

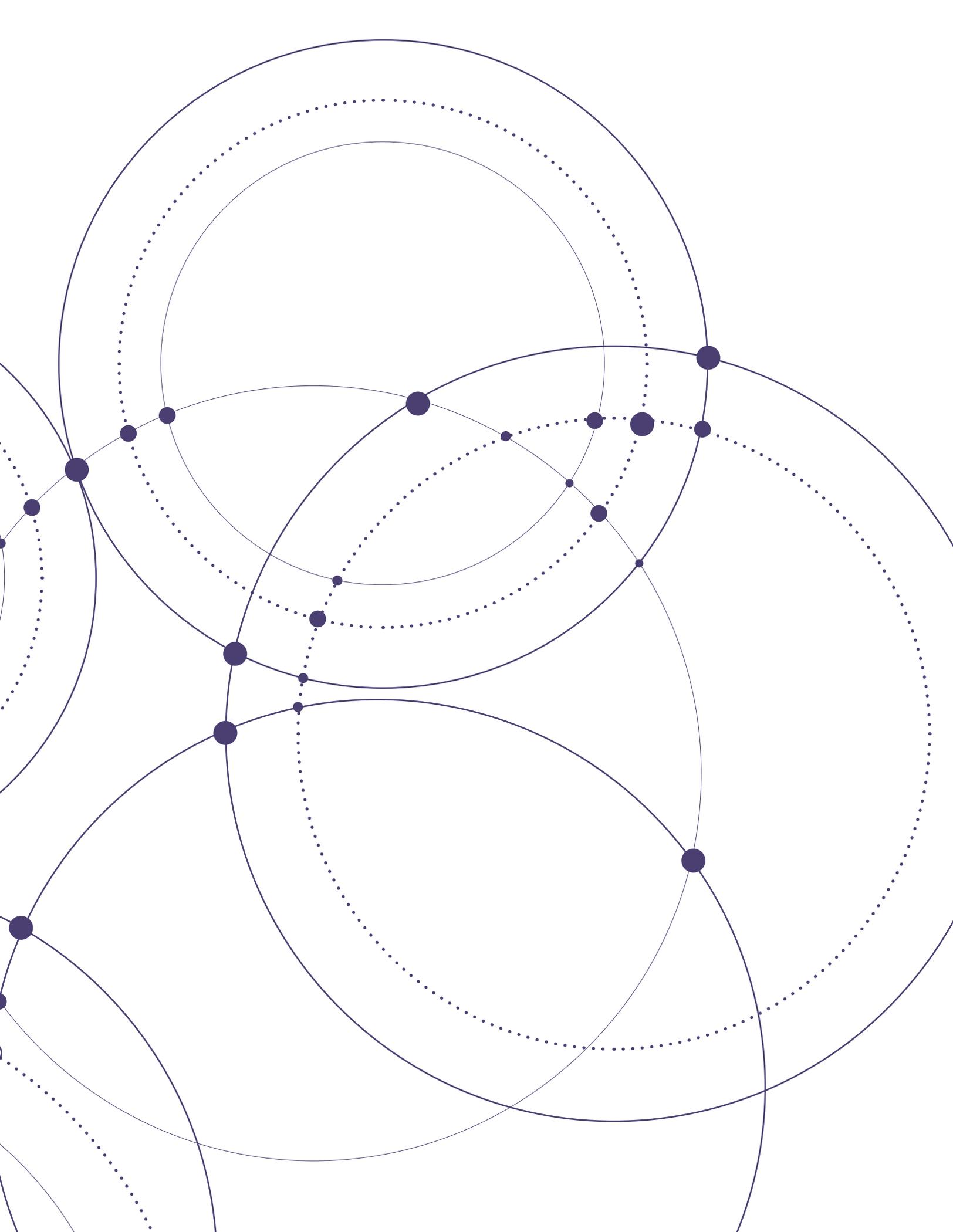


JOINT STRATEGY TO ADVANCE EQUAL EMPLOYMENT OPPORTUNITY, DIVERSITY, AND INCLUSION

WITHIN THE UNITED STATES INTELLIGENCE COMMUNITY

2020–2023





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**"Diversity, inclusion,
and equal employment
opportunity are essential
to the United States
Intelligence Community's
mission."**

John Ratcliffe
Director of National Intelligence

**"We embrace the
imperative to act as thought
leaders who must influence
organizational behavior,
values, and ethos through an
emphasis on empirical research,
expertise, and data-driven
decision-making."**

- IC EEO and Diversity Council

Joint Strategy to Advance Equal Employment Opportunity, Diversity, and Inclusion within the United States Intelligence Community

The United States Intelligence Community (IC) is a coalition of 17 agencies and organizations (elements), including the Office of the Director of National Intelligence (ODNI). The elements fall within the Executive Branch of the United States government, and work both independently and collectively to gather and analyze the intelligence necessary to conduct foreign relations and national security activities. The IC's mission is to provide timely, insightful, objective, and relevant intelligence to inform decisions on national security issues and events.

The *Joint Strategy to Advance Equal Employment Opportunity, Diversity, and Inclusion within the United States Intelligence Community, 2020–2023 (Joint Strategy)* communicates a shared vision, mission, and plan to: improve the IC's ability to hire, retain, and promote a more diverse workforce, especially with regard to underrepresented demographic groups; cultivate an inclusive workplace; and continue important compliance work with greater efficiency and impact.

Each of the 17 elements within the IC has unique needs, capabilities, and priorities. This *Joint Strategy* is designed to identify cross-cutting challenges and opportunities that are better addressed collectively, aligned with the premise that the sum of the whole is greater than its parts. The strategy's focus is on delivering the best outcomes for the IC and ensuring key support and resources are available to the IC enterprise.

This *Joint Strategy* incorporates three foundational directives:

- 1) The **National Intelligence Strategy of the United States of America (2019)**¹ (2019 NIS), which provides the IC with strategic direction and supports the U.S. national security priorities outlined in the *2017 National Security Strategy of the United States of America*, as well as other national strategies. The 2019 NIS Enterprise Objective 3, entitled, "**People**", emphasizes that the IC's areas of priority include its workforce. This objective calls upon the IC to "forge and retain a diverse², inclusive³, and expert workforce to address enduring and emerging requirements and enable mission success."
- 2) The findings and recommendations reflected in the IC Barrier Analysis Report, **Diversity and Inclusion: Examining Workforce Concerns within the United States Intelligence Community (2017)**.⁴ Led by the Office of IC Equal Employment Opportunity and Diversity (IC EEOD), this was the first IC barrier analysis report to examine IC workforce concerns through the lens of minorities, women, and persons with disabilities (PWD). The social science research and analysis incorporated in this report highlighted six major areas where the IC can take an integrated approach to reduce or eliminate challenges to hiring, developing, retaining, and promoting a more diverse workforce.
- 3) The 2019 signed commitment from all 17 IC Directors to the IC workforce in **A Pledge to Our People**. This unity of effort reflects the desire of IC leaders to understand the impact of discrimination in the workforce, and to take measurable steps to identify and address behaviors that do not reflect the core values of the IC.⁵

¹The *National Intelligence Strategy of the United States of America (2019)* is unclassified in its entirety and is viewable at <https://www.dni.gov/index.php/newsroom/reports-publications/item/1943-2019-national-intelligence-strategy>, last verified 4-2-2020. See excerpt in Appendix A.

²Diversity is a collection of individual attributes that together help the IC elements pursue organizational objectives efficiently and effectively. These attributes include, but are not limited to, characteristics such as national origin, language, race, color, mental or physical disability, ethnicity, sex, age, religion, sexual orientation, gender identity or expression, socioeconomic status, veteran status, and family structure.

³Inclusion is a culture that: connects each employee to the organization; encourages collaboration, flexibility, and fairness; and leverages diversity throughout the organization so that all individuals are able to participate and contribute to their full potential.

⁴*Diversity and Inclusion: Examining Workforce Concerns within the United States Intelligence Community (2017)*, https://www.dni.gov/files/documents/Newsroom/IC_EEOD_Barriers_Analysis.pdf, last verified 4-2-2020. See excerpt in Appendix B.

⁵Intelligence Community Directors' pledge to the IC Workforce to do more to identify and address all forms of workplace discrimination (2019) https://www.dni.gov/files/documents/EEOD/A_Pledge_to_Our_People_Signed_-_Feb_19.pdf, last verified 4-2-2020. See Appendix C.

The Intelligence Community Equal Employment Opportunity and Diversity Council

The *Joint Strategy* was developed in collaboration with the IC EEO and Diversity Council, a body comprised of senior principals from each IC element responsible for leading diversity, inclusion, and equal employment opportunity programs. Council principals are the IC's foremost authorities on federal sector equal employment opportunity, diversity, equity, and inclusion. The IC EEO and Diversity Council collaboratively drives organizational change within the IC, exchanges best practices, and leads the IC's efforts to become an employer of choice through targeted outreach, partnerships, and educational initiatives. Through off-site planning meetings, individual interviews with IC leaders, and participation in leadership monthly council meetings, the Council identified resource requirements, recurring themes, and promising practices that are reflected in this *Joint Strategy*.

The IC EEO and Diversity Council endorses this *Joint Strategy* and commits to working with key partners and stakeholders to ensure implementation of the shared goals. Moving forward, the IC EEO and Diversity Council will forge strategic alliances with key partners, including offices of human capital, business and finance, talent management, workforce training, workforce development, information technology, and security. Other partners include external experts, professional organizations, private sector and academic institutions, other government agencies, and members of the IC at all levels.

Our Shared Vision

A diverse, inclusive, and innovative IC workforce that delivers global intelligence advantage.

Our Shared Mission

To shape the IC as the world's most innovative, connected, and empowered workforce.

Our Operating Principles

Our approach must disrupt the status quo, enable the incubation of new ideas, and lead to effective and measurable initiatives. Compliance with federal law remains a key pillar for the foundation of our work. We will focus on ensuring that equal employment opportunity, diversity, inclusion, and cross-cultural understanding are incorporated into the policies, practices, strategies, and principles of the IC. In addition, we embrace the imperative to act as thought leaders who must influence organizational behavior, values, and ethos through an emphasis on empirical research, expertise, and data-driven decision-making. We adopt core operating principles to more effectively lead change.

We will:

Embrace Innovation, think differently, challenge past assumptions, and promote promising practices;

Treat EEO and Diversity as a Profession, as well as a mission imperative for which all employees are responsible, and ensure unique training, certifications, experiences, and competencies exist to maintain effective programs;

Build a Critical Infrastructure to seamlessly accelerate the adoption of new technology and capabilities;

Use Relevant and Engaging Communication Platforms to target, attract, retain, and promote a more diverse and inclusive workforce; and

Invite and Welcome Allies to build more expansive and effective networks.



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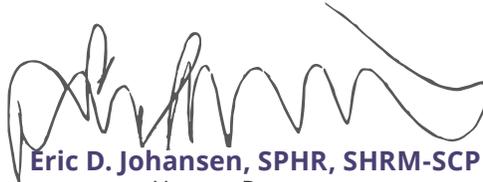
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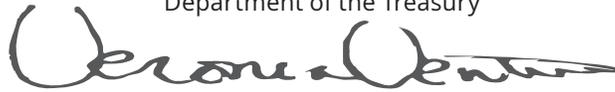
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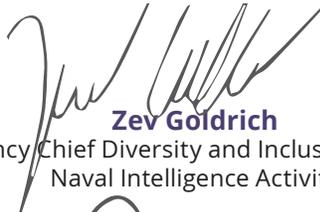
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The Strategic Environment

As this strategy is adopted, the IC is operating in one of the world's most challenging geopolitical, environmental, and globally dispersed threat environments presented in many decades. Moving from current to future challenges will require the IC to solidify capabilities, insight, and values while evolving to meet current and future demands. At the core of our nation's security is a workforce that is ready to support national security priorities and pursue intelligence strategic objectives.

A workforce that is diverse, inclusive, and connected to the mission is essential to national security. The American people and our global allies rely on the results of intelligence professionals to protect and secure our way of life. The IC's workforce must be able to pre-emptively identify threats, resolve new and novel challenges in real time, and discern unbiased meaning from data and information through a lens that seeks multiple perspectives and mitigates the risk of blind spots and groupthink. The IC must proactively seek the skills, perspectives, and diversity that exist in the marketplace, and be able to outpace the industry in a fierce competition for top talent. That means that the IC must continue to be an attractive employer of choice, known widely within all segments of society across wide geographic, socioeconomic, and demographic backgrounds. To meet the needs of the IC today and tomorrow, the IC must win the competition for talent.

Culture is closely tied to performance and its historical imprint on an organization can be difficult to change. Replicating positive aspects of the IC's culture is equally as important as modifying cultural relics that no longer serve the IC's best interests. Successfully driving change will require time and planning, with a long-term vision, sustainable actions, and commitment. Cultural change will require motivated stakeholders who believe change is possible and committed leaders who will clear the path to implement this plan. Effective equal employment opportunity, diversity, and inclusion programs are vital to building an IC culture that is capable of and ready to deliver on the urgent needs identified in the *National Security Strategy* and the *National Intelligence Strategy*.

Goals and Objectives

To maintain global competitive advantage through its workforce, the IC will place emphasis on the following goals:



Goal 1

Promote People-Centric Leadership at All Levels

Bridge the gap between hiring talented individuals and ensuring all people feel connected to the mission and to one another within a culture of inclusivity.

Goal 2

Strengthen Compliance with Laws and Eliminate Discriminatory Behavior

Promote workplace equality by ensuring the right resources and trained personnel are in place to eliminate barriers to equal access, and swiftly respond to allegations of employment discrimination and harassment, wherever it occurs.

Goal 3

Leverage External Partnerships to Increase Access to Diverse Talent

Strategically invest in proven programs to accelerate hiring success. Establish new relationships and programs in partnership with academia, professional organizations, think tanks, government, and private sector organizations.

Goal 4

Invest in Workforce Readiness

Provide opportunities for ALL IC professionals to have the flexibility, tools, access, and experiences needed to contribute fully to the IC's mission.

Goal 1: Promote People-Centric Leadership at All Levels

Bridge the gap between hiring talented individuals and ensuring all people feel connected to the mission and to one another within a culture of inclusivity.

The IC hires a first-class workforce and entrusts its members to safeguard the nation's secrets. The pressure of performance is ever-present given the IC's vital national security role. While this pressure is needed for the IC to deliver mission requirements, the focus on people must not be an afterthought. People will determine the effectiveness of the IC's core mission and determine the IC's present and future readiness. People are the enabling link that move concepts and plans to full implementation.

The *2019 NIS* recognizes that the people who serve in the IC are an integral part of the IC's mission. To leverage the full potential of the IC's workforce, every individual must feel valued, connected, included, supported, and empowered. Leaders play a vital role in this regard because they model behaviors that are implicitly communicated to individuals and explicitly stated in formal and day-to-day interactions with the workforce. IC leaders must, therefore, be equipped to build community, to connect individuals to the mission, and to demonstrate purposefully inclusive and empathic leadership. To this end, **Goal 1** calls upon IC equal employment opportunity, diversity, and inclusion practitioners to educate leaders at all levels through thought leadership, training, and support. New approaches that are rooted in social science research, proven practices, and practical leadership skills will be needed to shape organizational culture, expand networks, and deepen people's connections.

OBJECTIVES

- A.** Educate supervisors, middle managers, and aspiring leaders using experiential learning techniques that build community through difficult conversations, challenge assumptions and bias, and invite constructive conflict.
- B.** Model leadership training that emphasizes empathy and other aspects of emotional intelligence within the framework of people-centered communication skills.
- C.** Proactively develop workplace assessments to evaluate whether coaching, feedback, developmental assignments, and mentoring are equitably available within work units.
- D.** Increase the transparency of diversity and inclusion performance objectives, assessments, and notable accomplishments.

Goal 2: Strengthen Compliance with Laws and Eliminate Discriminatory Behavior

Promote workplace equality by ensuring the right resources and trained personnel are in place to eliminate barriers to equal access, and swiftly respond to allegations of employment discrimination and harassment, wherever it occurs.

An effective compliance program requires clearly articulated rules, trusted reporting mechanisms, multiple avenues of redress, and transparency. Adherence to applicable laws, policies, and directives is critical to the IC's establishment of model EEO compliance programs. IC programs must be able to consistently deliver high caliber training, accessible complaint intake and counseling, timely investigations, and early conflict resolution. Moreover, EEO programs and leaders must also be firmly positioned within the organizational leadership structure, possess critical competencies, and have the authority to proactively reach across all segments of the organization.

EEO compliance programs reach across many issues, bases, and areas of concern. In 2018, the IC embarked on an unprecedented interagency initiative to understand the prevalence of harassment, and all other forms of discrimination in the IC. The IC Sexual Harassment Prevention and Response Task Force assessed the prevalence of harassment in the IC and made recommendations for action to the IC's Directors. An extensive review of IC data and interagency policy, education, and culture working groups informed the Task Force. External experts and research findings, including the U.S. Equal Employment Opportunity Commission's Select Task Force report on harassment, shaped the Task Force's work.⁶ Following months of extensive studies, all 17 IC Element Directors endorsed an approach to detect, deter, and respond to workplace discrimination. These foundational commitments are incorporated in **Goal 2**. Collectively, IC elements will model training, reporting, and responsiveness to create a psychologically safe environment wherein courageous conversations will be held without fear of concealment or retaliation.

OBJECTIVES

- A.** Maintain the momentum and implement the 2019 IC Directors' *A Pledge to Our People*, to:
 - i. Issue and enforce IC policy guidance, explicitly addressing harassment;
 - ii. Publish results of management actions taken in response to discrimination and harassment findings, maintaining privacy to the greatest extent possible;
 - iii. Deliver anti-harassment training, emphasizing tools for bystander intervention; and
 - iv. Measure program effectiveness through climate and pulse surveys.
- B.** Partner with IC mission managers, industry leaders, and customers to create technology solutions that integrate accessibility standards and tools for persons with disabilities.
- C.** Adopt IC standards for EEO and diversity professionals to articulate career competencies and developmental pathways for sustained expertise in these fields (e.g., research, data analysis, writing, public speaking, facilitation, conflict resolution, and curriculum design).

⁶Feldblum, Chai and Victoria A. Lipnic, *Select Task Force on the Study of Harassment in the Workplace*, https://www.eeoc.gov/eeoc/task_force/harassment/report.cfm, last updated 4-24-2020.

Goal 3: Leverage External Partnerships to Increase Access to Diverse Talent

Strategically invest in proven programs to accelerate hiring success. Establish new relationships and programs in partnership with academia, professional organizations, think tanks, government, and private sector organizations.

The IC is in a competition for talent. In the search for the country's top talent, we face-off with Silicon Valley giants, Blue Chip companies, academic and research powerhouses, and nimble start-ups. Therefore, the IC must look to more innovative means of attracting and onboarding talent from all regions and segments of the country. Critical hiring includes science, technology, engineering, and math (STEM) fields, as well as traditional disciplines like the arts, language, cultural expertise, and liberal arts. Hiring managers, outreach professionals, recruiters, and leaders at every level should assess the diversity of their networks and ensure that talent pools are diversified. Where gaps exist, steps must be taken to make the IC more understandable, accessible, and available to talented individuals from all backgrounds and socioeconomic status.

IC EEO and diversity professionals must deepen partnerships within the community to understand evolving mission needs. Progress is accelerated when diversity, human capital, talent management, mission managers, and communications specialists work together, and when equitable selection practices are implemented. These collaborative teams should continue to establish tangible goals and maintain a cadence of accountability through greater reliance on applicant flow data analysis. They must also integrate subjective assessments using tools such as attitudinal and experiential surveys.

Externally, strategic partnerships provide a competitive advantage in the IC's ability to attract, recruit, hire, and retain a more diverse workforce. Beyond attendance at conferences or tradeshows, the IC must develop and sustain mutually beneficial strategic partnerships. Legal authorities and policy guidance must be leveraged to creatively grow new opportunities with non-IC partners. New partnerships must begin with **clearly communicated** talent needs, direct **connection** to talent sources, and a **commitment** to delivering results. Through this "3C" approach, the IC will increase the hiring of more diverse talent.

OBJECTIVES

- A.** Build bridge programs to IC careers from K-12 and beyond, with special emphasis in STEM and professional fields.
- B.** Partner with diversity, human resources, security, and innovation partners to measurably increase hiring of women and minorities across the IC, with a goal of at least 2% by the end of fiscal year 2022.
- C.** Provide resources and training to collateral duty professionals in support of IC diversity outreach, including employee resource groups (ERGs), alumni networks, and IC Affinity Networks (ICANs).
- D.** Develop and launch marketing campaigns and activities to more effectively brand the IC in targeted demographic markets, and increase education, awareness, and understanding of IC missions and career opportunities.

Goal 4: Invest in Workforce Readiness

Provide opportunities for ALL IC professionals to have the flexibility, tools, access, and experiences needed to contribute fully to the IC's mission.

IC professionals are responsible for obtaining, assessing, and delivering vital information to national security decision-makers. Career fields vary widely and include key mission and support roles such as data analysis, finance, collections, language, human resources, logistics, information technology, and a range of STEM fields. IC professionals represent diverse backgrounds, experiences, and educational accomplishments. They are selected from highly competitive candidate pools and entrusted with access to national security information. In short, IC professionals represent the **best of the best**, working together to meet mission priorities.

Despite the investments that have been made to build the world's premiere intelligence enterprise, not all segments of the workforce have progressed equally. The IC must assess and respond to the concerns of the entire workforce, and in turn, be prepared to adapt to meet their needs. Data demonstrates that some groups experience fewer opportunities for career mobility and advancement, resulting in less demographic diversity in the IC's leadership ranks, particularly in core mission roles. Numerous studies within IC elements reveal that promotions, bonuses, educational opportunities, and key leadership roles are not consistently representative of the demographics within the available talent pool. While progress is being made in the overall population, data reveals some disparities for minorities, women, and PWD. None of these studies reveal a singular root cause, but research consistently underscores the need for more equitable mentoring, sponsorship, and developmental assignments. Leadership competencies that incorporate experiential learning, emotional intelligence skills such as empathy, and multicultural exposure correlate with greater engagement, inclusion, and employee effectiveness scores. While entry level hiring is important, emphasis should be placed on hiring diverse IC professionals such as attorneys, scientists, and engineers who are most likely to attain middle and senior pay levels. Activities that celebrate multiculturalism enhance belonging, especially when linked with access to information and support. Finally, increased transparency around career progression and promotion decisions is a recurring theme and an area where direct communication and feedback must be integrated in day-to-day contact.

OBJECTIVES

- A.** Communicate beyond performance management systems to facilitate dialogue, relationship building, and expansive networking through a culturally competent lens.
- B.** Integrate pulse surveys, exit interviews, and retention inquiries to understand the experiences and drivers of workforce satisfaction and engagement.
- C.** Identify cross-cutting challenges, opportunities, and solutions through multidimensional teams and implement effective workplace programming utilizing ERGs and ICANs.
- D.** Offer personal development opportunities through workplace summits, workshops, cohorts, and formal training programs using in-person and on-demand content delivery.
- E.** Provide professional developmental opportunities for the entire workforce, focusing on groups with less than expected representation, such as minorities, women, PWD, people age 40 and over, and Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ+).

Program Evaluation

Extensive research has been conducted to determine ways to measure workforce diversity, inclusion, and equal opportunity programs. Data analysis, with probative questions related to clear business outcomes, offers insight into program effectiveness. In for-profit industries, program outcomes are correlated with higher profit margins, new business and increased market share. In the federal sector, where funding is based on fixed federal budget allocations, profit is seldom the driver. Rather, program effectiveness considers the value that diversity, inclusion, and equality of employment opportunities contribute to high-performing organizations. Certainly, within the IC, the need to solve complex problems, weigh alternative perspectives, and deliver innovative solutions makes the business case clear. However, program effectiveness evades a singular measure. Instead, a complex rubric of program benchmarks, data evaluation, and accountability constructs inform the effectiveness of programs. This approach constitutes the formal program evaluation inherent in this *Joint Strategy*.

SURVEYS AND INQUIRIES

Understanding the dynamics of both individuals and groups requires purposeful inquiry. Organizations can design questions to understand the subjective experiences of respondents and correlate demographic indicators to compare across a range of employment actions. In addition, inquiries can focus on whether respondents believe they experience a culture of psychological safety wherein their views are valued and will result in actionable steps. IC climate surveys, pulse surveys, and targeted inquiries are vital tools to gain a sense of issues important to the workforce and adapt policies and practices accordingly. Examples of survey indices include the Inclusion Quotient, which utilizes questions from the annual climate survey and can be examined at both the macro and organizational work unit levels, by demographics, and by work roles.

DEMOGRAPHIC DATA

Demographic metrics also play a role. However, if key metrics are missing, are only superficial end points, or fail to unearth more probative analysis, repeated data collection exercises have limited value. Nonetheless, over time, metrics do enable the evaluation of high-level trends. Cause and effect cannot be pinpointed when data is missing. Rather, the overall program impact may not be a best practice — just a best guess. Access and analysis of applicant pool data is essential in evaluating the IC's diversity outreach, connection, hiring, and promotion activities. Post-hire data looks at key assignment trends, such as promotion and retention metrics as viable indicators of organizational capabilities and activities.

BENCHMARKS

Benchmarking with the private sector, other government organizations, and academia is another form of program measurement that adds value. Participation in competitions that recognize best of class creates a way to measure the IC's effectiveness against competitors. In addition, external benchmarks increase access to peer-to-peer networks where new ideas can incubate.

SCORECARDS⁷

The activities and initiatives that flow from this *Joint Strategy* will use macro measures to determine whether the tasks are achieved, and more detailed analysis to understand the impact on the vision and mission of interagency efforts. Progress through goal owners, strategic partners, compensated experts, and volunteers is expected to yield measurable outcomes. It is critical to maintain a cadence of accountability and transparency to assess the results and effectiveness of this strategy, including periodic reviews during monthly IC EEO and Diversity Council meetings, sub-committees and task force meetings, and through quarterly internal reviews.

REPORTING

Program evaluation will also be complemented through federally mandated reporting, such as:

- *Annual Demographic Report: Hiring and Retention of Minorities, Women, and Persons with Disabilities in the United States Intelligence Community*, a Congressionally mandated report
- Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints (462 Report)
- U.S. Equal Employment Opportunity Commission (EEOC) Federal Agency Annual EEO Program Status Report under EEOC's Management Directive 715 (MD 715 Report)
- Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002 Report (quarterly and annual No FEAR Act reports)

CUSTOMER SATISFACTION AND PARTICIPANT SURVEYS

In addition, IC EEOD will distribute surveys, evaluations, and tracking measures to assess the effectiveness of diversity outreach, communication initiatives, workforce summits, events, and training. Available reports will be published on the ODNI internal website, and external website, as appropriate.

⁷Appendix D is an exemplar of scorecard initiatives and activities that will be used to track progress against goals and objectives.

Appendix A

National Intelligence Strategy of the United States of America (2019)

ENTERPRISE OBJECTIVE 3: PEOPLE

Forge and retain a diverse, inclusive, and expert workforce to address enduring and emerging requirements and enable mission success.

Diversity is a collection of individual attributes that together help IC elements pursue organizational objectives efficiently and effectively. These attributes include, but are not limited to, characteristics such as national origin, language, race, color, mental or physical disability, ethnicity, sex, age, religion, sexual orientation, gender identity or expression, socioeconomic status, veteran status, and family structure. **Inclusion** is a culture that connects each employee to the organization; encourages collaboration, flexibility, and fairness; and leverages diversity throughout the organization so that all individuals are able to participate and contribute to their full potential.

Linked together, diversity and inclusion drive innovation and enable the IC to attract and retain the highly skilled workforce needed to meet mission requirements.

The IC is united in protecting and preserving national security, an objective that can only be met with the right, trusted, agile, and well-led workforce. IC personnel, including all civilians, military, and contractors, must adhere to the Principles of Professional Ethics for the IC. Effective approaches are needed to recruit, retain, develop, and motivate employees who possess skills that are fundamental to the intelligence mission, including critical thinking, foreign language, science, technology, engineering, and mathematics. The responsibility to lead and integrate the IC workforce extends beyond the IC's human capital, equal employment opportunity, and diversity and inclusion community to span the entire enterprise. Similarly, all IC employees are accountable for cultivating a performance-driven culture that encourages collaboration, flexibility, and fairness.

The IC must have effective tools and resources that integrate workforce planning, transformational leadership, continuous learning, information sharing, performance management, and accountability. Additionally, the IC will make long-term strategic investments in the workforce to promote agility and mobility throughout employees' careers, including joint duty rotations, and ensure that benefits, compensation, and work-life balance initiatives are fully considered and implemented wherever feasible.

To meet this objective, the IC will:

- Create an inclusive environment empowering managers and employees at all levels to take responsibility and ownership for the diversity of the organization.
- Take measures to proactively prevent discrimination, harassment, and fear of reprisal, enabling the workforce to perform at its highest potential.
- Shape a diverse workforce with the skills and capabilities needed to address enduring and emerging requirements.
- Invest in mid-level managers and leaders to ensure they are appropriately trained, supported, and held accountable.
- Pursue common business functions and practices for human capital, diversity and inclusion, and EEO compliance programs to enable informed IC human resource investments and decisions.

Appendix B

Diversity and Inclusion: Examining Workforce Concerns within the Intelligence Community

The IC EEOD commissioned this report to conduct an in-depth examination of barriers pertaining to hiring, retention, and career development of women, minorities, and PWDs in the IC. This report builds upon extensive prior data analysis and reporting conducted annually within the Office of the Director of National Intelligence (ODNI) and across the IC. Utilizing external resources for neutrality and objectivity, employees were given the opportunity to speak candidly and share individual perspectives on diversity and inclusion — inclusion being the glue that ultimately allows diversity to stick.⁸ This report also examines underrepresented groups' concerns in the workplace through the lens of an extensive literature review, with the goal of determining why these issues continue to exist despite numerous attempts to break them down.

The findings of this report revealed a series of themes of perceived barriers to diversity in the IC with respect to women, minorities, and PWDs. These themes focused on structural/organizational and policy concerns, issues in workplace and environmental attitudes and perceptions, and physical impediments that still exist within some areas of the IC. These findings give important insight into how culture and diversity relate to one another: 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. In instances where this study was unable to determine whether this negative perception corresponds to real inequities in practice or policy, the study finds that the perception in and of itself is relevant to the IC. Two primary themes underscore many of the findings of this report — the lack of diversity in leadership ranks and the lack of transparency in employment practices — which contribute to these perceptions of different treatment and experiences commonly held by employees of minority demographic groups in the IC.

In all, this study had 36 separate findings and recommendations. The following is a concise consolidation of the findings focusing on six primary themes and recommendations. These summary consolidated themes are broken out into individual elements with extensive details and descriptions in the Findings and Recommendations chapters of this report, and are further summarized in tabular form in Appendix A of the full report.⁹

FINDINGS

- 1. Leadership** — Minority demographic representation in leadership positions is lacking. Seeing role models from minority demographics in senior leadership would be powerful and inspiring; the lack of these role models leads minority employees to question an agency or element's commitment to diversity. Worse, perceptions of "token" promotions or appointments only serve to confirm negative stereotypes and alienate employees.
- 2. Organizational Culture/Work Environment** — Despite strong messages promoting diversity at the most senior levels of the IC, middle managers, and supervisors are often unsuccessful in promoting a diverse and inclusive workplace culture. Mid-level managers are commonly viewed as lacking empathy for non-majority cultural experiences and often avoid addressing poor performance and workplace inequalities. Well-intentioned programs suffer from poor-image problems due to narrow views if associated solely with "equal employment opportunity" and "diversity".
- 3. Recruitment and Selection** — In recent years, hiring and selection decisions have increased the incoming talent pool of women, minorities, and PWDs. However, the IC struggles to provide the type of inclusive workplace culture to retain these populations in the leadership pipeline, eventually leading to less representation at the most senior levels.

⁸Riordan, Christine, "Diversity is Useless without Inclusivity." *Harvard Business Review*, June 5, 2014. <https://hbr.org/2014/06/diversity-is-useless-without-inclusivity/>.

⁹*Diversity and Inclusion: Examining Workforce Concerns within the United States Intelligence Community (2017)*, https://www.dni.gov/files/documents/Newsroom/IC_EEOD_Barriers_Analysis.pdf, last verified 4-2-2020. See excerpt in Appendix B.

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4. **Advancement** — Minority demographic groups perceive unfairness across a number of employment practices, particularly promotion and advancement opportunities. There is a common concern that impenetrable majority groups limit minorities' access to premium job assignments, mentoring, and performance feedback.
 5. **Work/Life Integration** — Many employees across the IC struggle with work-family conflict, and do not find supervisor support for the flexibility needed to manage their personal requirements. Issues with work/life integration seem to be systemic process issues that affect all employees within the community; however, these issues may be experienced more heavily by underrepresented groups, such as women, who more often have primary caregiver responsibilities.¹⁰
 6. **Disabilities and Reasonable Accommodations** — Existing disability-training initiatives are well intentioned and well-received, but they are only part of the whole and, alone, they are insufficient in better informing the workforce and do not create long-lasting behavioral changes. There is a perception of widespread inconsistency in how reasonable accommodations are handled across the IC and there is a lack of transparency throughout the request process. These problems may lead to a belief that the employee accommodation needs are unimportant and hence the employees with disabilities themselves are not valued.

RECOMMENDATIONS

Based on these findings, and supported by recent research, the following overarching recommendations are presented for consideration. Each recommendation maps to at least one of the findings; some cross over several of the key findings areas.

- **Recommendation One: (Leadership) Promote diversity and inclusion at the highest levels of leadership, and empower managers and employees at all levels to take responsibility and ownership for the diversity health of the organization.** Diversity must be promoted at all levels. Encourage leaders to engage managers and employees at all levels in solving the problem, enabling them to make real change. Instead of defaulting to compliance-driven diversity tactics, engage managers and employees in the process of creating a more diverse and inclusive organization, by increasing engagements with employees who are from groups whose representation in the workforce is less than expected given comparative demographics, and tapping into opportunities for peer-level accountability. Go beyond important tools such as unconscious bias training and invest in a comprehensive leadership program, including management empathy training that promotes awareness, encourages cooperation, and approaches diversity challenges with a more forthright, open tone.
- **Recommendation Two: (Organizational Culture) Use already-available management tools to increase diversity at all levels, without branding such effort as a 'diversity initiative'. Some of the most effective tools are not strictly diversity initiatives.** Encourage the use of management practices such as self-managed teams (i.e., having people in different roles or functions work together on projects as equals) and cross-training (i.e., rotating employees through different specialties to increase contact with diverse groups), especially within agencies that still have large components with predominantly majority group composition. Work side-by-side toward common goals to break down stereotypes. These types of management tools are shown to have more positive effects than traditional diversity initiatives on impacting real change to workplace cultures.¹¹

Diversity programs should have a clear link to mission and impact on driving innovation and improving mission outcomes. Adjust key job titles, offices, and practices accordingly (e.g., Chief of Diversity and Innovation). Framing EEO and Diversity in terms of mission-workforce realignment and equity is increasingly being used by academic institutions, military branches, and top employers to rebrand the functional area, leaving room for organizational change.¹²

¹⁰Parker, Kim, "Despite progress, women still bear heavier load than men in balancing work and family" FACTTANK, March 10, 2015. <http://www.pewresearch.org/fact-tank/2015/03/10/women-still-bear-heavier-loadthan-men-balancing-work-family/>

¹¹Dobbin, F. and Kalev, A. "Why Diversity Programs Fail," *Harvard Business Review*, July-August 2016. <https://hbr.org/2016/07/why-diversity-programs-fail>

¹²Rezvani, Selena. "Five Trends Driving Workplace Diversity Change in 2015," *Forbes*. February 3, 2015. <http://www.forbes.com/sites/work-in-progress/2015/02/03/20768/#61e7792e34c9>

Appendix B continued

- **Recommendation Three: (Recruiting) Make long-term investments in relationship-building that is necessary to foster trust with certain demographic groups.** Establish strategic diversity recruitment programs by investing in key relationships with target universities and/or diverse organizations. Improve diversity analytics and data reporting capabilities throughout the recruiting and selection process for more informed sourcing. Involve more diverse staff in recruiting and selection functions. Consider software programs that allow for blind resumes or blind interviewing, which help sidestep the risk of biased hiring decisions.
- **Recommendation Four: (Advancement) Increase exposure opportunities by providing active mentorship opportunities, where there is professional investment by the mentor in the mentee, and shadowing programs that connect employees from traditionally underrepresented groups with other members of the workforce, focused on core mission.** Identify ways — such as formal and informal active mentoring programs, shadowing initiatives, and participation in Employee Resource Groups — to nurture diverse employees through the career advancement pipeline in preparation to eventually become senior leaders. Circulate internal-advancement opportunities more widely, and encourage transparency in the selection process. Avoid the perception of “tokenism” in promotions and appointments.
- **Recommendation Five: (Work/Life) Consider options to increase paid family leave, providing employees the flexibility needed to manage times of work-family conflict.** Within the limitations inherent with working in the IC, explore ways to design job flexibility. Encourage supervisor and management support for employees requiring flexibility in balancing their personal requirements, and focus efforts on long-term employee retention instead of short-term absence.
- **Recommendation Six: (Disability) Increase transparency and address perceived inconsistencies in the reasonable accommodations process. Continue to educate the workforce about disability issues — both visible and invisible.** 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. Define a more-structured process across the IC to coordinate reasonable accommodations for employees moving from one agency or element to another.

Diversity and inclusion initiatives must be strongly supported by research, implemented carefully, and then evaluated to ascertain their effectiveness. Research studies have shown that, too often, leaders implement aggressive, ineffective diversity policies based on face validity or “common sense,” rather than empirical research¹³. Not only do these initiatives fail to make organizations fairer for underrepresented groups, they risk alienating a substantial portion of the workforce — generally mid-level managers, who have the position and responsibility to make real and lasting change.¹³

IC leaders should consider taking a multi-pronged approach to making changes to existing diversity and inclusion policies. Leaders should continue to raise **awareness** of barriers in the workplace, ideally with empathy training combined with unconscious bias training, which presents a non-accusatory explanation of how the brain processes information, which can result in negative biases. Ideally, training should not be weighed down by negative rhetoric that only serves to activate bias or spark backlash.¹⁴ Empathy training may be a positive way to encourage managers and employees to be conscious of and understand the concerns and frustrations of others. Leaders should also seek to increase employees’ **exposure** to qualified managers and employees of diverse backgrounds, thereby positively impacting the way people think about those different groups and eroding currently-held stereotypes and unconscious biases. Research shows that exposure to diversity can positively impact the way people think about different groups.¹⁵ Leaders can take **action** to increase exposure and modify the way they see others different from themselves by providing activities such as: highlighting positive, diverse role models in positions of leadership;

¹³Dover, Tessa L., Brenda Major, and Cheryl R. Kaiser, “Diversity Policies Rarely Make Companies Fairer, and They Feel Threatening to White Men,” *Harvard Business Review*, January 4, 2016. <https://hbr.org/2016/01/diversity-policies-dont-helpwomen-or-minorities-and-they-make-white-men-feel-threatened>

¹⁴Dover, et al., “Diversity Policies Rarely Make Companies Fairer.”

¹⁵Phillips, “How Diversity Makes Us Smarter.”

getting involved with employee resource groups; implementing formal mentorship and shadowing programs; and more. Finally, leaders should encourage **social accountability**, rather than forced compliance, as a means of mitigating bias and improving diversity and inclusion. Social accountability encourages the use of such methods as diversity task forces comprised of volunteers and invitees from management and members of underrepresented groups.¹⁶ These peer-group task forces investigate potential barriers and come up with their own solutions. Instead of force-feeding policies, management and employees are actively engaged in improving their work environment.

Each individual IC agency or element must define the approach that best addresses these findings within their own, unique workplace culture. How the IC as a whole addresses this study's findings is crucial to improving both the perception and the reality of workplace barriers. This type of change will take extraordinarily strong leadership, and in turn will require focused implementation strategies from the individual IC element for any substantial results to occur. As in any organization, the leadership of each element plays a vital role in setting the tone of the work climate. Leadership's example must be mirrored by the individual managers and supervisors within each respective IC element who are in the most critical positions to impact culture. The actions and behaviors of middle-management are crucial to implementing successful change initiatives.

The IC can achieve success in diversity and inclusion by treating the process as an enterprise change initiative linked to other critical mission priorities. Diversity is not about counting people, but rather embedding diversity into every organizational process creating, in effect, a culture of inclusion¹⁷— from talent acquisition, to workforce development, to leadership planning, and more. It means engaging the entire workforce and ensuring involvement of senior leadership. As Wasserman et al. (2008) noted in regard to the importance of leaders in creating an organizational culture of inclusion, "leaders establish a meta-narrative, or story, that supports the culture of inclusion and actively engages resistance to diversity efforts."¹⁸ If handled effectively, diversity and inclusion will be less about checking boxes and more about making the IC a dynamic and agile force capable of meeting the national security demands of an increasingly complex interconnected world.

¹⁶Dobbin and Kalev, "Why Diversity Programs Fail."

¹⁷Shore, L., Randel, A., Chung, B., Dean, M., Ehrhart, K., and Singh, G. "Inclusion and Diversity in Work Groups: A Review and Model for Future Research". *Journal of Management*. July 2011. Vol. 37 No. 4, July 2011 1262-1289.

¹⁸Wasserman, I., Gallegos, P., and Ferdman, B. "Dancing with Resistance: Leadership Challenges in Fostering a Culture of Inclusion". *Diversity Resistance in Organizations*. New York, NY: Erlbaum, 2008.

Appendix C

A Pledge To Our People (2019)

As the leaders of the United States Intelligence Community, we help create the standards that govern our workforce, shape our culture, and enable our mission. While our role in protecting our nation is vitally important, the people who protect our nation are equally important. Our mission can only be accomplished through the dedicated service of intelligence professionals, whom we expect to conduct themselves, and be treated, in a manner that is characterized by respect, civility, and professionalism.

Over the past several months, we have engaged in meaningful and direct discussions about sexual harassment. Any workplace harassment, or other forms of discrimination, is contrary to our standards of professionalism, and we will not tolerate it in our workplace.

Today, we commit to implementing stronger measures to identify and address all forms of discrimination in the Intelligence Community (IC). Our work ahead will require the commitment of every IC leader and professional, and includes the following steps:

- 1 SHARED ACCOUNTABILITY.** We acknowledge our ultimate accountability for taking proactive measures to prevent harassment and discrimination. We will proactively seek to understand the extent to which harassment is occurring in our workplace. We also will ensure there are adequate and safe reporting channels, with measures to safeguard against retaliation;
- 2 RESPONSIBILITY AT ALL LEVELS.** We insist that all managers uphold their responsibility to prevent harassment and discrimination and model a culture of civility and professionalism. Reporting unlawful harassment and discrimination should never be just the responsibility of the victim — our intelligence professionals share the responsibility to report harassment and discrimination, and to intervene if witnessing inappropriate behavior in the workplace;
- 3 TRANSPARENCY.** We understand that transparency is crucial to the IC's efforts to prevent harassment and discrimination. We will measure the number of reported incidents of harassment within the IC, and track the consequences and outcomes of substantiated incidents. We will regularly share this information with the workforce, while safeguarding individual privacy;
- 4 LEADERSHIP TRAINING.** We direct that harassment prevention and empathy training become mandatory elements of IC leadership education, beginning with the front-line manager through the middle and senior leadership ranks. Our IC leaders set the tone within our organizations. In addition to understanding the appropriate way to respond to allegations of harassment and discrimination, all leaders must demonstrate inclusive and empathic leadership skills to build trust and maintain a positive workplace culture; and
- 5 EMPLOYEE AWARENESS.** We will lead efforts to promote awareness of our expectations, and ensure that our workforce is aware of their rights and responsibilities. We will increase the availability of resources to educate our workforce. Everyone is expected to know the types of behaviors that constitute harassment, how to access safe reporting channels, and the availability of confidential avenues for support and assistance.

We take these initial steps as a sign of our continual commitment to you. We will continue this critical dialogue, monitor the impact of these steps, and make adjustments as necessary to ensure that the U.S. Intelligence Community remains an employer of choice for all individuals.



Daniel R. Coats
Director of National Intelligence



Gina C. Haspel
Director
Central Intelligence Agency



GEN Paul M. Nakasone
Director
National Security Agency



LTG Robert P. Ashley Jr.
Director
Defense Intelligence Agency



Robert Cardillo
Director
National Geospatial-Intelligence Agency



Christopher A. Wray
Director
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Betty J. Sapp
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Durell Hope
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Assistant Commandant for Intelligence
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Appendix D

Quarterly Progress Review and Implementation Plan for IC Joint Activities and Initiatives (Template)

Goal 1: Promote People-Centric Leadership at All Levels

Bridge the gap between hiring talented individuals and ensuring all people feel connected to the mission and to one another within a culture of inclusivity.

Purpose	Lead	Projected Completion Date	Status

Goal 2: Strengthen Compliance with Laws and Eliminate Discriminatory Behavior

Promote workplace equality by ensuring the right resources and trained personnel are in place to eliminate barriers to equal access, and swiftly respond to allegations of employment discrimination and harassment, wherever it occurs.

Purpose	Lead	Projected Completion Date	Status

Goal 3: Leverage External Partnerships to Increase Access to Diverse Talent

Strategically invest in proven programs to accelerate hiring success. Establish new relationships and programs in partnership with academia, professional organizations, think tanks, government, and private sector organizations.

Purpose	Lead	Projected Completion Date	Status

Goal 4: Invest in Workforce Readiness

Provide opportunities for ALL IC professionals to have the flexibility, tools, access, and experiences needed to contribute fully to the IC's mission.

Purpose	Lead	Projected Completion Date	Status

