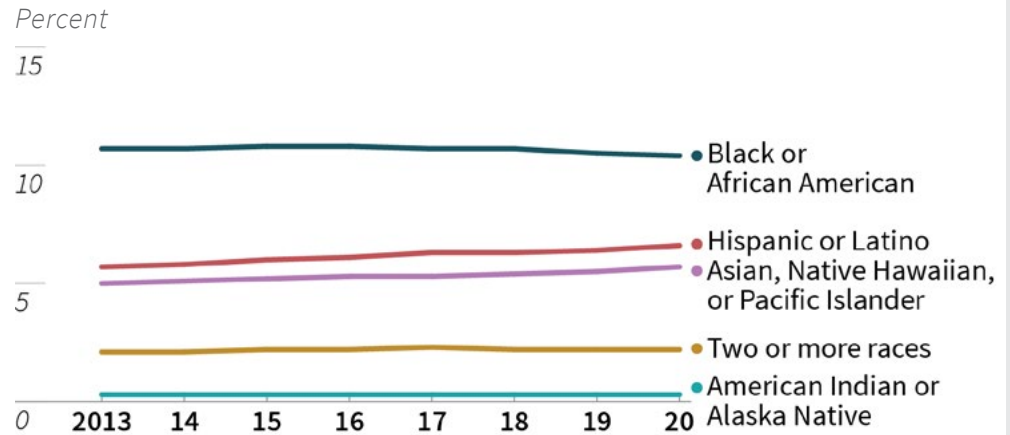


Overall Agency Representation

FIGURE 3

Agency Representation by Racial/Ethnic Minority Group

Figure 3 displays the representation by racial/ethnic minority group between FY 2013 and FY 2020. The population of Black or African American officers decreased from 10.7 percent to 10.4 percent. The population of Hispanic or Latino officers increased from 5.7 percent to 6.6 percent. The population of Asian, Native Hawaiian, or Pacific Islander officers increased from 5 percent to 5.7 percent. The population of American Indian or Alaska Native officers remained the same at 0.3 percent. The population of officers who identify with two or more races increased from 2.1 percent to 2.2 percent.



CIA Versus the Intelligence Community (IC)

FIGURE 4

FY 2019 Workforce Diversity CIA Versus the IC

Figure 4 displays a comparison of workplace diversity for the CIA versus the IC at the end of FY 2019. Females represented 44.9 percent of the CIA's workforce versus 39.3 percent of the IC's. Minorities represent 24.9 percent of the CIA's workforce versus 26.5 percent of the IC's. Persons with Disabilities (PwD) represent 5.8 percent of the CIA's workforce versus 11.5 percent of the IC's.

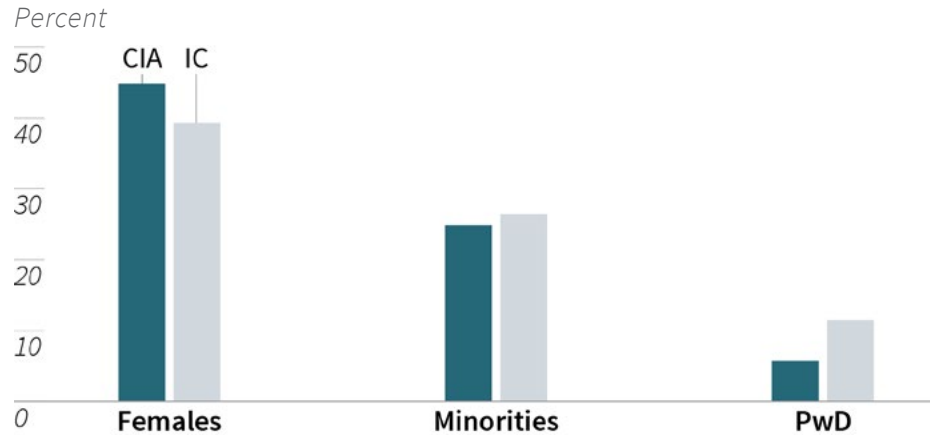
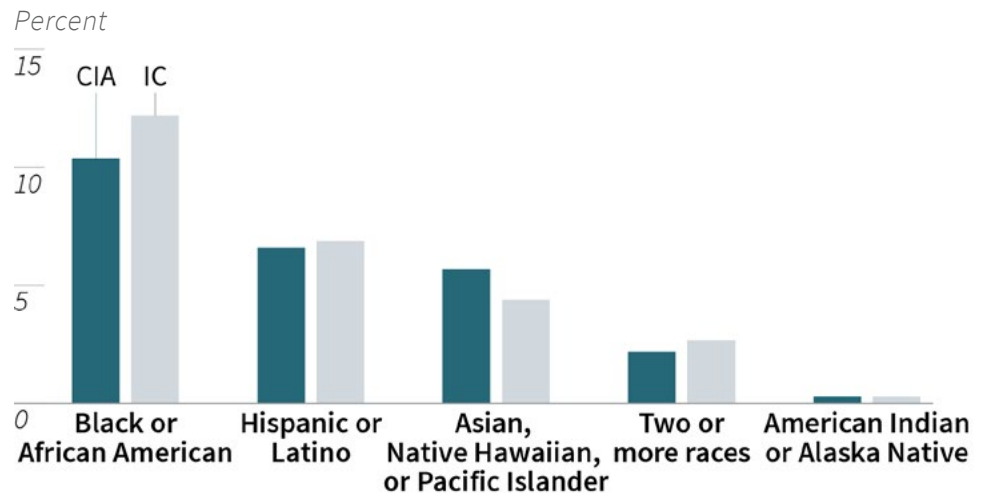


FIGURE 5

FY 2019 Minority Representation by Race CIA Versus the IC

Figure 5 displays a comparison of minority representation by race for the CIA versus the IC at the end of FY 2019. Individuals who identify as Black or African American represent 10.4 percent of the CIA's workforce versus 12.2 percent of the IC's. Individuals who identify as Hispanic or Latino represent 6.6 percent of the CIA's workforce versus 6.9 percent of the IC's. Individuals who identify as Asian, Native Hawaiian, or Pacific Islander represent 5.7 percent of the CIA's workforce versus 4.4 percent of the IC's. Individuals who identify with two or more races represent 2.2 percent of the CIA's workforce versus 2.7 percent of the IC's. Individuals who identify as American Indian or Alaska Native represent 0.3 percent of the CIA's workforce and the IC's.



Diversity Across Grade Levels

FIGURE 6

Minority Developmental Pipeline

Figure 6 displays the representation of minority officers in the developmental pipeline (defined as the GS-12 level and below) between FY 2013 and FY 2020. The population of minority officers increased from 26.8 percent to 30.8 percent at the GS-12 level, decreased from 34.8 percent to 30.4 percent at the GS-11 level, and decreased from 28.1 percent to 24.1 percent at the GS-10 level and below.

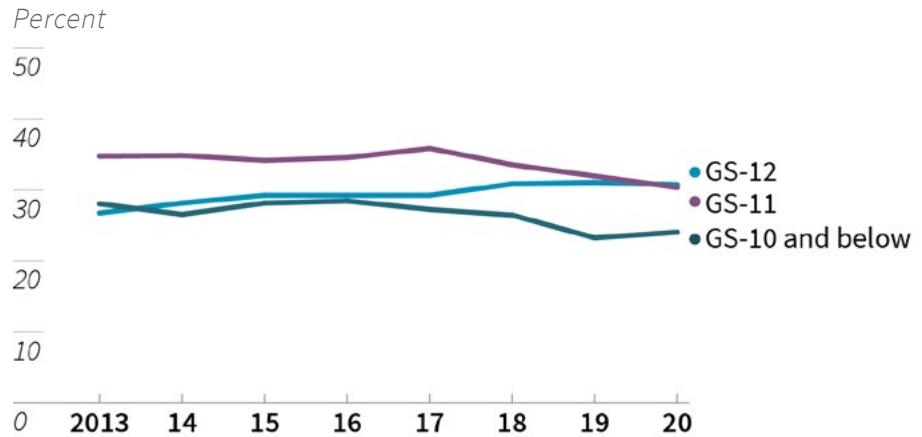
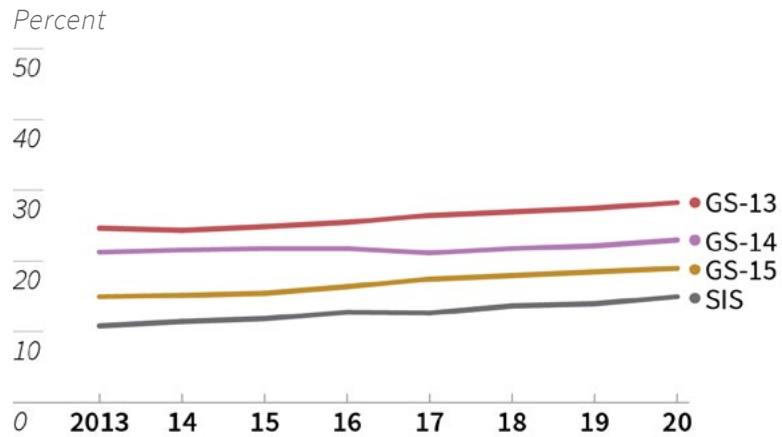


FIGURE 7

Minority Leadership Pipeline

Figure 7 displays the representation of minority officers in the leadership pipeline (defined as the GS-13 level and above) between FY 2013 and FY 2020. The population of minority officers increased from 24.7 percent to 28.3 percent at the GS-13 level, increased from 21.3 percent to 23 percent at the GS-14 level, increased from 15 percent to 19 percent at the GS-15 level, and increased from 10.9 percent to 15 percent at the Senior Intelligence Service (SIS) level.



Diversity Across Grade Levels

FIGURE 8

Hispanic Developmental Pipeline

Figure 8 displays the representation of Hispanic or Latino officers in the developmental pipeline (defined as the GS-12 level and below) between FY 2013 and FY 2020. The population of Hispanic or Latino officers increased from 6.4 percent to 8.1 percent at the GS-12 level, increased from 7.5 percent to 8.3 percent at the GS-11 level, and decreased from 7.7 percent to 7.2 percent at the GS-10 level and below.

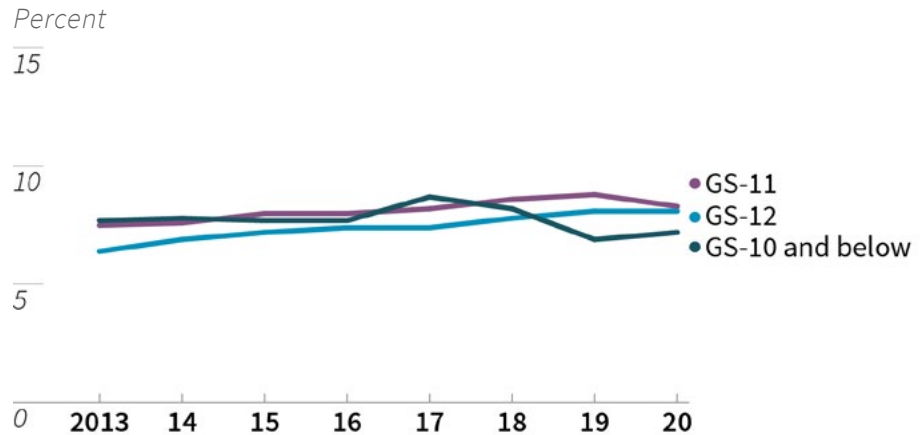
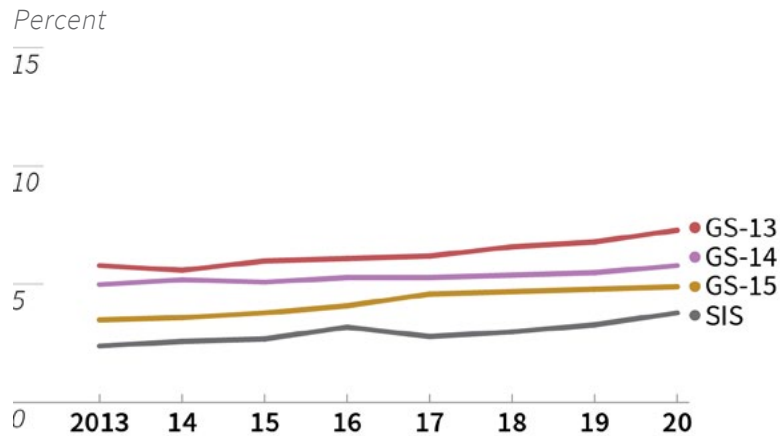


FIGURE 9

Hispanic Leadership Pipeline

Figure 9 displays the representation of Hispanic or Latino officers in the leadership pipeline (defined as the GS-13 level and above) between FY 2013 and FY 2020. The population of Hispanic or Latino officers increased from 5.8 percent to 7.3 percent at the GS-13 level, increased from 5 percent to 5.8 percent at the GS-14 level, increased from 3.5 percent to 4.9 percent at the GS-15 level, and increased from 2.4 percent to 3.8 percent at the Senior Intelligence Service (SIS) level.



Diversity Across Grade Levels

FIGURE 10

Asian Developmental Pipeline

Figure 10 displays the representation of Asian, Native Hawaiian, or Pacific Islander officers in the developmental pipeline (defined as the GS-12 level and below) between FY 2013 and FY 2020. The population of Asian, Native Hawaiian, or Pacific Islander officers decreased from 6.1 percent to 5.4 percent at the GS-12 level, increased from 5.5 percent to 6 percent at the GS-11 level, and decreased from 5.4 percent to 5.2 percent at the GS-10 level and below.

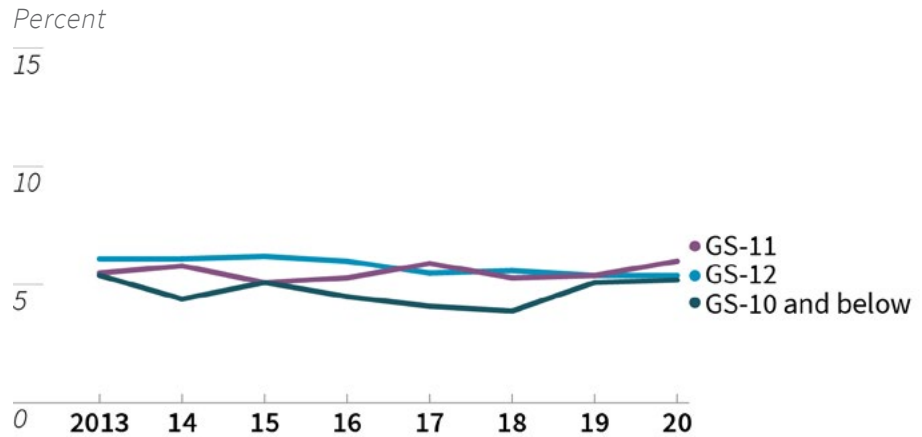
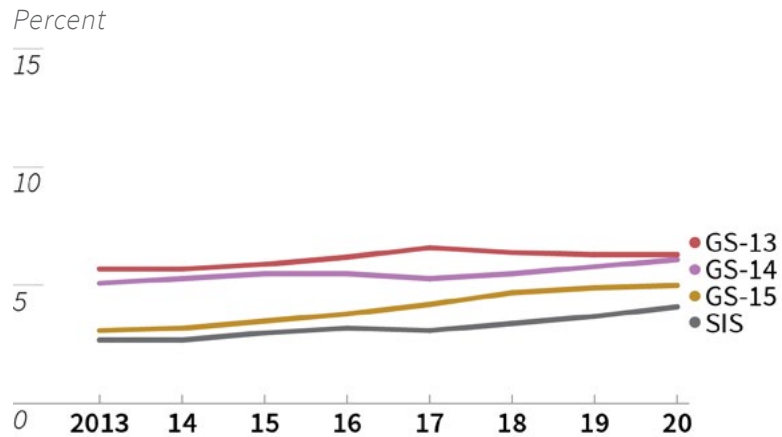


FIGURE 11

Asian Leadership Pipeline

Figure 11 displays the representation of Asian, Native Hawaiian, or Pacific Islander officers in the leadership pipeline (defined as the GS-13 level and above) between FY 2013 and FY 2020. The population of Asian, Native Hawaiian, or Pacific Islander officers increased from 5.7 percent to 6.3 percent at the GS-13 level, increased from 5.1 percent to 6.1 percent at the GS-14 level, increased from 3.1 percent to 5 percent at the GS-15 level, and increased from 2.7 percent to 4.1 percent at the Senior Intelligence Service (SIS) level.



Diversity Across Grade Levels

FIGURE 12

Black Developmental Pipeline

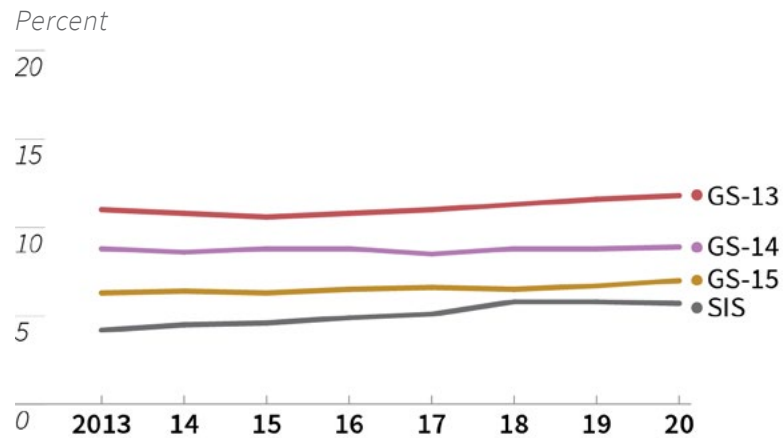
Figure 12 displays the representation of Black or African American officers in the developmental pipeline (defined as the GS-12 level and below) between FY 2013 and FY 2020. The population of Black or African American officers increased from 11.4 percent to 14.4 percent at the GS-12 level, decreased from 18.7 percent to 12.8 percent at the GS-11 level, and decreased from 12.2 percent to 9.3 percent at the GS-10 level and below.



FIGURE 13

Black Leadership Pipeline

Figure 13 displays the representation of Black or African American officers in the leadership pipeline (defined as the GS-13 level and above) between FY 2013 and FY 2020. The population of Black or African American officers increased from 11 percent to 11.8 percent at the GS-13 level, increased from 8.8 percent to 8.9 percent at the GS-14 level, increased from 6.3 percent to 7 percent at the GS-15 level, and increased from 4.2 percent to 5.7 percent at the Senior Intelligence Service (SIS) level.



Diversity Across Grade Levels

FIGURE 14

Female Developmental Pipeline

Figure 14 displays the representation of female officers in the developmental pipeline (defined as the GS-12 level and below) between FY 2013 and FY 2020. The population of female officers decreased from 50.1 percent to 49.1 percent at the GS-12 level, decreased from 63.6 percent to 50.6 percent at the GS-11 level, and decreased from 50.1 percent to 46.7 percent at the GS-10 level and below.

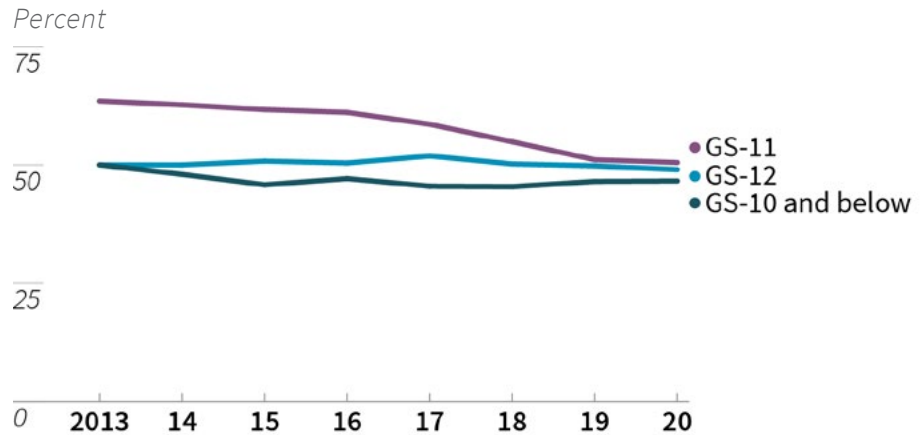
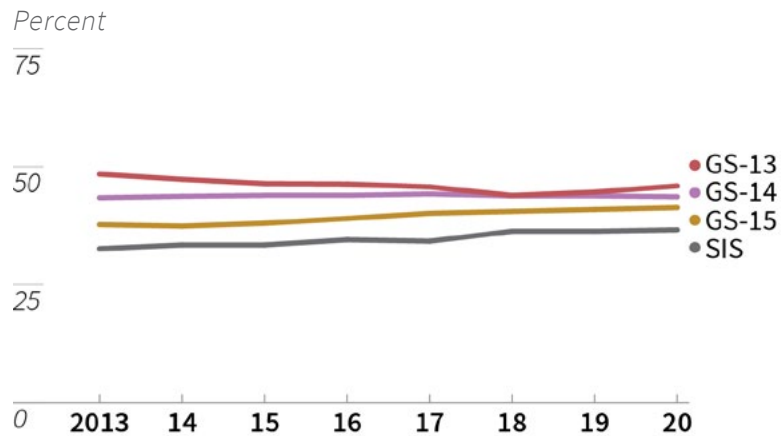


FIGURE 15

Female Leadership Pipeline

Figure 15 displays the representation of female officers in the leadership pipeline (defined as the GS-13 level and above) between FY 2013 and FY 2020. The population of female officers decreased from 48.5 percent to 46 percent at the GS-13 level, increased from 43.5 percent to 43.7 percent at the GS-14 level, increased from 37.8 percent to 41.4 percent at the GS-15 level, and increased from 32.7 percent to 36.7 percent at the Senior Intelligence Service (SIS) level.



Diversity Across Grade Levels

FIGURE 16

Non-Minority Female Developmental Pipeline

Figure 16 displays the representation of non-minority female officers in the developmental pipeline (defined as the GS-12 level and below) between FY 2013 and FY 2020. The population of non-minority female officers decreased from 34.5 percent to 29.7 percent at the GS-12 level, decreased from 37.8 percent to 32.3 percent at the GS-11 level, and increased from 33.2 percent to 33.9 percent at the GS-10 level and below.

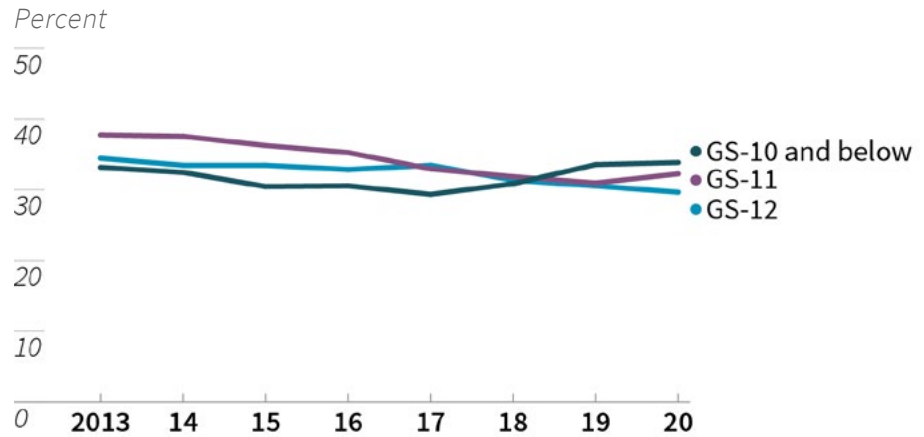
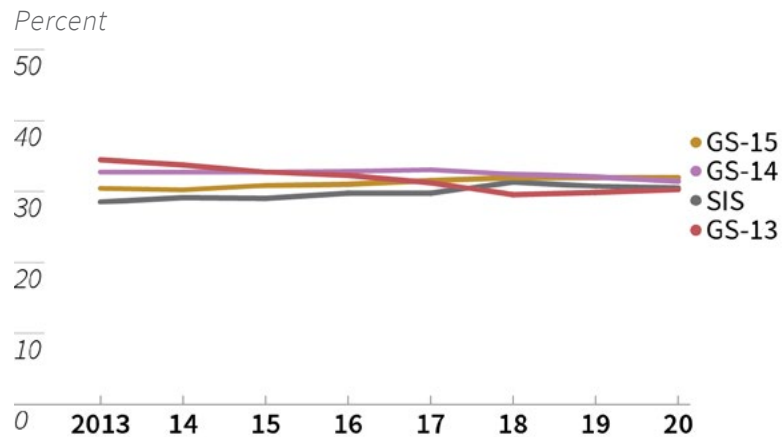


FIGURE 17

Non-Minority Female Leadership Pipeline

Figure 17 displays the representation of non-minority female officers in the leadership pipeline (defined as the GS-13 level and above) between FY 2013 and FY 2020. The population of non-minority female officers decreased from 34.5 percent to 30.3 percent at the GS-13 level, decreased from 32.8 percent to 31.5 percent at the GS-14 level, increased from 30.5 percent to 32 percent at the GS-15 level, and increased from 28.6 percent to 30.6 percent at the Senior Intelligence Service (SIS) level.



Diversity Across Grade Levels

FIGURE 18

Minority Female Developmental Pipeline

Figure 18 displays the representation of minority female officers in the developmental pipeline (defined as the GS-12 level and below) between FY 2013 and FY 2020. The population of minority female officers increased from 15.1 percent to 18 percent at the GS-12 level, decreased from 25.1 percent to 17.1 percent at the GS-11 level, and decreased from 14.8 percent to 11 percent at the GS-10 level and below.

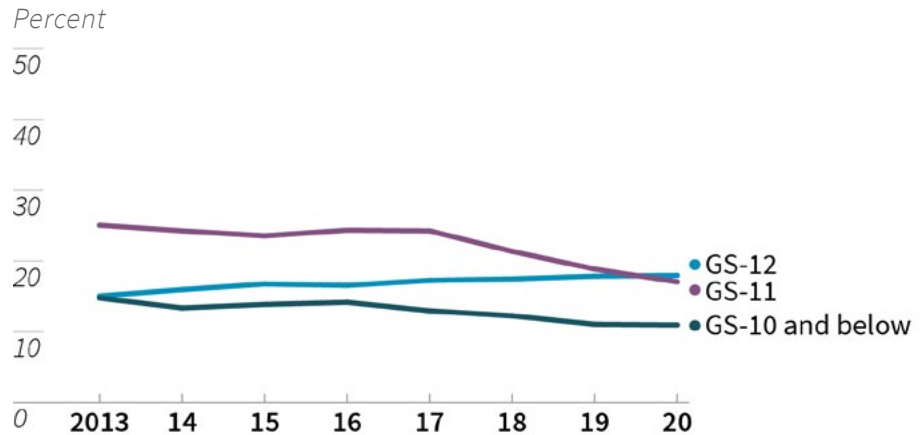
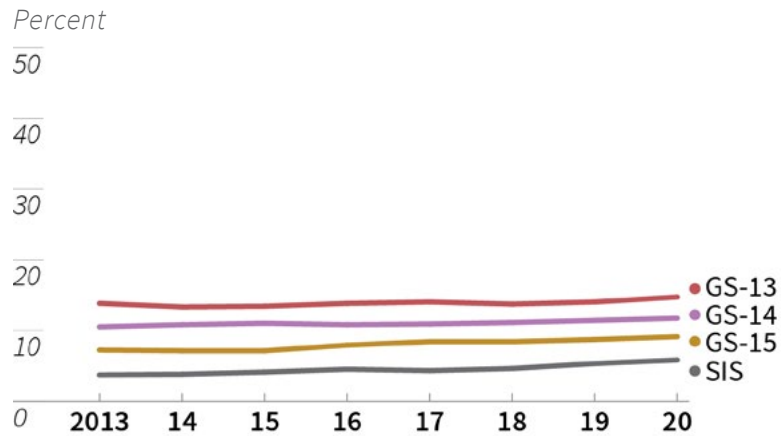


FIGURE 19

Minority Female Leadership Pipeline

Figure 19 displays the representation of minority female officers in the leadership pipeline (defined as the GS-13 level and above) between FY 2013 and FY 2020. The population of minority female officers increased from 13.9 percent to 14.8 percent at the GS-13 level, increased from 10.6 percent to 11.8 percent at the GS-14 level, increased from 7.3 percent to 9.2 percent at the GS-15 level, and increased from 3.8 percent to 5.9 percent at the Senior Intelligence Service (SIS) level.



Diversity Across Grade Levels

FIGURE 20

Non-Minority Male Developmental Pipeline

Figure 20 displays the representation of non-minority male officers in the developmental pipeline (defined as the GS-12 level and below) between FY 2013 and FY 2020. The population of non-minority male officers decreased from 36.9 percent to 35.5 percent at the GS-12 level, increased from 26.4 percent to 33.7 percent at the GS-11 level, and increased from 35.6 percent to 38.3 percent at the GS-10 level and below.

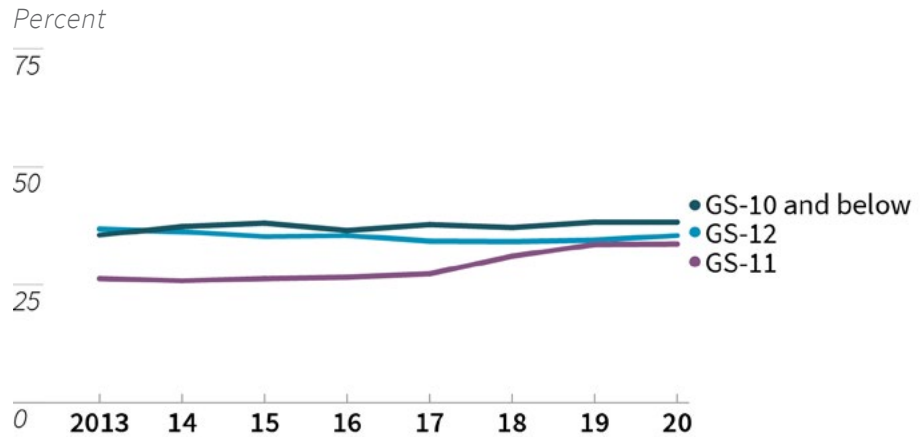
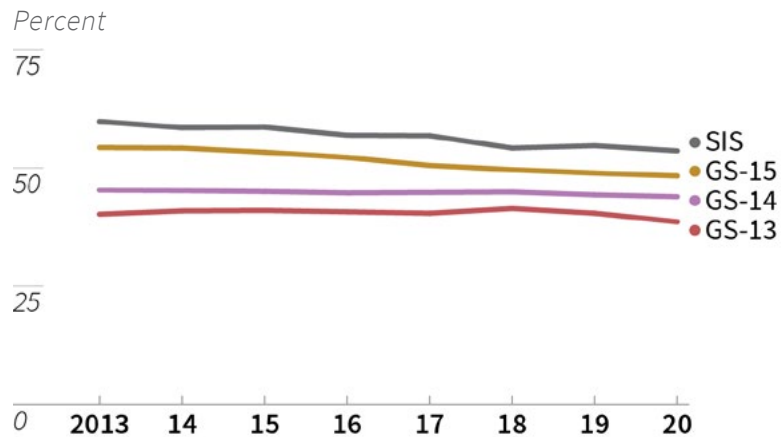


FIGURE 21

Non-Minority Male Leadership Pipeline

Figure 21 displays the representation of non-minority male officers in the leadership pipeline (defined as the GS-13 level and above) between FY 2013 and FY 2020. The population of non-minority male officers decreased from 40.3 percent to 38.7 percent at the GS-13 level, decreased from 45.4 percent to 44 percent at the GS-14 level, decreased from 54.4 percent to 48.4 percent at the GS-15 level, and decreased from 59.9 percent to 53.7 percent at the Senior Intelligence Service (SIS) level.



Diversity Across Grade Levels

FIGURE 22

Minority Male Developmental Pipeline

Figure 22 displays the representation of minority male officers in the developmental pipeline (defined as the GS-12 level and below) between FY 2013 and FY 2020. The population of minority male officers increased from 11.8 percent to 12.9 percent at the GS-12 level, increased from 9.6 percent to 13.1 percent at the GS-11 level, and decreased from 13.2 percent to 13.1 percent at the GS-10 level and below.

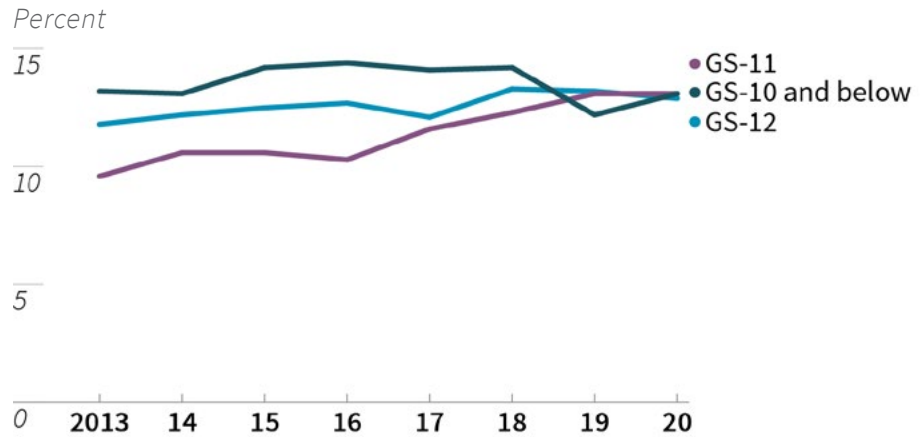
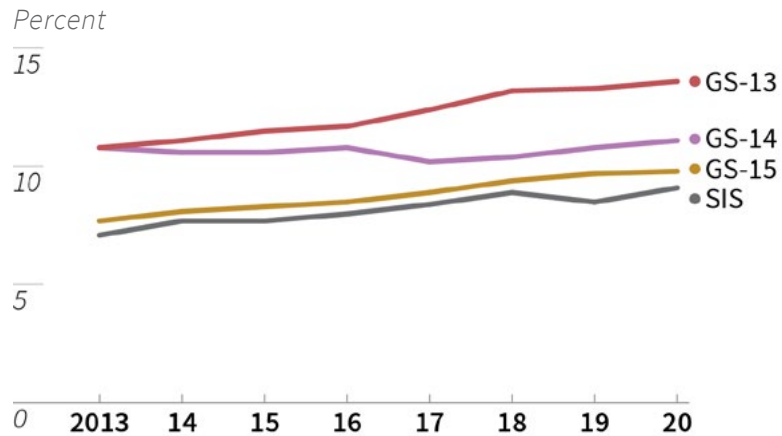


FIGURE 23

Minority Male Leadership Pipeline

Figure 23 displays the representation of minority male officers in the leadership pipeline (defined as the GS-13 level and above) between FY 2013 and FY 2020. The population of minority male officers increased from 10.8 percent to 13.6 percent at the GS-13 level, increased from 10.8 percent to 11.1 percent at the GS-14 level, increased from 7.7 percent to 9.8 percent at the GS-15 level, and increased from 7.1 percent to 9.1 percent at the Senior Intelligence Service (SIS) level.



Diversity Across Grade Levels

FIGURE 24

SIS Representation of Females, Minorities, and PwD

Figure 24 displays the representation of females, minorities, and Persons with Disabilities (PwD) at the Senior Intelligence Service (SIS) level between FY 2013 and FY 2020. The population of female officers at the SIS level increased from 32.7 percent to 36.7 percent. The population of minority officers at the SIS level increased from 10.9 percent to 15 percent. The population of officers with disabilities at the SIS level increased from 3.4 percent to 4.4 percent.

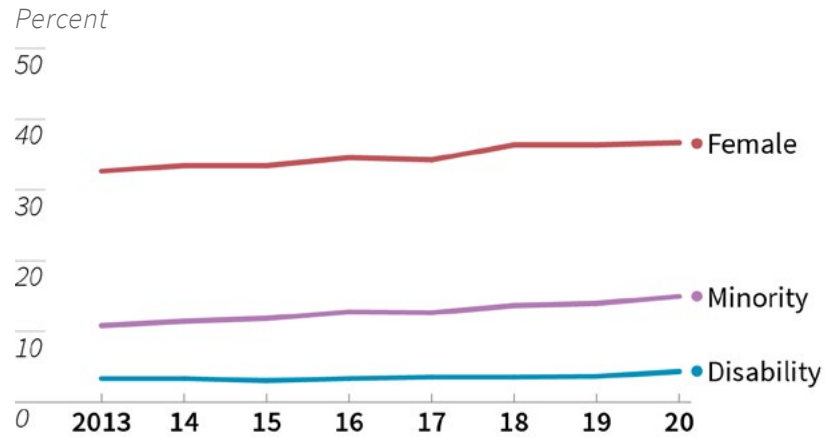
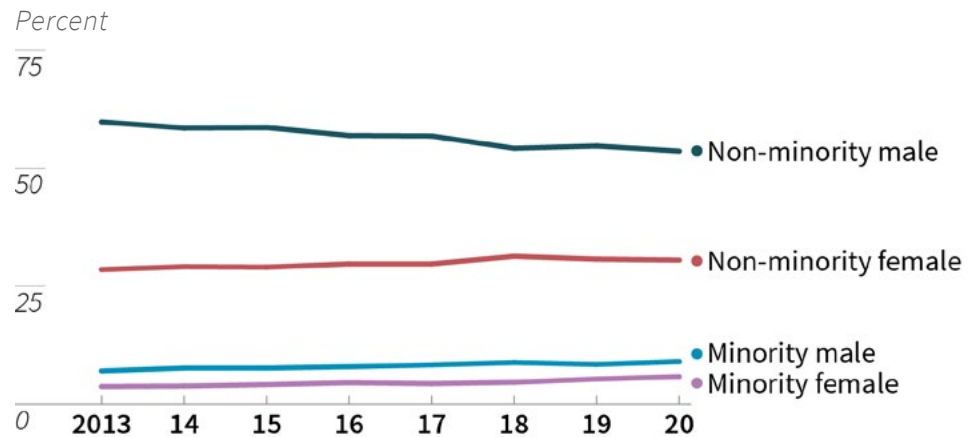


FIGURE 25

SIS Representation by Gender and Minority Status

Figure 25 displays the representation of non-minority males, non-minority females, minority males, and minority females at the Senior Intelligence Service (SIS) level between FY 2013 and FY 2020. The population of non-minority male officers at the SIS level decreased from 59.9 percent to 53.7 percent. The population of non-minority female officers at the SIS level increased from 28.6 percent to 30.6 percent. The population of minority male officers at the SIS level increased from 7.1 percent to 9.1 percent. The population of minority female officers at the SIS level increased from 3.8 percent to 5.9 percent.

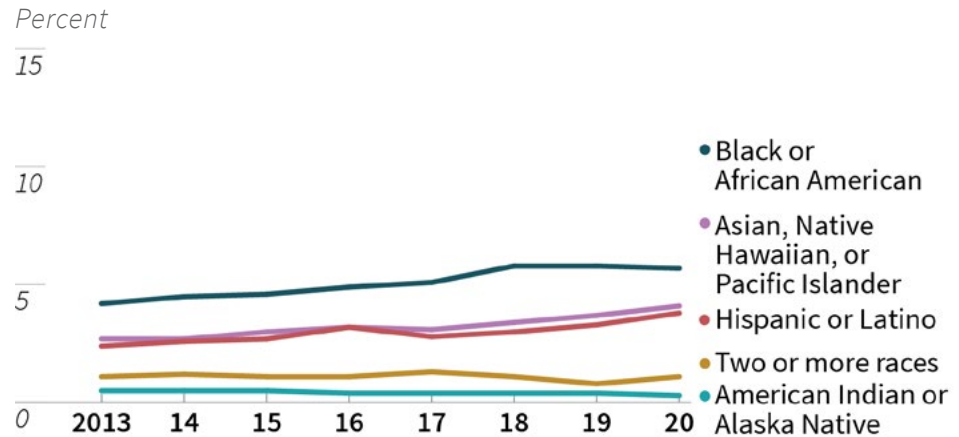


Diversity Across Grade Levels

FIGURE 26

SIS Representation by Racial/Ethnic Minority Group

Figure 26 displays the representation by racial/ethnic minority group at the Senior Intelligence Service (SIS) level between FY 2013 and FY 2020. The population of Black or African American officers at the SIS level increased from 4.2 percent to 5.7 percent. The population of Hispanic or Latino officers at the SIS level increased from 2.4 percent to 3.8 percent. The population of Asian, Native Hawaiian, or Pacific Islander officers at the SIS level increased from 2.7 percent to 4.1 percent. The population of American Indian or Alaska Native officers at the SIS level decreased from 0.5 percent to 0.3 percent. The population of officers at the SIS level who identify with two or more races stayed the same at 1.1 percent.



Diversity Across Grade Levels

FIGURE 27

PwD Developmental Pipeline

Figure 27 displays the representation of Persons with Disabilities (PwD) in the developmental pipeline (defined as the GS-12 level and below) between FY 2013 and FY 2020. The population of officers with disabilities increased from 5.4 percent to 6.7 percent at the GS-12 level, increased from 6.6 percent to 7 percent at the GS-11 level, and increased from 5.8 percent to 8.6 percent at the GS-10 level and below.

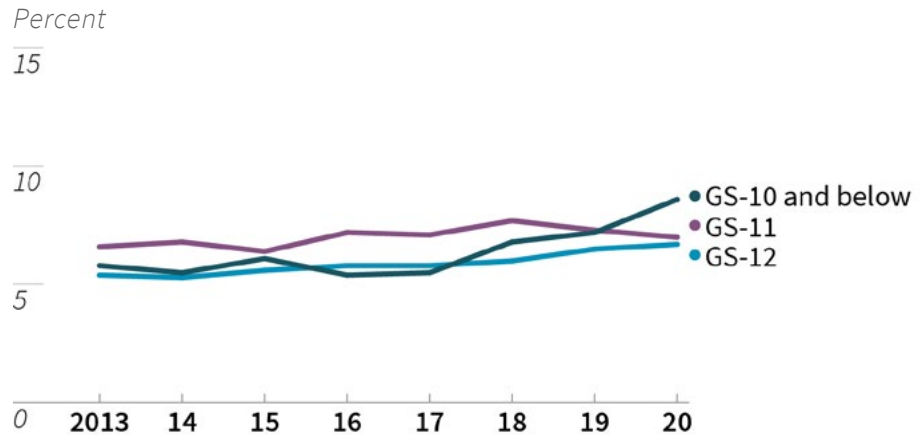
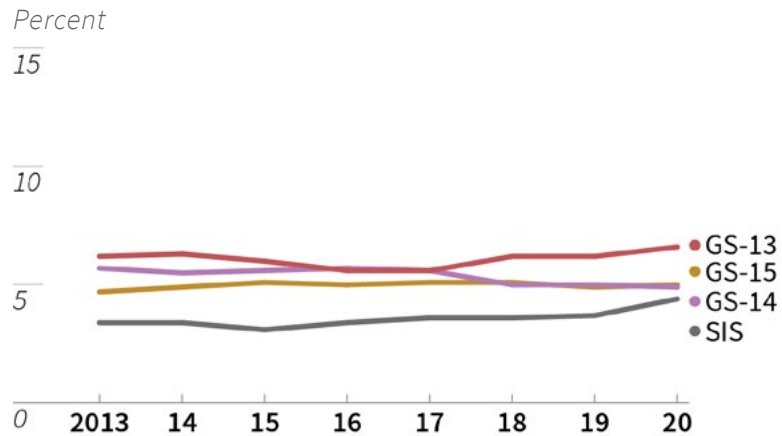


FIGURE 28

PwD Leadership Pipeline

Figure 28 displays the representation of officers with disabilities in the leadership pipeline (defined as the GS-13 level and above) between FY 2013 and FY 2020. The population of Persons with Disabilities (PwD) increased from 6.2 percent to 6.6 percent at the GS-13 level, decreased from 5.7 percent to 4.9 percent at the GS-14 level, increased from 4.7 percent to 5 percent at the GS-15 level, and increased from 3.4 percent to 4.4 percent at the Senior Intelligence Service (SIS) level.



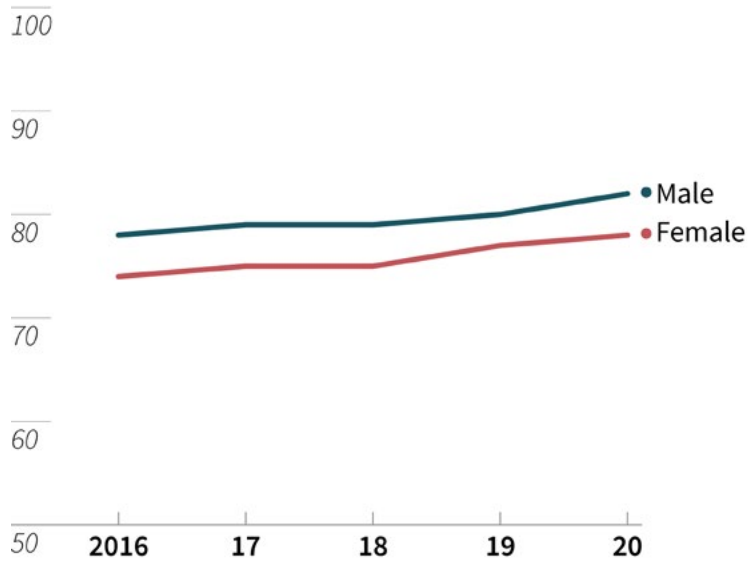
APPENDIX A

Employee Climate Survey (ECS) Inclusion Index Scores

FIGURE A.1

Inclusion Index Scores by Gender

Percent

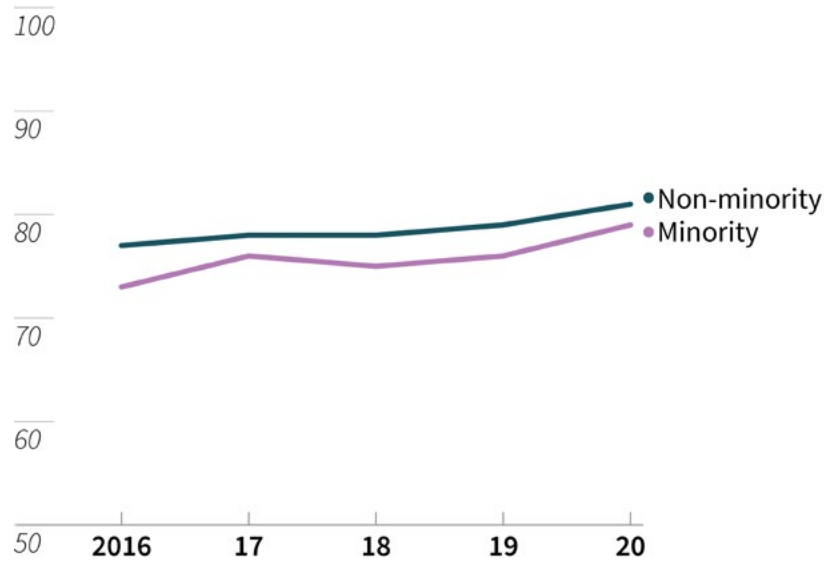


As seen in Figure A.1, the inclusion index scores for male officers increased from 78 percent to 82 percent, and for female officers, they increased from 74 percent to 78 percent.

FIGURE A.2

Inclusion Index Scores by Minority Status

Percent



As seen in Figure A.2, the inclusion index scores for non-minority officers increased from 77 percent to 81 percent, and for minority officers, they increased from 73 percent to 79 percent.

Note: Figures A.1 to A.4 display the percentages of employees who responded favorably (with a rating of 4 or 5) to each question in the ECS inclusion index between FY 2016 and FY 2020. The populations for gender and minority status were collected through Human Resources data. The populations for disability status and orientation were collected through the ECS.

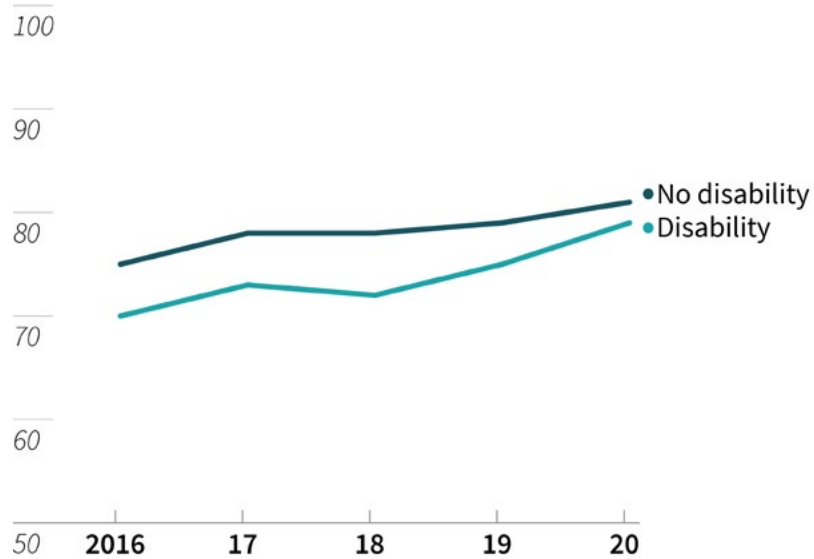
APPENDIX A

Employee Climate Survey (ECS) Inclusion Index Scores

FIGURE A.3

Inclusion Index Scores by Disability

Percent

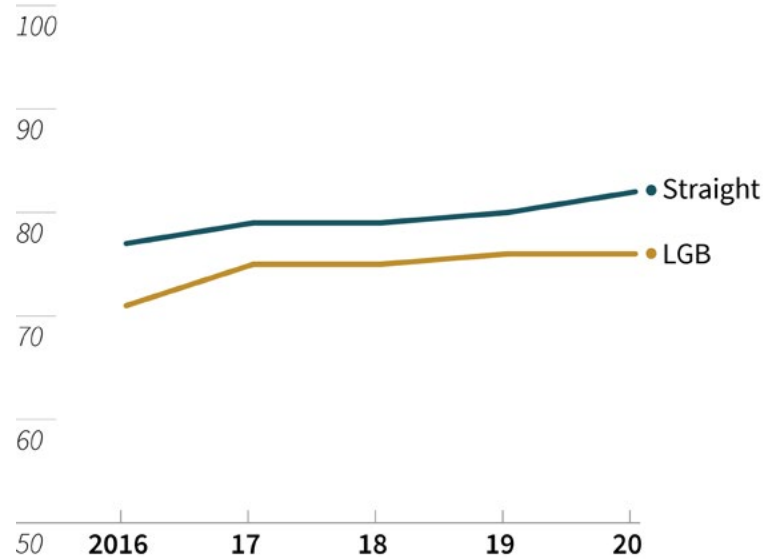


As seen in Figure A.3, the inclusion index scores for officers without a disability increased from 75 percent to 81 percent, and for officers with a disability, they increased from 70 percent to 79 percent.

FIGURE A.4

Inclusion Index Scores by Orientation

Percent



As seen in Figure A.4, the inclusion index scores for straight officers increased from 77 percent to 82 percent, and for lesbian, gay, or bisexual officers (LGB), they increased from 71 percent to 76 percent.

APPENDIX B

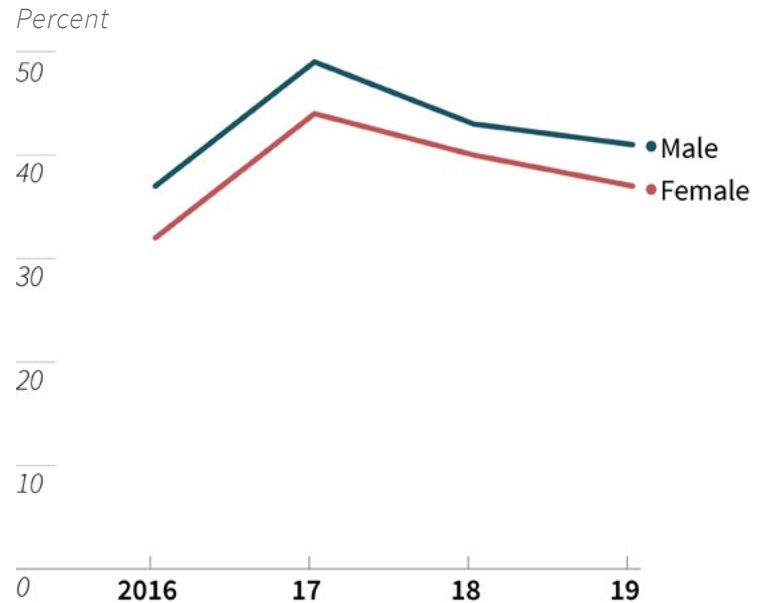
Petition for Promotion

Male and Female Petition Rates

Note: Figures B.1 to B.18 display petition and promotion rates for GS-13, GS-14, and GS-15 officers between FY 2016 and FY 2019. Calculations for petition rates were based on the comparison of the number of officers in a population who submitted a petition with the total number of officers in that population, expressed as a percentage (e.g., number of GS-13 female officers who submitted a petition out of the total number of GS-13 female officers). Calculations for promotion rates were based on the comparison of the number of officers in a population who were promoted with the total number of officers in a population who submitted a petition, expressed as a percentage (e.g., number of GS-13 female officers who were promoted out of the total number of GS-13 female officers who submitted a petition).

FIGURE B.1

GS-13 Petition Rates by Gender



As seen in Figure B.1, the petition rates for GS-13 male officers increased from 37 percent to 41 percent, and for GS-13 female officers, they increased from 32 percent to 37 percent.

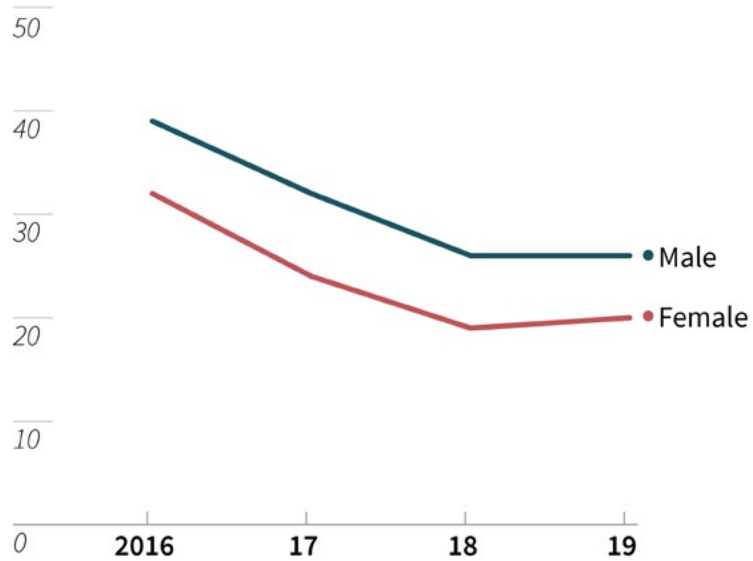
APPENDIX B

Petition for Promotion

FIGURE B.2

GS-14 Petition Rates by Gender

Percent

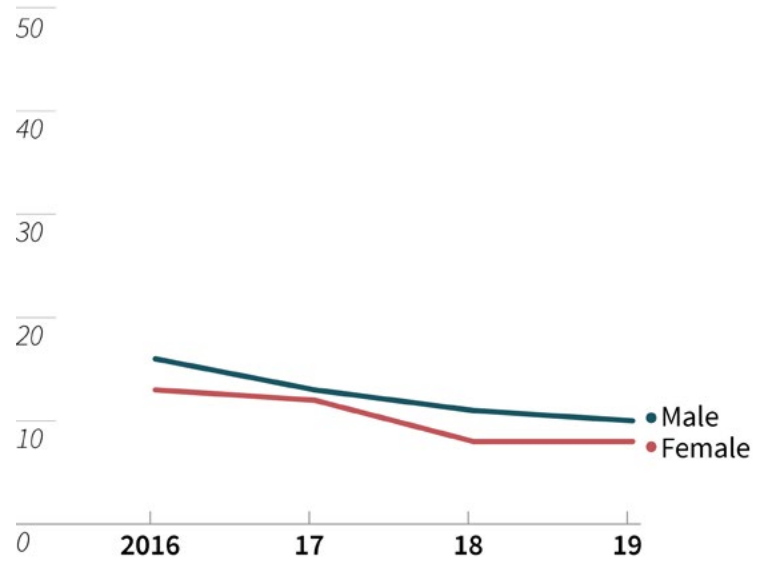


As seen in Figure B.2, the petition rates for GS-14 male officers decreased from 39 percent to 26 percent, and for GS-14 female officers, they decreased from 32 percent to 20 percent.

FIGURE B.3

GS-15 Petition Rates by Gender

Percent

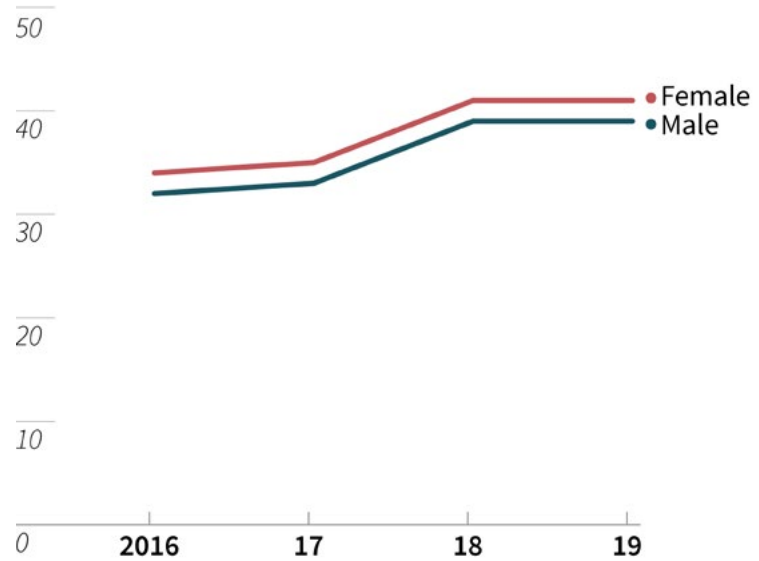


As seen in Figure B.3, the petition rates for GS-15 male officers decreased from 16 percent to 10 percent, and for GS-15 female officers, they decreased from 13 percent to 8 percent.

APPENDIX B

Petition for Promotion

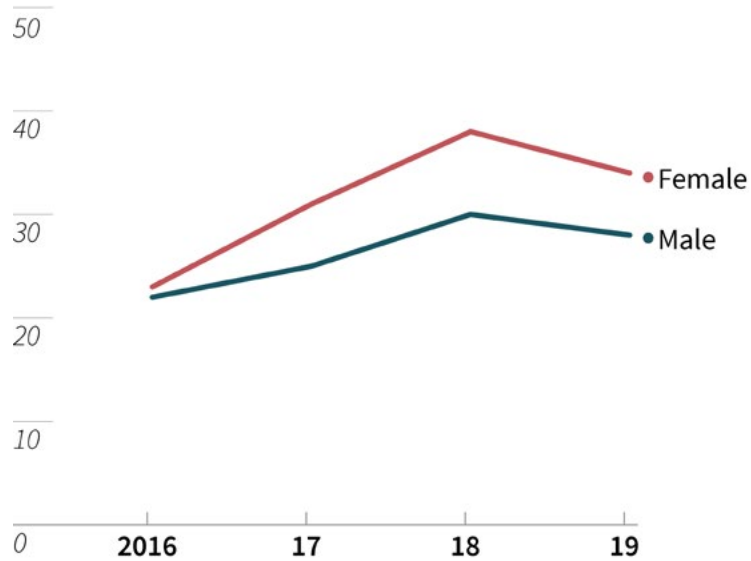
Male and Female Promotion Rates

FIGURE B.4**GS-13 Promotion Rates by Gender***Percent*

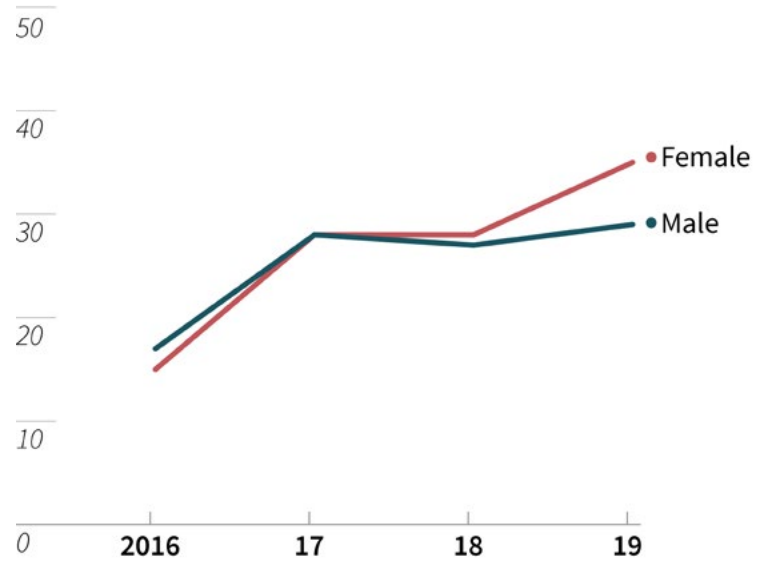
As seen in Figure B.4, the promotion rates for GS-13 male officers increased from 32 percent to 39 percent, and for GS-13 female officers, they increased from 34 percent to 41 percent.

APPENDIX B

Petition for Promotion

FIGURE B.5**GS-14 Promotion Rates by Gender***Percent*

As seen in Figure B.5, the promotion rates for GS-14 male officers increased from 22 percent to 28 percent, and for GS-14 female officers, they increased from 23 percent to 34 percent.

FIGURE B.6**GS-15 Promotion Rates by Gender***Percent*

As seen in Figure B.6, the promotion rates for GS-15 male officers increased from 17 percent to 29 percent, and for GS-15 female officers, they increased from 15 percent to 35 percent.

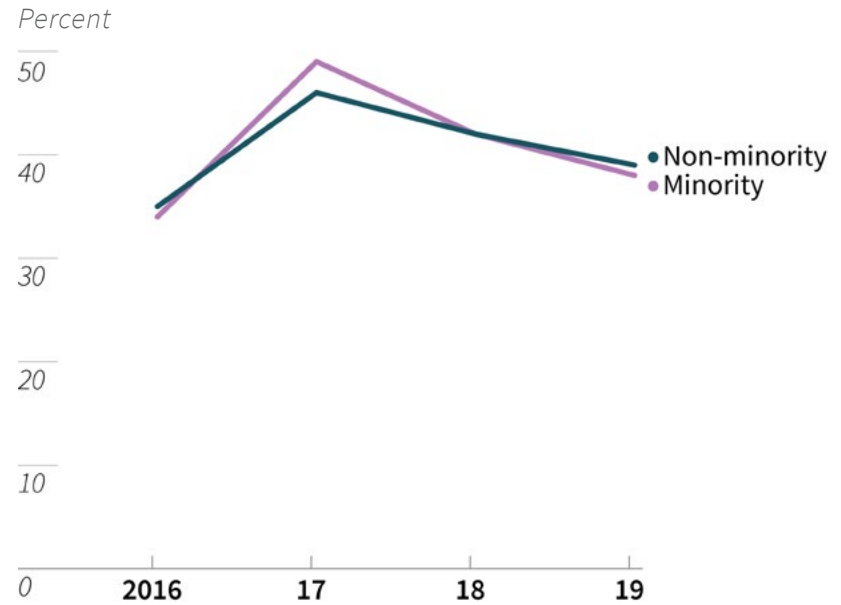
APPENDIX B

Petition for Promotion

Non-Minority and Minority Petition Rates

FIGURE B.7

GS-13 Petition Rates by Minority Status



As seen in Figure B.7, the petition rates for GS-13 non-minority officers increased from 35 percent to 39 percent, and for GS-13 minority officers, they increased from 34 percent to 38 percent.

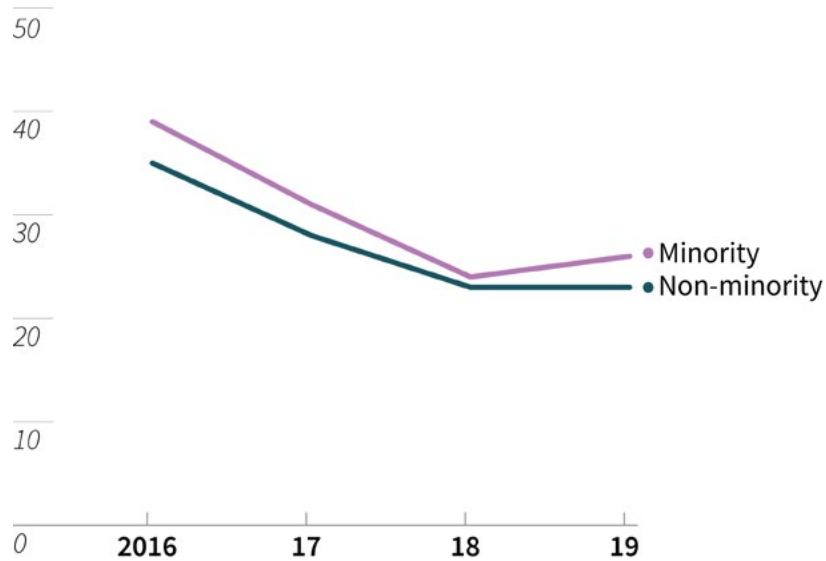
APPENDIX B

Petition for Promotion

FIGURE B.8

GS-14 Petition Rate by Minority Status

Percent

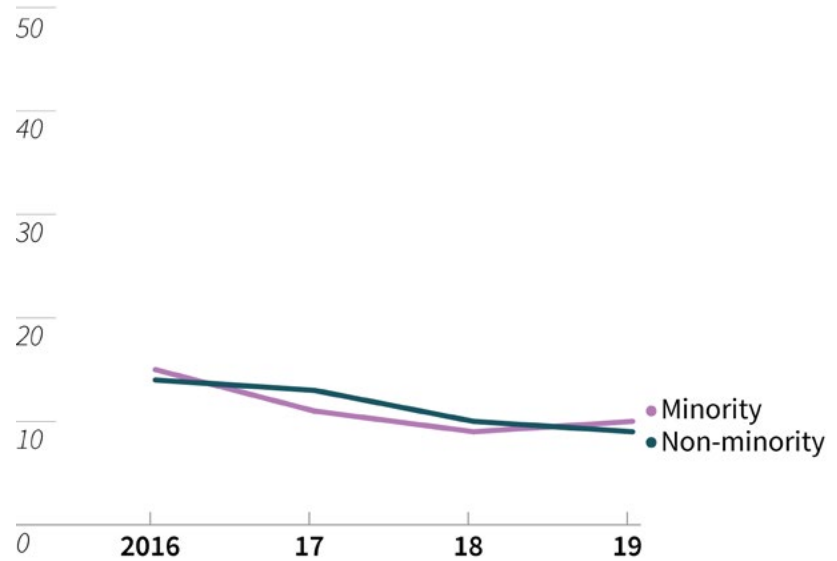


As seen in Figure B.8, the petition rates for GS-14 non-minority officers decreased from 35 percent to 23 percent, and for GS-14 minority officers, they decreased from 39 percent to 26 percent.

FIGURE B.9

GS-15 Petition Rates by Minority Status

Percent



As seen in Figure B.9, the petition rates for GS-15 non-minority officers decreased from 14 percent to 9 percent, and for GS-15 minority officers, they decreased from 15 percent to 10 percent.

APPENDIX B

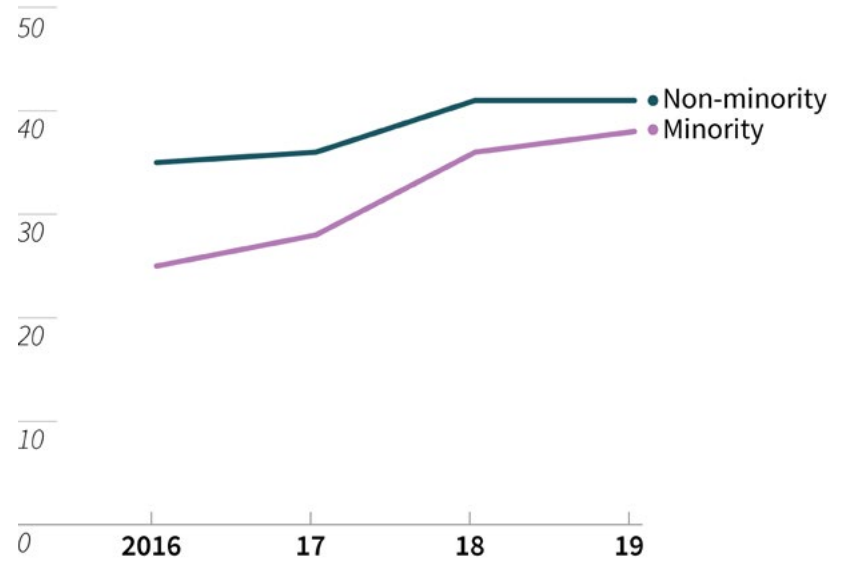
Petition for Promotion

Non-Minority and Minority Promotion Rates

FIGURE B.10

GS-13 Promotion Rates by Minority Status

Percent



As seen in Figure B.10, the promotion rates for GS-13 non-minority officers increased from 35 percent to 41 percent, and for GS-13 minority officers, they increased from 25 percent to 38 percent.

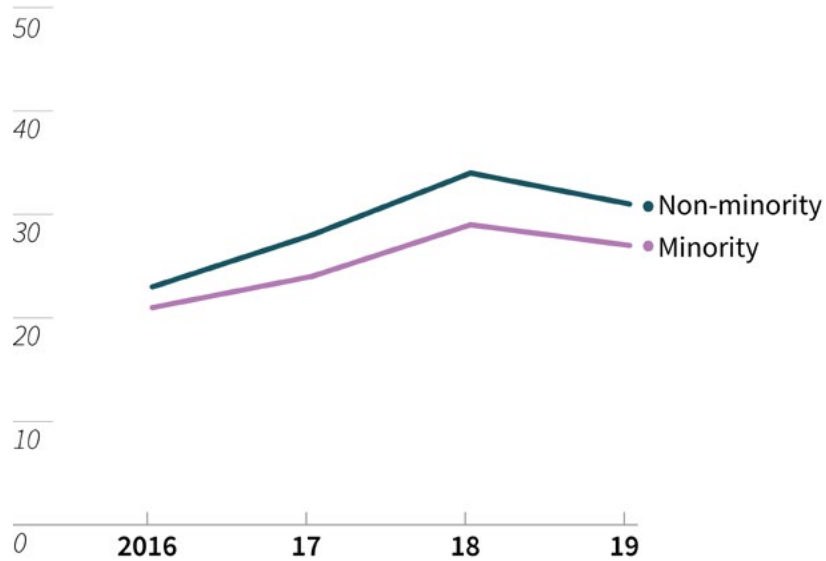
APPENDIX B

Petition for Promotion

FIGURE B.11

GS-14 Promotion Rates by Minority Status

Percent

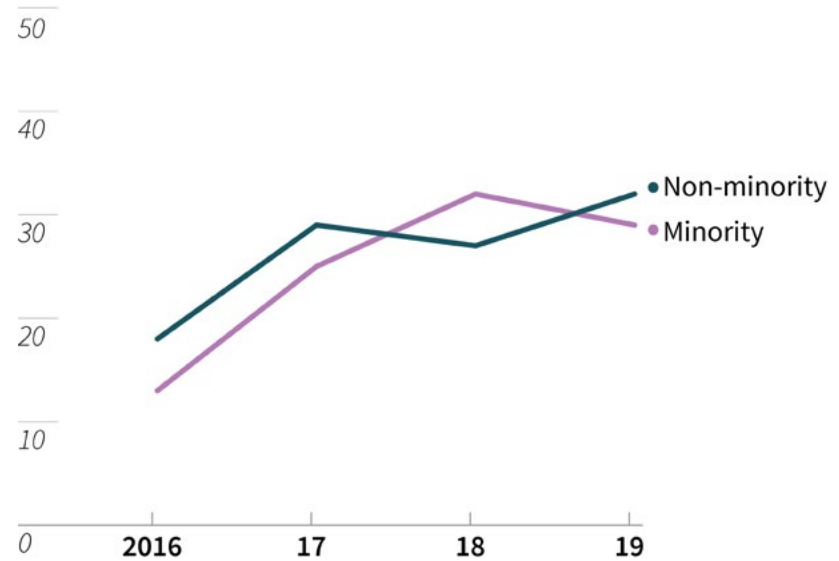


As seen in Figure B.11, the promotion rates for GS-14 non-minority officers increased from 23 percent to 31 percent, and for GS-14 minority officers, they increased from 21 percent to 27 percent.

FIGURE B.12

GS-15 Promotion Rates by Minority Status

Percent



As seen in Figure B.12, the promotion rates for GS-15 non-minority officers increased from 18 percent to 32 percent, and for GS-15 minority officers, they increased from 13 percent to 29 percent.

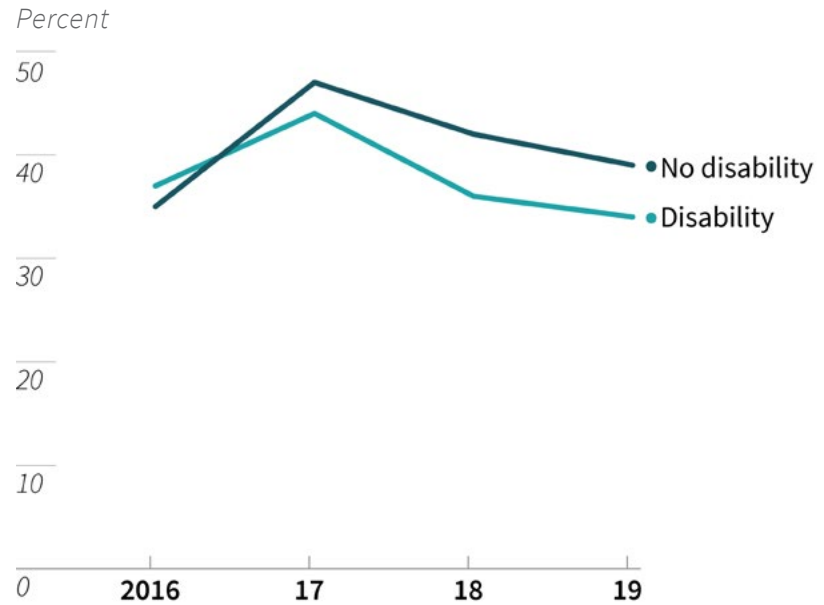
APPENDIX B

Petition for Promotion

Disability and No Disability Petition Rates

FIGURE B.13

GS-13 Petition Rates by Disability Status



As seen in Figure B.13, the petition rates for GS-13 officers with no disabilities increased from 35 percent to 39 percent, and for GS-13 officers with disabilities, they decreased from 37 percent to 34 percent.

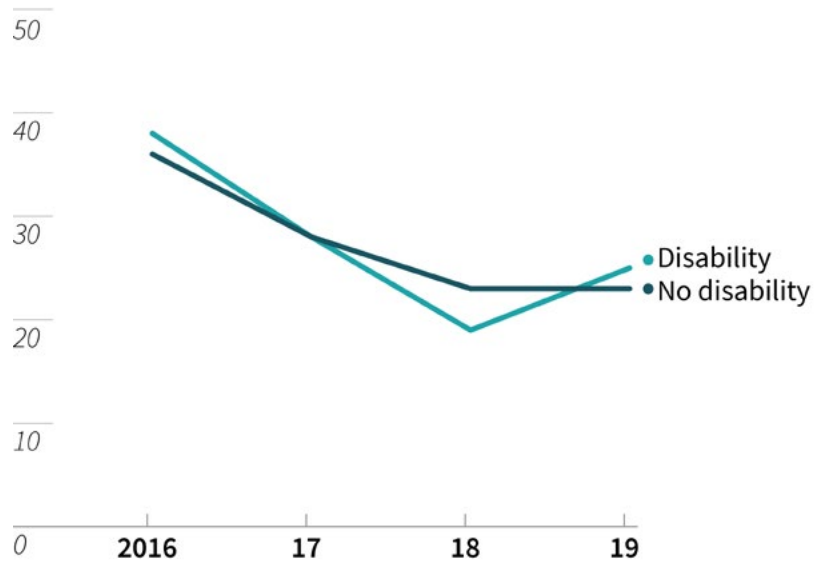
APPENDIX B

Petition for Promotion

FIGURE B.14

GS-14 Petition Rates by Disability Status

Percent

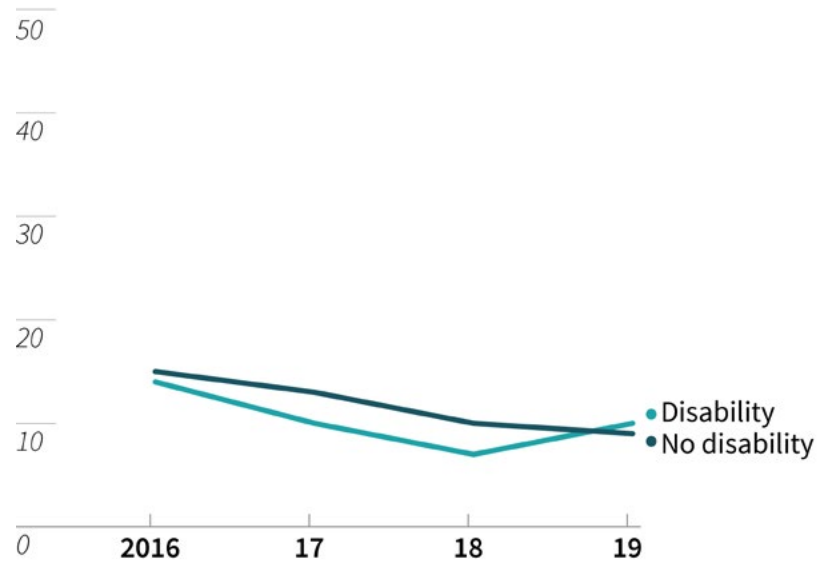


As seen in Figure B.14, the petition rates for GS-14 officers with no disabilities decreased from 36 percent to 23 percent, and for GS-14 officers with disabilities, they decreased from 38 percent to 25 percent.

FIGURE B.15

GS-15 Petition Rates by Disability Status

Percent



As seen in Figure B.15, the petition rates for GS-15 officers with no disabilities decreased from 15 percent to 10 percent, and for GS-15 officers with disabilities, they decreased from 14 percent to 10 percent.

APPENDIX B

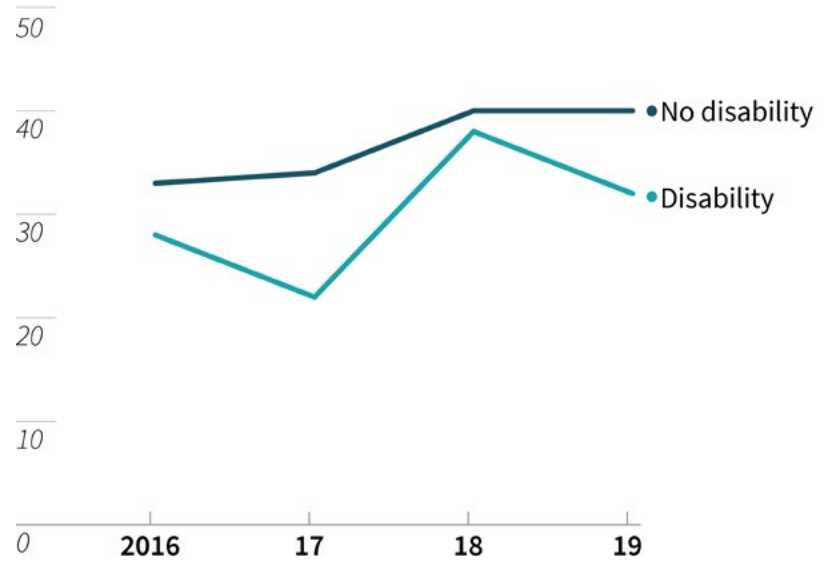
Petition for Promotion

Disability and No Disability Promotion Rates

FIGURE B.16

GS-13 Promotion Rates by Disability Status

Percent



As seen in Figure B.16, the promotion rates for GS-13 officers with no disabilities increased from 33 percent to 40 percent, and for GS-13 officers with disabilities, they increased from 28 percent to 32 percent.

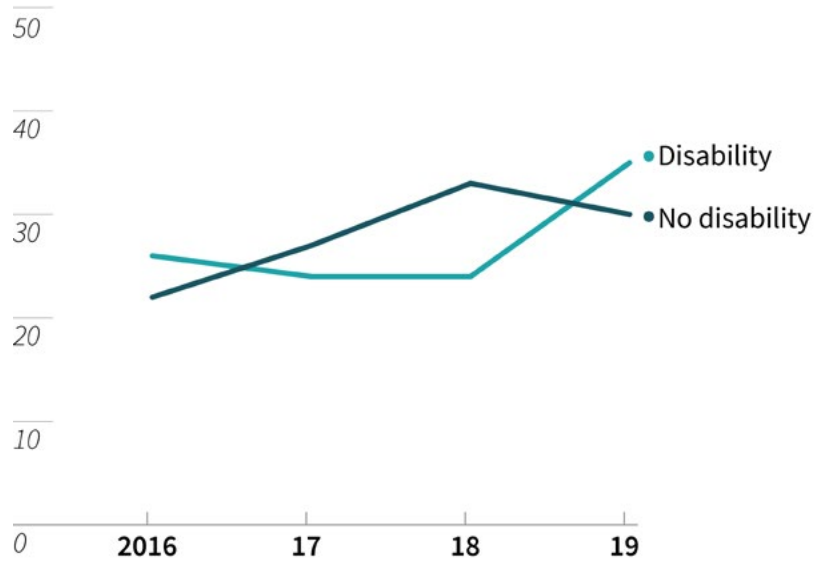
APPENDIX B

Petition for Promotion

FIGURE B.17

GS-14 Promotion Rates by Disability Status

Percent

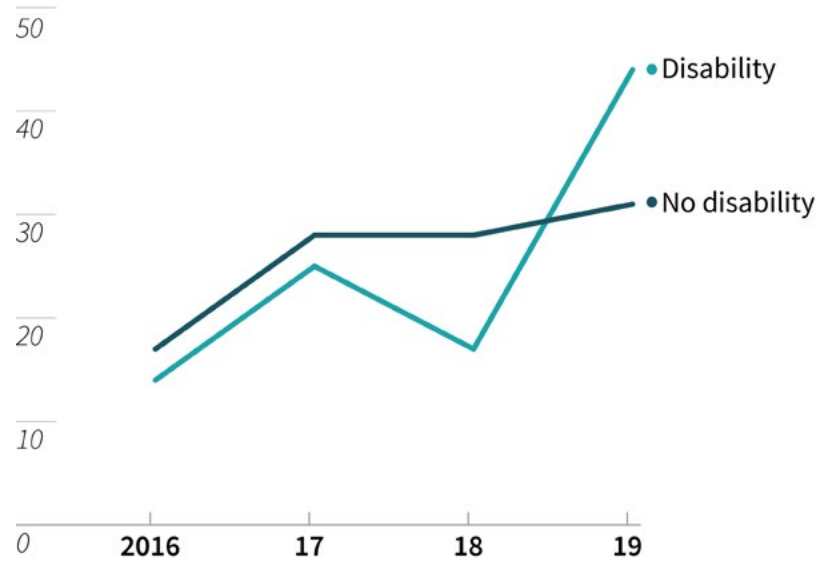


As seen in Figure B.17, the promotion rates for GS-14 officers with no disabilities increased from 22 percent to 30 percent, and for GS-14 officers with disabilities, they increased from 26 percent to 35 percent.

FIGURE B.18

GS-15 Promotion Rates by Disability Status

Percent



As seen in Figure B.18, the promotion rates for GS-15 officers with no disabilities increased from 17 percent to 31 percent, and for GS-15 officers with disabilities, they increased from 14 percent to 44 percent.

APPENDIX C

Alignment of DLS Recommendations to Diversity and Inclusion (D+I) and Accessibility Strategies

Diversity in Leadership Study (DLS) Product	Transition Partner	2020-2023 Diversity and Inclusion Strategy			
		Weaving D+I Throughout the Talent Life Cycle	Becoming an Employer of Choice	Increasing Diversity of Leadership	Creating a Culture of Inclusion
Recommendation One: Set Leadership Expectations Regarding Diversity, Inclusion, and Employee Development					
Manager's Toolkit for Diversity and Development	DIO		✓	✓	✓
Vacancy Toolkit	DIO			✓	
SPOTLIGHT Series	DIO			✓	✓
Recommendation Two: Drive Accountability To Ensure Compliance					
D+I Performance Competencies	TMO		✓	✓	
360° Feedback Program	TC				
Annual Senior Intelligence Service Promotion Data	TC		✓	✓	
MALCM Selection Process	TC		✓	✓	
Recommendation Three: Promote Transparency and Build Trust					
Directorate D+I Strategy Alignment	DIO		✓	✓	✓
Recommendation Four: Foster an Inclusive Climate					
D+I Train-the-Trainer Course	LE		✓		✓
Standardized D+I Module	DIO		✓		✓
Diversity Weave Evaluation Survey	DIO		✓		✓

APPENDIX C

Alignment of DLS Recommendations to Diversity and Inclusion (D+I) and Accessibility Strategies

		2020-2023 Diversity and Inclusion Strategy			
Diversity in Leadership Study (DLS) Product	Transition Partner	Weaving D+I Throughout the Talent Life Cycle	Becoming an Employer of Choice	Increasing Diversity of Leadership	Creating a Culture of Inclusion
Recommendation Four: Foster an Inclusive Climate <i>(continued)</i>					
Bystander Intervention Training	LE		✓		✓
Alliance Training	DIO		✓		✓
NeuroLeadership Institute	DIO		✓		✓
D+I Lexicon	DIO		✓		✓
Recommendation Five: Improve Talent Identification, Development, and Management Practices					
Equity Assurance Training Refresh	DIO	✓	✓		
Recommendation Six: Increase the Hiring of Diverse Talents and Backgrounds					
Virtual Internship Program	TAO	✓	✓		
Recommendation Seven: Expand and Diversify Networking Opportunities					
Reverse Mentoring	TDO	✓	✓		✓
Reciprocal Mentoring	TDO	✓	✓		✓
Donald R. Cryer Award Webpage	DIO	✓	✓		✓

DIO - Diversity and Inclusion Office
 LE - Learning Enterprise
 TAO - Talent Acquisition Office
 TDO - Talent Development Office

Note: All seven DLS recommendations align to the 2019-2023 Accessibility Strategy's goal to "Intentionally grow and develop officers with disabilities."

APPENDIX D New Hires

FIGURE D.1

Hiring Proportions by Females, Minorities, and PwD

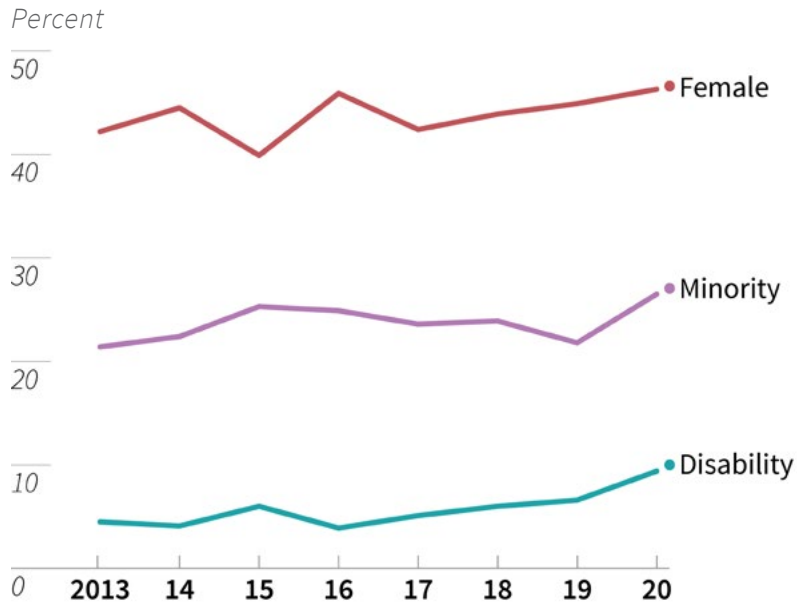


Figure D.1 displays the proportions of new hires for females, minorities, and Persons with Disabilities (PwD) between FY 2013 and FY 2020. The proportion of new hires who were female (versus male) increased from 42.2 percent to 46.3 percent. The proportion of new hires who were minorities (versus non-minorities) increased from 21.4 percent to 26.5 percent. The proportion of new hires who had a disability (versus no disability) increased from 4.5 percent to 9.4 percent.

FIGURE D.2

Hiring Proportions by Gender and Minority Status

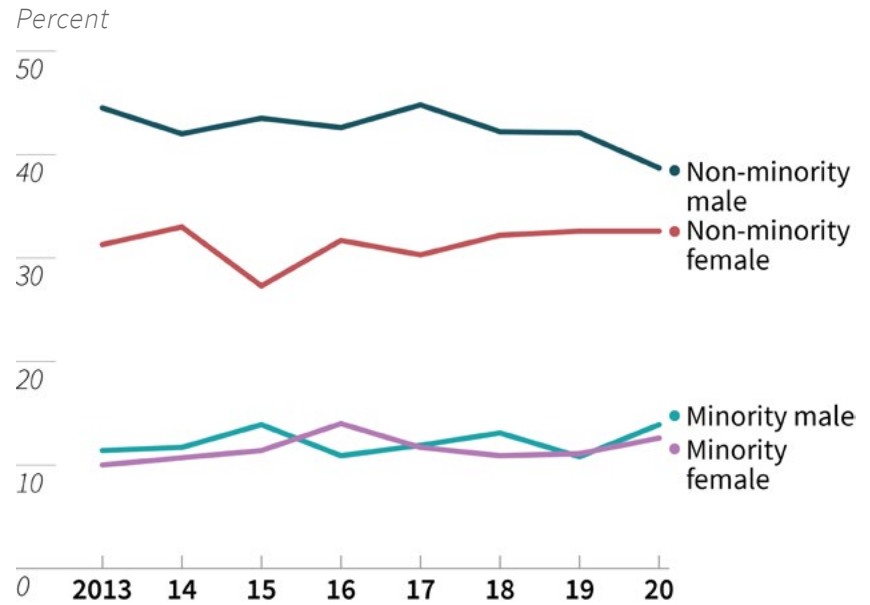


Figure D.2 displays the proportions of new hires by gender and minority status between FY 2013 and FY 2020. The proportion of new hires who were non-minority males decreased from 44.5 percent to 38.7 percent. The proportion of new hires who were non-minority females increased from 31.3 percent to 32.6 percent. The proportion of new hires who were minority males increased from 11.4 percent to 13.9 percent. The proportion of new hires who were minority females increased from 10 percent to 12.6 percent.

Note: Figures D.1 to D.3 display hiring proportions between FY 2013 and FY 2020. The percentages include all full-time and part-time hires, but they exclude students.

APPENDIX D

New Hires

FIGURE D.3

Hiring Proportions by Racial/Ethnic Minority Group

Percent

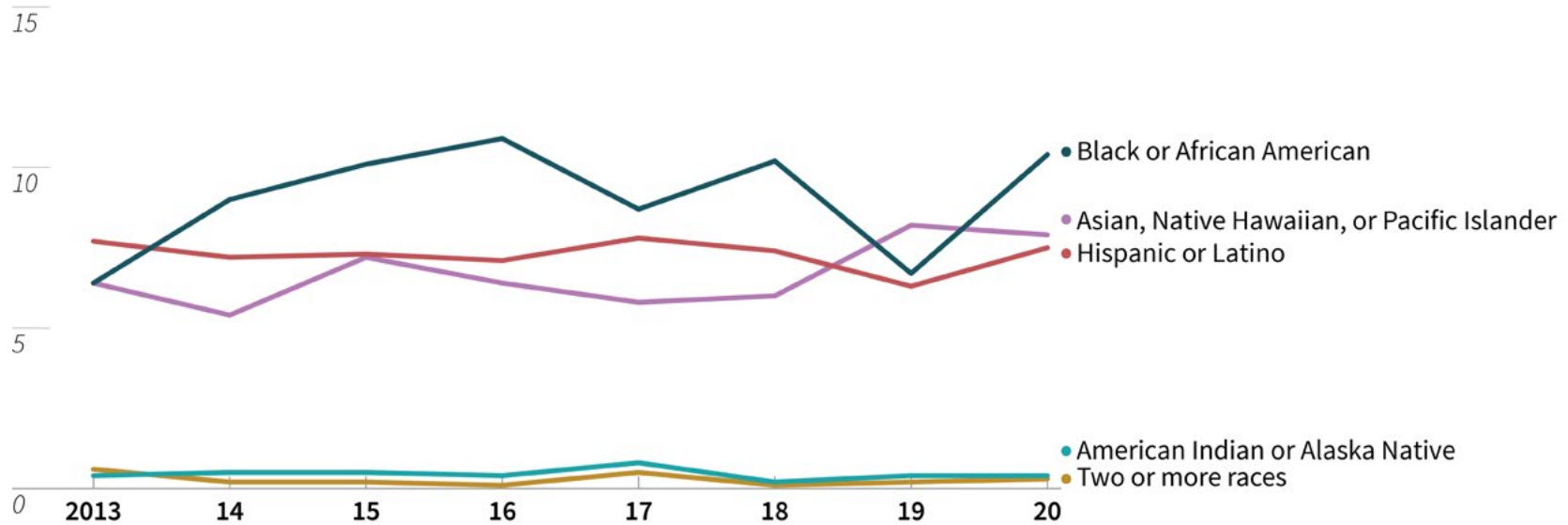


Figure D.3 displays the proportions of new hires by racial/ethnic minority group between FY 2013 and FY 2020. The proportion of new hires who were Black or African American increased from 6.4 percent to 10.4 percent. The proportion of new hires who were Hispanic or Latino decreased from 7.7 percent to 7.5 percent. The proportion

of new hires who were Asian, Native Hawaiian, or Pacific Islander increased from 6.4 percent to 7.9 percent. The proportion of new hires who were American Indian or Alaska Native remained the same at 0.4 percent. The proportion of new hires who identified with two or more races decreased from 0.6 percent to 0.3 percent.

APPENDIX E Separations

FIGURE E.1

Separation Rate by Gender

Percent

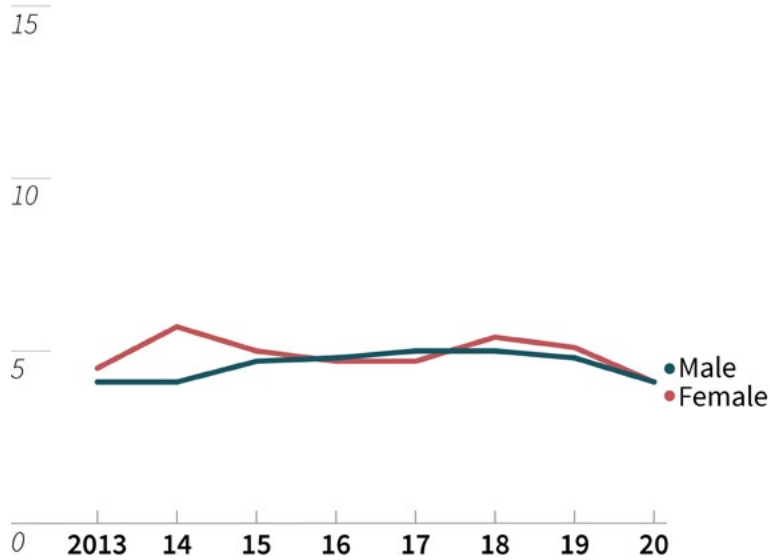


Figure E.1 displays the separation rate by gender between FY 2013 and FY 2020. The separation rate for male officers remained the same at 4.1 percent, whereas the separation rate for female officers decreased from 4.5 percent to 4.1 percent.

FIGURE E.2

Separation Rate by Minority Status

Percent

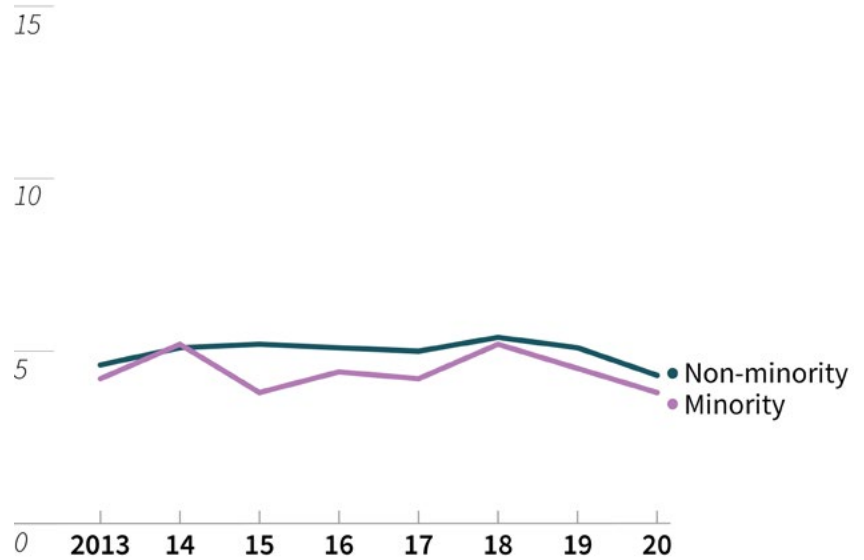


Figure E.2 displays the separation rate by minority status between FY 2013 and FY 2020. The separation rate for non-minority officers decreased from 4.6 percent to 4.3 percent, whereas the separation rate for minority officers decreased from 4.2 percent to 3.8 percent.

Note: Figures E.1 to E.5 display separation rates between FY 2013 and FY 2020. The total separation rates for each demographic category are defined as the number of separations (resignations/other plus retirements) during the time period divided by the population at the start of the fiscal year. The percentages include all CIA careerists, excluding student program personnel.

APPENDIX E Separations

FIGURE E.3

Separation Rate by Disability Status

Percent

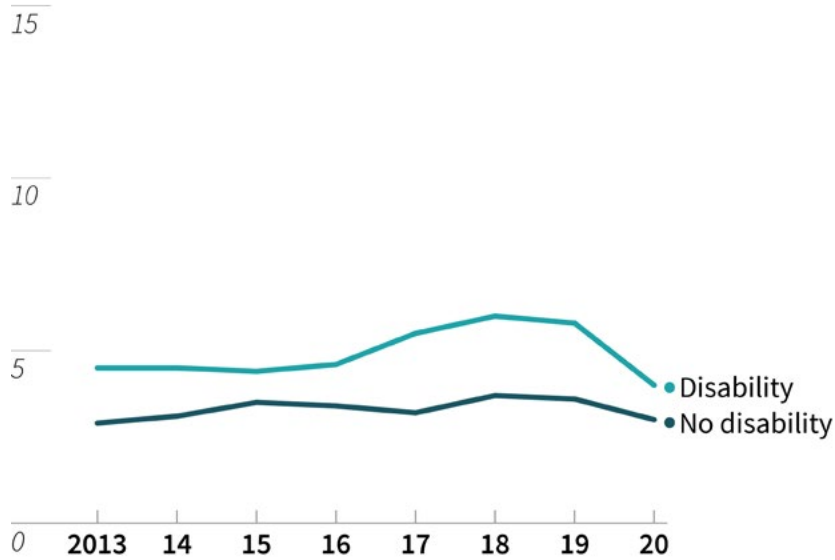


Figure E.3 displays the separation rate by disability status between FY 2013 and FY 2020. The separation rate for officers with no disabilities increased from 2.9 percent to 3 percent, whereas the separation rate for officers with disabilities decreased from 4.5 percent to 4 percent.

FIGURE E.4

Separation Rate by Gender and Minority Status

Percent

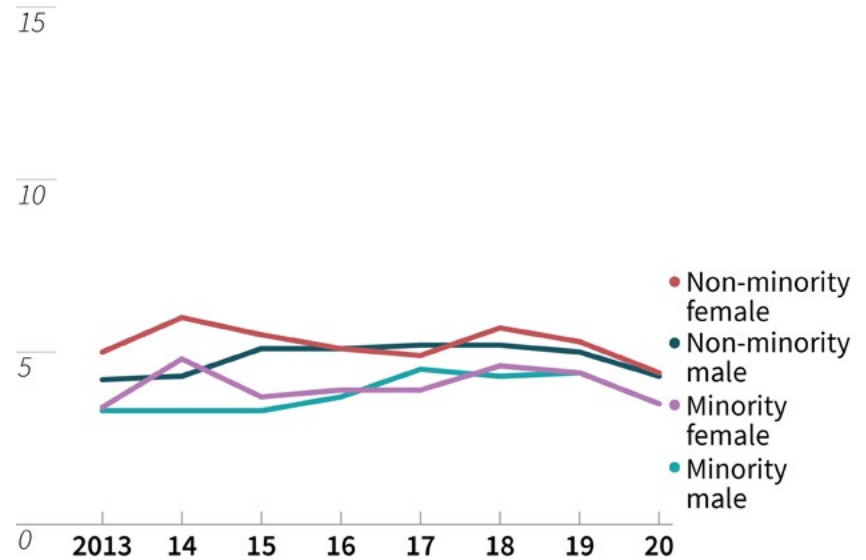


Figure E.4 displays the separation rate by gender and minority status between FY 2013 and FY 2020. The separation rate for non-minority male officers increased from 4.2 percent to 4.3 percent. The separation rate for non-minority female officers decreased from 5 percent to 4.4 percent. The separation rate for minority male officers increased from 3.3 percent to 3.5 percent. The separation rate for minority female officers increased from 3.4 percent to 3.5 percent.

APPENDIX E

Separations

FIGURE E.5

Separation Rate by Racial/Ethnic Minority Group

Percent

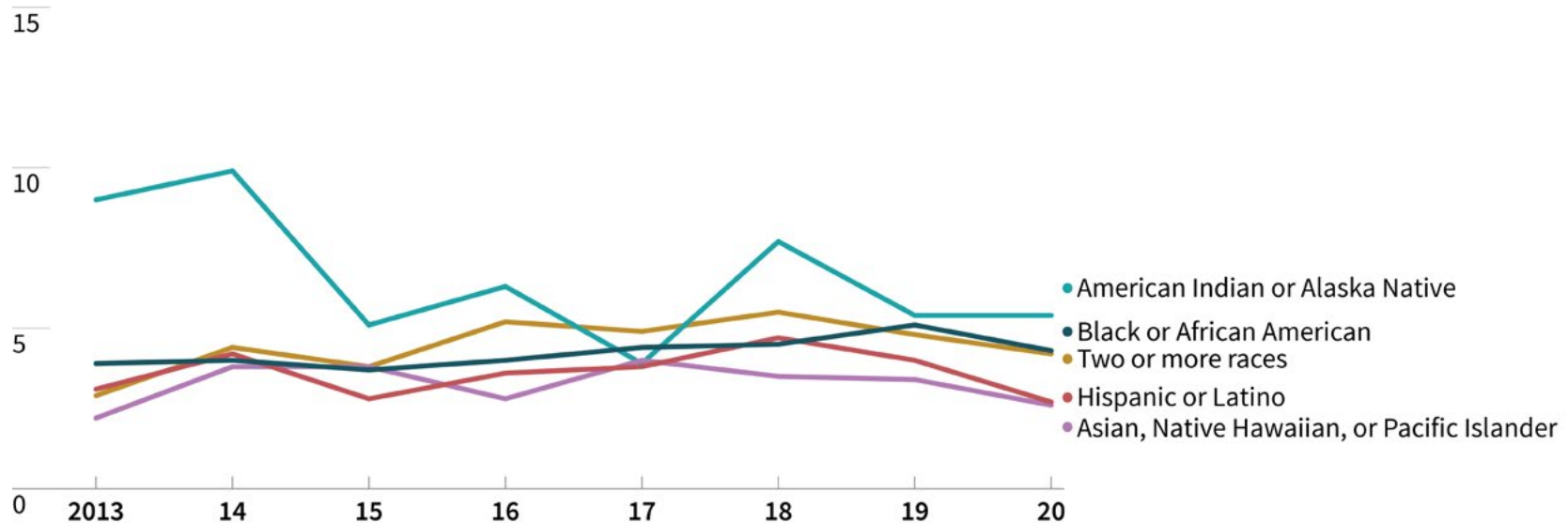


Figure E.5 displays the separation rate by racial/ethnic minority group between FY 2013 and FY 2020. The separation rate for Black or African American officers increased from 3.9 percent to 4.3 percent. The separation rate for Hispanic or Latino officers decreased from 3.1 percent to 2.7 percent. The separation rate

for Asian, Native Hawaiian, or Pacific Islander officers increased from 2.2 percent to 2.6 percent. The separation rate for American Indian or Alaska Native officers decreased from 9 percent to 5.4 percent. The separation rate for officers who identified with two or more races increased from 2.9 percent to 4.2 percent.

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