DIRECTOR'S ADVISORY GROUP
IMPLEMENTATION
YEAR TWO REPORT TO THE WORKFORCE

July 2015

FOREWORD

June 2014 to June 2015 marked the second year of the Director Advisory Group's (DAG) implementation effort. Charged with implementing the ten approved recommendations from the February 2013 Director's Advisory Group on Women in Leadership report over a period of five years, the DAG continues to seek positive organizational change for the benefit of all officers. With the mindset that these recommendations are truly gender-neutral, we are pursuing targeted changes to the Agency's procedures, policies, practices, and culture that will optimize the talents of the entire workforce.

We believe that in order to sustain the spirit of each recommendation and to realize long-term cultural change, it is imperative that we embed each product, deliverable, and idea into the Agency's existing and continuously-evolving practices. We have built partnerships with stakeholders and entities across all levels of the organization and rely on these relationships to stay abreast of and combine efforts with related Agency activities. In light of the Agency's Modernization effort, we have accelerated this emphasis on broadening and deepening our partnerships in order to ensure DAG initiatives are central to the new Mission Centers, the Talent Center of Excellence, and the Directorate of Digital Innovation.

Additionally, we seek to permanently embed our products and resources into the Agency's learning enterprise by sharing them on an iterative basis with learning experts and instructors throughout the Agency. These partners have been invaluable in helping the DAG to continuously integrate our resources and products into existing training courses with the goal of making DAG recommendations a regular part of talent development.

We continue to embrace the changes brought forth by the Modernization Program as they present new opportunities for the DAG to make a lasting impact. We look forward to the stand-up of the Talent Center of Excellence as a long-term partner in advancing each of the DAG recommendations and ultimately, to improving the way the Agency manages its talent. In addition, with the release of the Diversity in Leadership Study, we look forward to working hand-in-hand with the implementation effort behind that Study to address shared issues and common concerns. This is a thrilling time to be part of a corporate endeavor and we thank you all for your continued support in the years ahead.

— DAG Implementation Lead

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EXECUTIVE SUMMARY

Guided by the February 2013 Final Report of the Director's Advisory Group on Women in Leadership (DAG), the DAG Implementation (DAG/I) staff continued its efforts to implement the ten recommendations from the final report (see Figure 1) in Year Two (June 2014 to June 2015).

The DAG/I staff continued to apply the three-pronged approach established during Year One of implementation:

- ***Manage Working Groups*** with cross-Directorate membership to spearhead the recommendations through research, action, and deliverables.

- ***Hold Learning Events*** to showcase best practices, raise awareness, and generate in-depth discussions on issues pertaining to the DAG report and the development of officers.

- ***Conduct Strategic Outreach and Communication*** across the Agency on the status of the implementation effort, as well as on specific actions employees can take to act upon the recommendations within their team, office, group, etc.

DAG Year Two has culminated in a set of specific products, proposals, and actions that will advance each recommendation. Key deliverables include:

- A set of "Frequently Asked Questions" on workforce metrics
- A guide for managers on how to use workforce data
- A senior managers' workshop on workforce data and employee development
- Agency-wide Equity Assurance training
- Online resources on feedback, including guides for giving and receiving feedback and to writing effective panel feedback
- A cadre of Feedback Advisors
- A leadership speaker series
- *A Manager's Guide to Leading in a Flexible Work Environment* and corresponding learning event
- Launch of a pilot desk sharing program
- An enhanced *Guide to Managing Work Status Transitions*
- An *Agency Framework for Off- and On-ramping*
- Educational resources on parental leave options
- An online "toolkit" of sponsorship resources and information
- A video compilation of interviews featuring Agency officers discussing sponsorship

Recommendations	Foster Intentional Development	Value Diverse Paths	Increase Workplace Flexibility
1. Establish clear promotion criteria from GS-15 to SIS	●		
2. Expand the pool of nominees for promotion to SIS		●	
3. Provide relevant demographic data to panels	●	●	
4. Establish equity assurance member role on panels		●	
5. Reduce and streamline career developments tools	●		
6. Create on-ramping program	●	●	●
7. Provide actionable and timely feedback to all employees	●	●	
8. Develop future leaders	●	●	
9. Unlock talent through workplace flexibility			●
10. Promote sponsorship	●		

Figure 1: 2013 DAG Final Report Recommendations as approved by the Director

INTRODUCTION

In February 2013, shortly after the DAG Final Report was published, then-Acting Director Michael Morell appointed a senior officer to lead the implementation of the ten approved corporate recommendations outlined in Figure 1.

During Years One and Two of Implementation (June 2013 to June 2015), this officer led an implementation staff comprising a Deputy Implementation Lead, Program Manager, Communications Officer and contract staff. The staff partnered with a cadre of subject matter experts in the areas of Diversity and Inclusion, Human Resources, Information Technology, Learning, Legal, Security, and Equal Employment Opportunity to help guide implementation strategies.

Mission Imperative & Vision

The DAG's work is focused on long-term cultural and organizational change, which will lay the foundation for an Agency that more effectively manages its talent and where all officers—regardless of gender—better manage their careers.

The staff's long-term vision is that by 2018, each recommendation will become central to the Agency's strategic talent efforts and an integral part of CIA culture.

DAG Implementation Approach & Methodology

In its second year of implementation, running from June 2014 to June 2015, the DAG/I staff continued to apply its three-pronged approach:

- **Manage Working Groups**: The DAG/I staff transitioned its Year One Working Groups into seven new Working Groups to address the recommendations in Year Two (described in detail in the Working Groups section of this report). Each Working Group included an Executive-level Champion; Senior Intelligence Service (SIS)-level Chair(s) and/or GS-15-level Deputy Chair; an Executive Assistant; on average, 10 to 15 active members; and a representative from the DAG/I staff. All Working Group members participated on a voluntary basis, devoting at least several hours per week to the effort for one year to produce a set of deliverables to the workforce by June 2015.

- **Hold Learning Events**: Continuing its monthly learning event series from Year One, the DAG/I staff and Working Groups conducted 14 events from July 2014 to June 2015. These Learning Events focused on the DAG report's key findings and empowering employees to better manage their careers. The events showcased best practices, raised awareness, and generated in-depth discussions on issues pertaining to the DAG report and career development.

- **Conduct Strategic Outreach and Communication**: The DAG/I staff conducted more than 80 briefings to key stakeholders in the Agency and broader Intelligence Community on the scope and status of the implementation effort.

Integration

In addition to these three prongs, the DAG/I staff remains aligned with the Agency's Strategic Direction and all Agency talent management and diversity and inclusion efforts by integrating its actions with those of key stakeholders and initiatives, including the Office of Human Resources (HR), the Center for Mission Diversity and Inclusion (CMDI), the Executive Diversity and Inclusion Council (EDIC), the Director's Strategic Direction, and the Director's Diversity in Leadership Study (DLS). Where possible, the DAG/I staff participates as an active member of these corporate entities, keeping them informed of key actions related to the DAG, and bringing back ideas and information that benefit the DAG/I's work.

WORKING GROUPS

In June 2014, the DAG/I reconstituted its cross-Directorate Working Groups to continue advancing each of the ten recommendations. While in Year One, a designated Working Group spearheaded each individual mandate, the DAG/I staff adjusted the Working Group organizational structure in Year Two to address two changes:

- At the end of Year One, the DAG/I staff and senior stakeholders assessed that the Agency leadership had sufficiently taken action to address Recommendation 1—*Establish clear promotion criteria from GS-15 to SIS* and Recommendation 2—*Expand the pool of nominees for promotion to SIS*. As such, the DAG/I staff considered these recommendations fully implemented and not requiring a dedicated Working Group. The DAG/I staff continued to monitor the Agency's progress on both recommendations throughout Year Two.

- The end of Year One also revealed significant overlaps in deliverables and desired future direction of Working Group 6—focused on *Creating an on-ramping program*—and Working Group 9—focused on *Unlocking talent through workplace flexibility.* As such, the DAG/I staff combined these recommendations into a single Working Group—6&9—for Year Two.

With this new approach to the Working Group structure in place, the DAG/I staff solicited nominees from all Directorates and the DIR Area for Working Group Chairs and Deputy Chairs—SIS and GS-15 officers who would be responsible for leading the Working Groups in Year Two. Through a rigorous selection process, the DAG/I staff assigned new Chairs and Executive Assistants to each of the remaining recommendations. The staff also conducted a workforce-wide call for volunteers from which it assigned new Working Group members based on interest, skills, and availability. By July 2015, each Working Group consisted of Chair/s, Executive Assistant/s, and, on average, 10 to 15 active members.

These groups scoped their goals based on lessons learned from Year One and developed action plans to guide their efforts. Each group aimed to deliver products, actions, or other deliverables by June 2015 that would advance the state of their assigned recommendation.

The sections below describe the composition, mandate, and deliverables of the Year Two Working Groups:

WORKING GROUP 3: Provide relevant demographic data to panels

Mandate: Develop a comprehensive picture of workforce demographic and experiential trends to drive a more proactive shaping of a workforce that is optimized to meet enduring and emerging mission needs.

Deliverables:

- ***A set of "Frequently Asked Questions" on workforce metrics.*** Working Group 3 found that expanding access to detailed workforce data is not always possible or advisable given legal and policy constraints. That said, there is a rich set of workforce metrics already available online to all employees. The Working Group developed a set of "Frequently Asked Questions" (FAQs) and answers about workforce data in order to provide greater context around how to interpret and understand these metrics.

- ***A guide for managers on how to use experiential data.*** The guide is a reference for managers and career services that defines workforce data and outlines how experiential data can be used and interpreted to give better career guidance and develop diverse applicant pools.

- ***Senior Managers' Workshop on Workforce Data and Employee Development.*** In May 2015, the Working Group hosted a cross-Directorate panel on best practices in using workforce data to guide employee development.

- ***Current practices among Directorates for publishing post-promotions statistics.*** This document is intended to highlight best practices among Directorates for publishing the results of promotions, noting what information is published and through what means. The purpose of the document—which will be coordinated with the Talent Center of Excellence and individual Directorates—is to encourage broader transparency behind what made officers competitive for promotion so that employees can plan their career paths accordingly.

WORKING GROUP 4: Establish an equity assurance member role on panels

Mandate: Ensure equity on panels through trained and informed equity assurance members (EAM). Drive rigor and accountability for equitable consideration of diverse talent, leading to a well-rounded leadership cadre at CIA.

Deliverables:

- ***A pilot and finalized Agency-wide Equity Assurance (EA) training.*** Working Group 4 worked closely with CIA University (CIAU) and Corporate Human Resources Programs (CHRP) to pilot and launch an online EA training course, with the goal of equipping those who serve on panels with a common understanding of panel processes and with the skills to recognize and address equity issues when they arise. The training—piloted in the summer of 2014 and launched workforce-wide in October 2014—was very well-received by participants; in a survey, 86% reported that they had an opportunity to apply the material learned in a board or panel.

  The Working Group and CIAU revised several questions in the final assessment section of the EA training to make it more consistent with course content in response to feedback from officers who completed the training.

- EA training will be mandatory for all CIA officers participating in career service/promotion panels for the 2015-16 panel season and for all who serve on selection boards/interview panels by 30 June 2016. The training will be required every two years.

- ***A recommendation on the best way to ensure equity and diversity on panels.*** Working Group 4 took a comprehensive approach to researching best practices when it comes to ensuring equity and diversity on panels and determining a way forward regarding the EAM role.

  - In addition to the EA training requirement for all panel members, the group's approved recommendation had two other main elements: 1) Preserve the role of the female and minority representative; and 2) Make explicit that it is the responsibility of every panel member to ensure equity and fairness and hold each other accountable.

WORKING GROUP 5: Reduce and streamline career development tools

Mandate: Enable efficiencies in Agency talent management by increasing employees' awareness of, and access to, trusted career development tools.

Deliverables:

- ***Input from the workforce regarding career development tools and resources.*** Working Group 5 used the Agency's Career Development Day and Virtual Career Development Fair to survey employees on what tools and resources they use to make career development decisions. The survey asked: 1) Which tools do you currently use to make informed career decisions, and 2) If you build a new tool to assist with your career development decisions, what would it do? The responses to the first question showed that the workforce has widely ranging interpretations of the term "career development tool." Responses to the second question revealed that the top three functions of an ideal career development tool would be: depiction of different development paths, interactivity, and job-to-talent matching.

- ***Interview data from career development and talent management officers across all Directorates.*** Building upon the results from the employee input on career development tools, the Working Group interviewed career development and talent management officers from across the Agency to determine which (if any) tools they used to shape career development conversations. Across the board, the interviews surfaced four recurring themes: 1) talent management is a dynamic and evolving process; 2) personal interactions are more powerful than online tools; 3) Directorates do not promote specific tools; and 4) there is confusion regarding the responsibility to update and maintain relevant career development information.

- ***A strategy to determine high level requirements for an integrated data platform.*** The Working Group drafted a proposed strategy paper outlining a plan to integrate the various authoritative data sources from across the Agency. The strategy paper posits that an integrated data platform would serve as a comprehensive tool allowing employees to actively map various career development options based on individual aspiration. Managers would be able to search for specific talent based on mission needs. All aspects of individual talent and job requirements could be matched, taking into account officers' training, education, experiences, and certifications. Integrating the many data resources would reduce the current inventory of career development tools and resources while providing a central access point to career development information.

WORKING GROUP 7: Provide actionable and timely feedback to all employees

Mandate: Increase Agency performance by improving the effectiveness of officers in having feedback conversations about good performance and areas of improvement. Improve employees' ability to seek, provide, receive, understand, and apply feedback.

Deliverables:

- ***Feedback Corner - A workforce guide for feedback.*** Working Group 7 created a set of online feedback resources, including web pages called the "Feedback Corner." These pages serve as a one-stop shop to provide best feedback practices across all levels of the Agency and includes content from academic literature and industry best practices.

- ***A guide to writing effective panel feedback.*** Working Group 7 developed a guide for panel members on how to write effective panel feedback. This guide builds on the concept developed in Year One that effective feedback should reflect strengths, opportunities for growth and experience, and areas for development. The guide also provides guidelines and tips to better prepare officers for duty as a panel member.

- ***Recommended updates to Agency regulations on feedback.*** Working Group 7 recommended several changes to Agency regulations to specifically address feedback, including an approved definition for feedback; an expanded requirement of both Career Service Boards and panels to make feedback available; and parameters for the availability, retention, and provision of feedback.

- ***Establishment of a cadre of Feedback Advisors.*** Through focus groups, surveys, and anecdotal data, the Working Group learned that feedback is often not occurring. To address this, the Working Group used existing Agency coaches and other volunteers to create a cadre of Feedback Advisors. This cadre will be available for all employees who need assistance in crafting quality feedback or framing a difficult conversation.

- ***Feedback Learning Events.*** Working Group 7 held a feedback workshop using stories from the workforce to make the content more relatable to the audience.

WORKING GROUP 8: Develop future leaders

Mandate: Develop a more intentional, strategic, and transparent approach to identifying and developing a broader cadre of future leaders. Help Agency employees better understand how they can prepare for roles of greater responsibility and maximize their leadership potential or subject-matter expertise.

Deliverables:

- ***A process for identifying future senior leaders.*** Building on the Year One work of conducting extensive research on best practices from within the Agency and from the private sector and academia for identifying and developing talent, Working Group 8 created a process for identifying officers with the potential to become future senior leaders. The Working Group presented its recommendations to executive leadership; the Agency's Learning Enterprise will determine how and whether to implement aspects of the process.

- ***A leadership speaker series.*** Working Group 8 hosted a three-part leadership speaker series consisting of moderated, cross-Directorate panel discussions with officers discussing stories and lessons learned on: Leading in a Crisis in February 2015, Taking Risks in April 2015, and Leading from Where You Are in June 2015.

WORKING GROUP 6&9: Create an on-ramping program & Unlock talent through workplace flexibility

Mandate 6: Retain trained, talented, and experienced officers by developing a systematic, repeatable approach for communicating with officers who have "off-ramped" into a new status such as extended leave or a rotational assignment.

Mandate 9: Use creative and flexible workplace processes and practices to maximize the talent and expertise of the workforce.

Deliverables:

- ***"A Manager's Guide to Leading in a Flexible Work Environment."*** The Working Group produced a two-page document aimed at helping managers understand flexible work options available to employees, and best practices for managing employees on a variety of flexible schedules or working in flexible locations. The Guide outlines Federal and Agency imperatives for offering flexible work options as well as benefits to the mission and employee.

- ***Learning Event: Leading in a Flexible Work Environment.*** This interactive event engaged managers and employees in a dialogue about the challenges and best practices for enabling flexible work options at work.

- ***Promotion of flexible locations and scheduler tool***. The Working Group continued Year One efforts to identify and advertise existing locations with desks available to staff officers for ad hoc, temporary, flexible work use. The Working Group is also conducting a six-month pilot of a new Flexible Work Center Scheduler Tool—an online database that enables officers to reserve specific desks at these locations.

- ***Enhancements to the "Guide to Managing Work Status Transitions."*** Created in Year One of implementation, this document highlights the decision points and impacts of off- and on-ramping to work statuses including Leave Without Pay and other part-time and full-time statuses. In Year Two, the Working Group added additional types of full-time work statuses including external, war zone, and Senior School assignments—highlighting the off- and on-ramping practices for each.

- ***An "Agency Framework for Off- and On-ramping" document.*** This document consolidates the recommended practices listed in the *Guide to Managing Work Status Transitions* as well as best practices for off- and on-ramping collected from across the Agency's Directorates. The framework outlines baseline standards all Agency managers,

HR officers, career development officers, employees, and others should follow when handling an officer's transition to and from a work status.

- ***Educational resources on parental leave options.*** The Working Group prepared a package of materials on leave options parents can use at the birth or adoption of a child, including a briefing and handout describing the various leave options as well as templates for leave plans to help employees better manage their time out of the office.

- ***Partnership with WorkLife4You.*** The Working Group partnered with WorkLife4You, a program to assist employees with daily work-life issues, to host an overview seminar of the services available through the program. The group also made recommendations about the services provided and additional services to consider for inclusion in the future. The DAG will continue to maintain this relationship and to help communicate to the workforce about WorkLife4You services and events.

- ***Support to creation of Workplace Flexibility and Balance (WFB) Agency Resource Group (ARG).*** Working Group members spearheaded the chartering and launch of an ARG focused on promoting a culture in which managers and employees can better integrate their responsibilities at work and at home through workplace flexibility and work-life programs.

WORKING GROUP 10: Promote sponsorship

Mandate: Encourage intentional development of top talent for leadership roles and provide a support structure for high-potential officers to navigate paths to senior leadership.

Deliverables:

- ***An outreach campaign.*** Along with the sponsorship brochure—produced in Year One—the Working Group completed a series of video interviews with Agency officers discussing sponsorship. The group also conducted a series of outreach briefings, reaching 32 cross-Directorate audiences in Year Two. From these briefings, the group collected valuable insights which it used to hone its message.

- ***An online "toolkit" of sponsorship resources and information.*** The Working Group partnered with multimedia production experts to develop an internal online "toolkit" of information on sponsorship. The toolkit details what sponsorship is, why it is important, how it works, how to avoid common pitfalls, and stories from Agency officers on how they view sponsorship.

- ***A sponsorship survey.*** The Working Group created a survey to test the extent to which officers understand the Agency's definition of sponsorship; the extent to which they engage in sponsorship behaviors—sponsoring others and earning sponsorship; and their perceptions about the benefits of sponsorship. A summary of the findings is available in the Metrics section of this report. The group will continue to administer this survey annually through 2018.

LEARNING EVENTS

The DAG Learning Event series focuses on the DAG Final Report's key findings and the aspect of "self"—choices made by the individual. These events showcase best practices, raise awareness, and generate in-depth discussion on issues raised by the report.

In Year Two, the DAG continued its pace of hosting regular Learning Events, conducting a total of 14 events since June 2014. The following list details the topics covered in all events held in Year Two:

- **Personal Branding.** In July 2014, a senior officer discussed ways to grow organizational influence and the importance of self-awareness in building your brand.

- **Crafting Quality Promotion Panel Feedback.** DAG Working Group 7 partnered with HR to conduct the second running of this event, held in August 2014, aimed at demystifying the promotion panel process.

- **Vacancy Notice Workshop.** At this event in August 2014, officers discussed best practices for writing compelling and accurate vacancy notices.

- **Job Searching Strategies for Agency Spouses/Partners during a Permanent Change of Station.** In September 2014, a cross-Directorate panel of officers discussed tips and opportunities for officers with spouses/partners seeking employment while accompanying their spouse/partner during a Permanent Change of Station assignment.

> *"[T]he DAG events are a great venue for learning. The events I have attended have been a great way to network with colleagues from across the Agency!"*
>
> *-Learning Event Feedback*

- **Unconscious Bias Keynote.** The DAG partnered with CMDI and Directorate diversity and inclusion program managers to host this event in October 2104, drawing a record audience. An external expert spoke to the workforce and discussed biased decision-making and ways to mitigate unconscious bias.

- **Career Development Day.** In November 2014, the DAG participated in this Agency-wide event for employees, as well as the Virtual Career Development Fair.

- **Video Discussion Groups on Gender Equity and Biases.** Throughout December 2014 and January 2015, the DAG encouraged offices across the Agency to host discussion groups on videos related to gender equity and biases.

- **Leading in a Crisis.** In February 2015, DAG Working Group 8 hosted Part I of a three-part Leadership Speaker Series—a cross-Directorate panel featuring officers who led during crises.

- **Hear and Be Heard.** DAG Working Group 7 hosted this event in March 2015 where officers discussed the importance of feedback and used a model to practice delivering and receiving effective feedback.

- **Taking Risks.** DAG Working Group 8 hosted the second of its Leadership Speaker Series in April 2015. A cross-Directorate panel discussed the personal and professional risks they have taken in their careers and their lessons learned.

- **Senior Managers' Workshop: Workforce Data and Employee Development.** DAG Working Group 3 held an event for senior managers in May 2015 to discuss best practices for using workforce data.

- **Leading in a Flexible Work Environment.** In June 2015, DAG Working Group 6&9 hosted this event on ways managers and employees can enable flexible work options within their teams.

- **Leading from Where You Are.** DAG Working Group 8 hosted the third of its Leadership Speaker Series in June 2015, featuring a panel of junior officers in non-supervisory positions discussing ways they have led and had influence.

> *"I felt that the networking opportunity with the speakers after the event was most helpful. [They] validated some of the efforts I have made."*
>
> *-Learning Event Feedback*

- **DAG Town Hall.** The DAG hosted its second annual Town Hall in June 2015. Director Brennan opened the event and the DAG/I Lead discussed Year Two actions and plans for Year Three. A panel of cross-Directorate representatives discussed specific ways their Directorates are implementing the DAG recommendations.

STRATEGIC OUTREACH AND COMMUNICATION

The success of the DAG's mission relies on frequent and transparent communication to the workforce. In addition to regular briefings to stakeholders and interested audiences, the DAG/I staff pursued several initiatives to reach specific audiences, including Agency Resource Groups (ARGs), middle managers, and learning experts and instructors.

Stakeholder Engagement

The DAG/I staff continued its outreach to Agency stakeholders, seeking partnerships with Directorate front offices, communications officers, talent management officers, and diversity and inclusion program managers. Through these relationships the DAG disseminated messages tailored to Directorate interests and conducted more than 80 briefings to groups, including office Corporate Boards, Directorate-wide All Hands, and various components and groups across the Agency.

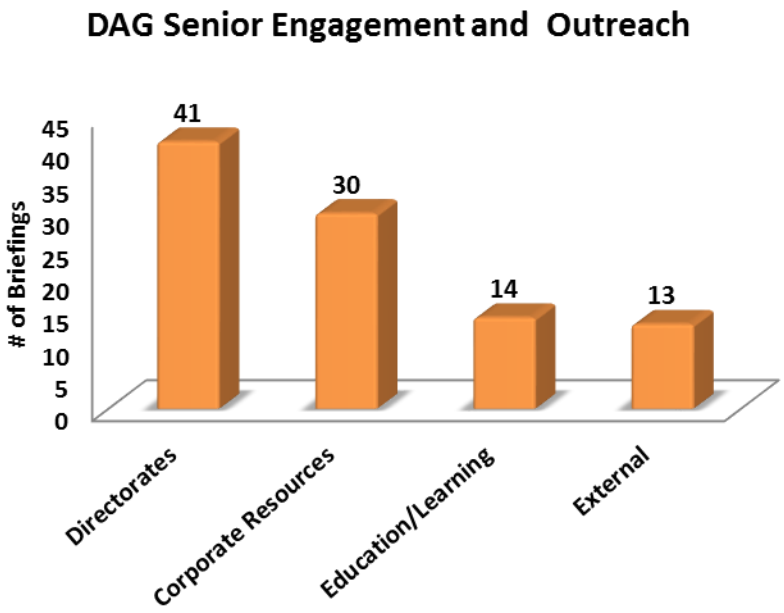

Figure 2: DAG/I Year Two Outreach Briefings

Additionally, the DAG/I Lead regularly provided updates to Agency senior leaders in HR, CMDI, and in the Director's Area. The DAG/I staff also continued its annual engagement with the External Senior Advisors, including Former Secretary of State Madeleine Albright.

Agency Resource Group Engagement

In Year Two of implementation, DAG/I staff embarked on a series of engagement sessions with members of ARGs and Directorate Resource Groups (DRGs) in an effort to keep them apprised of DAG efforts and to solicit their unique perspectives on a wide range of issues.

The first engagement session featured a discussion on ways ARGs and DRGs can promote and engage in sponsorship. For the second session, the DAG/I staff led ARG/DRG members in focus group discussions on how to ensure fairness and transparency on panels. In the third session, DAG Working Group 4 members briefed the attendees on the final recommendations for

ensuring fairness and transparency on panels, based largely on the inputs the ARGs/DRGs had provided in the prior session.

Agency Learning Enterprise Integration

As part of its effort to ensure that all recommendations and DAG deliverables become embedded in Agency practice and culture, the DAG/I Lead continued to meet with members of the Agency's Learning Enterprise. At these meetings, the DAG/I Lead gave updates on new initiatives and provided online and hard-copy DAG products that the learning experts and instructors can integrate into their existing training programs and courses.

Middle Managers Project

The DAG determined at the end of Year One of implementation that reaching the middle management level is critical to bridging grassroots enthusiasm and senior-level support to realize and sustain the DAG recommendations over time. The DAG/I staff conducted a series of focus groups and interviews to determine how to better reach middle managers and developed an action plan that it began to implement in Year Two.

Online Communication Platforms

The DAG maintains an internal website and blog featuring articles related to the DAG recommendations, information on DAG events, "Spotlight" articles on Working Group activities, and human interest stories.

Volunteer Cadre

The DAG relies heavily on word-of-mouth advocacy, advertising, and volunteer support from its cadre of volunteers. The DAG/I staff regularly sent detailed updates to this cadre, which further disseminated the information on DAG initiatives and events to their offices and networks. Per suggestions from volunteers, the DAG/I staff compiled a sortable directory of DAG advocates in each Directorate, office, and location so that DAG advocates could network and plan initiatives and events among themselves.

METRICS

The DAG Final Report called on the Implementation Lead to:

- Track programmatic metrics that gauge the degree of progress in advancing each initiative overall and in each Directorate.

- Develop a set of outcome-based metrics to measure whether organizational improvements are results from these recommendations.

The DAG/I staff captures many of the programmatic and outcome metrics in a dashboard that it shares with senior stakeholders every six months. The metrics contained in the dashboard include progress reports on all Working Group deliverables, statistics on readership on the DAG blog and website, quantitative and qualitative feedback on learning events, and reports on strategic outreach. Also included are data on workforce and training metrics of relevance to the DAG recommendations.

Measuring perceptions is a critical part of gauging the DAG's progress in bringing about cultural change, and as such the DAG/I staff has developed and launched several surveys that directly relate to the DAG's recommendations:

Pulse Survey. A cornerstone of the DAG's metrics effort has been a quarterly pulse survey, the first of which was launched in April 2014. In Year Two, DAG/I conducted the survey over four quarters, sampling randomly selected officers each time and achieving a 58% response rate overall. Of those who reported their gender and supervisory status, the overall distribution has remained fairly consistent. Across all the four pulse surveys, 51% of the respondents were men and 49% were women and 51% indicated they have had supervisory experience. These responses provided ratings and feedback on how the workforce perceives the DAG implementation effort overall and its specific initiatives relating to topics such as promotions, feedback, on-ramping, flexibility, sponsorship, and career development resources.

Notable findings include:

- Similar to Year One, men are less likely to report that they have heard about the DAG. In addition, they are less likely than women to agree that the DAG's efforts help all officers, regardless of gender, and that the DAG is implementing positive change at the Agency. These results highlight the need to identify opportunities to message how DAG/I efforts are benefiting all officers, regardless of gender.

- Overall, 55% of those officers without supervisory experience replied “Don’t know” to the statement that “Sponsors help talented officers reach the next level,” compared to only 38% of those with supervisory experience. The DAG/I staff will continue to message and *“Promote Sponsorship”* in Year Three and increase awareness of the benefits of sponsorship through the online toolkit.

- Most officers (83.9%) said that they have the flexibility in their work schedule that they require for their non-work obligations. No significant differences were found based on gender or supervisory experience. Only 6.9% of respondents, however, fully agreed with the statement that “Agency officers who return to CIA after time away re-integrate without difficulty,” with 25.3% only somewhat agreeing, 32.2% disagreeing on some level, and 36.5% saying they didn’t know. In the coming year, DAG/I staff will continue to integrate Agency-wide efforts to develop an on-ramping program to address this challenge.

- 22.3% of those with supervisory experience and 18.3% of non-supervisors expressed some level of disagreement with the statement “I received feedback from my last promotion panel.” An additional, 10.8% of non-supervisors indicated they “did not know” if they had received feedback. DAG/I staff will continue its efforts to ensure that officers receive timely and actionable feedback through the actions of a feedback Working Group in Year Three.

- For the questions highlighted in the following graph (Figure 3), some differences were found to be statistically significant. When taking gender and supervisory experience into consideration, male and female supervisors were more likely to report that they had heard about DAG efforts as compared to those with no supervisory experience. In addition, females, regardless of supervisory experience, were more likely to agree the efforts of the DAG would be beneficial for all Agency officers. Females, regardless of supervisory experience, were also less likely to trust the feedback they received from their immediate supervisor. Supervisors were more likely to agree with the statement *“I understand what is required for promotion to the next level*.*”* In addition, female supervisors were more likely to state they knew where to get helpful career development information as compared to those with no supervisory experience.

1 Disagree	2 Somewhat Disagree	3 Somewhat Agree	4 Agree

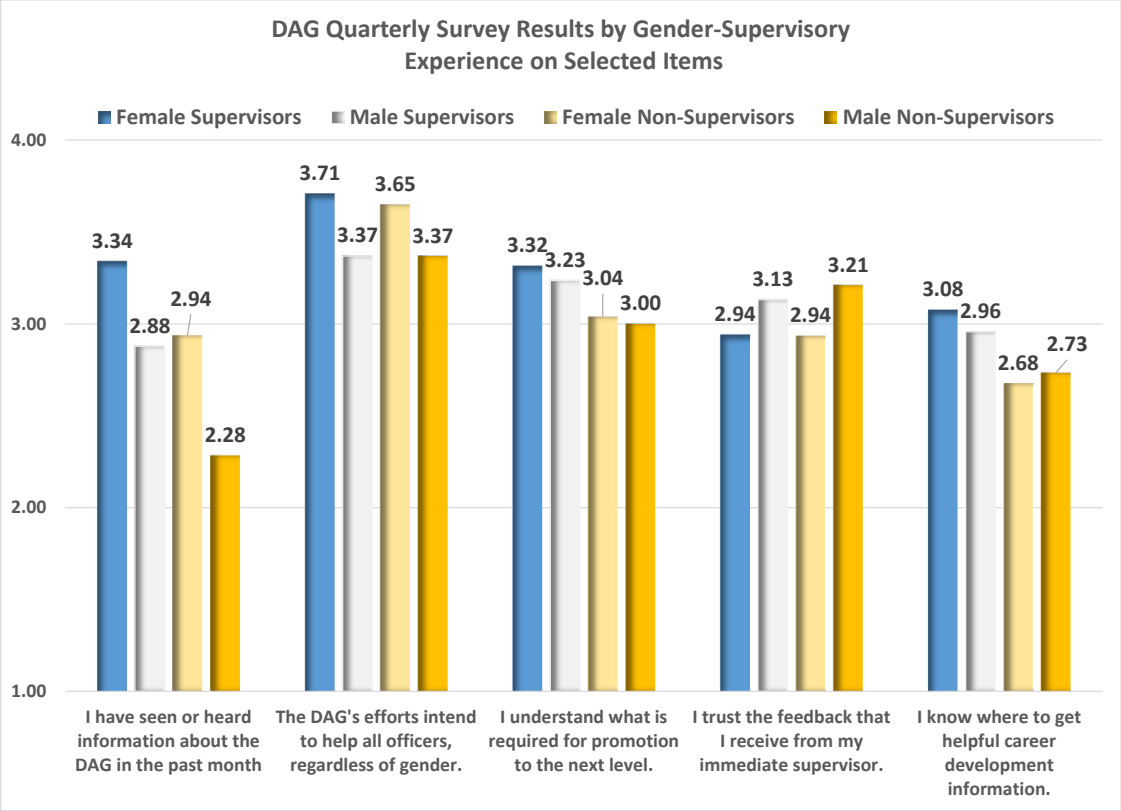

Figure 3: DAG Year Two Pulse Survey Results by Gender – Supervisory on Select Items (Quarterly results from July 2014 – April 2015 are combined.)

The DAG/I staff will continue to track and measure perceptions of the workforce through this Pulse Survey. In addition, the staff will continue to monitor the metrics it gathers to refine its mix of activities, better focus its efforts and those of the Working Groups and Project Teams, and provide meaningful data to Agency senior leaders.

Sponsorship Survey. Working Group 10 developed and launched a survey designed to determine how officers are understanding and engaging in the Agency's version of sponsorship. The survey received a nearly 50% response rate. These results have helped to inform the continued promotion campaign by the Working Group. Survey results indicated:

- At least half of respondents do not understand the concept of sponsorship as it is defined by the Agency. Over half indicate they are not at all familiar, indicating the message has not reached them. Of officers who say they do not sponsor, the majority agree that they demonstrate sponsorship behaviors, indicating a gap in understanding that these behaviors constitute sponsorship.

- The majority of those who sponsor do not intentionally scan for diverse talent, indicating a need to continue promoting sponsorship as a diversity and inclusion tool.
- Some officers who are motivated to sponsor others decide not to because they do not feel well-positioned and/or do not know how to sponsor. SIS respondents are more likely than those from other grades to understand sponsorship, engage in it, and believe in its benefits. Minorities are more likely to be unsure about the benefits of sponsorship.
- More than 25% of the respondents are not sure that sponsorship benefits them, and nearly 20% are not sure it benefits the Agency. Those who themselves have sponsored are more likely to believe they have been sponsored.

These results will be used to further refine the DAG's workforce-wide promotion campaign that will focus on the benefits and associated behaviors of sponsorship.

GS-15 Feedback Survey. Following the Year One efforts of Working Group 2–focused on *expanding the pool of nominees for promotion to SIS*–the DAG/I staff launched the GS-15 Feedback Survey, directed at all officers who were at the GS-15 level prior to the 2014 SIS promotion exercise. This survey aimed to gauge the extent to which senior-level panels provided feedback to officers, the extent to which those officers received it, as well as how that feedback helped GS-15 officers better position themselves for career progression and promotion to SIS. Of surveys administered to the GS-15 cadre, over half of all GS-15 officers responded (51%).

Overall, 69% of the respondents reported receiving *some* feedback in 2014. That percentage varied greatly by Directorate, as did the perceived quality of the feedback. Agency wide, 61% of those who did receive feedback reported that it was useful. Only 47% of respondents reported being familiar with the SIS competencies, and only 40% were familiar with how those competencies translated to their positions.

In May 2015, DAG/I administered a similar, slightly revised version of the GS-15 survey to officers who were GS-15 as of December 2014. The information from this survey, when combined with the data from the first survey, will provide a solid baseline against which to measure improvement in feedback practices at senior levels in future years.

GOING FORWARD

With June 2015 marking the end of Year Two of implementation, the DAG/I staff remains committed to leading this multi-year effort to produce cultural change and to advance each mandate.

In DAG Years One and Two, the DAG/I staff used the Working Group model to address each recommendation. In Year Three, the DAG will address each recommendation using several models selected to maximize efficiencies across the Agency: the traditional Working Group model with specific projects outlined, an integration model to optimize ongoing efforts across the organization, and a project model in which the DAG/I staff will use experts to address discrete projects carrying over from Year Two.

- **Working Group Model.** Using this model, the DAG/I staff will form Working Groups comprising workforce volunteers and led by SIS or GS-15-level Chairs to address Recommendations 7—*Provide actionable and timely feedback to all employees*, 8—*Develop future leaders*, and 10—*Promote sponsorship*.

- **Integration Model.** The DAG/I staff will employ this model to address Recommendations 5—*Reduce and streamline career development tools*, 6—*Create an on-ramping program,* and 9—*Unlock talent through workplace flexibility*. In Years One and Two, the DAG/I staff and Working Groups identified several Directorate-specific and cross-Directorate entities focusing on these themes. In Year Three, the DAG/I staff will seek to integrate and help facilitate these efforts as an alternative to creating additional Working Groups. Notably, the DAG/I staff will serve in an advisory role to the newly formed Workplace Flexibility & Balance ARG, focusing on many of themes embedded within Recommendation 9.

- **Project Model.** This model will allow the DAG/I staff, with the aid of experts and stakeholders, to continue to manage and monitor discrete projects that began in Year Two. The DAG/I staff will use this model to develop project plans to continue to advance specific initiatives under Recommendation 3—*Provide relevant demographic data to panels*, 6—*Create an on-ramping program*, and 9—*Unlock talent through workplace flexibility* (for Recommendations 6 and 9, these projects will remain separate from the overall integration effort referenced above).

The DAG/I staff will continue to monitor the recommendations it considered completed at the end of Year One: Recommendations 1—*Establish clear promotion criteria from GS-15 to SIS* and 2—*Expand the pool of nominees for promotion to SIS.* At the end of Year Two, the staff also

considers its work on Recommendation 4—*Establish an Equity Assurance Member role on panels* to be nearly complete; in Year Three, the staff will continue to monitor the existing Equity Assurance training.

For all recommendations, the DAG/I staff will continue to monitor and maintain all existing products and resources. Ultimately, the DAG aims to identify long-term owners of each product that will continue to update and refine each resource beyond the DAG's implementation effort.

As in Years One and Two, the DAG/I staff will draw upon the workforce and its cadre of volunteers to solicit membership in each Working Group or project. The staff will also continue to leverage its Senior Champions, SMEs, and stakeholders to identify additional partners across the Agency with whom to address each recommendation.

The DAG implementation effort is focused on long-term cultural and organizational change: laying the foundation and creating the environment by which the Agency better manages its talent and all officers—regardless of gender—better manage their careers.

ACKNOWLEDGEMENTS

The DAG would like to thank members of the workforce for their sustained enthusiasm for, and support to, the ten recommendations. The support of DAG Advocates, Working Group members, and interested officers enables the DAG/I staff to continue to leverage grassroots momentum to advance many of the topics and ideas addressed the past two years.

Additionally, the DAG/I staff thanks the Agency's senior leaders for continuing to prioritize the DAG recommendations and for constantly seeking creative solutions to better managing talent. These seniors continue to lend their time, talents, counsel, and support to the DAG/I initiatives and remain committed to doing so throughout the DAG's implementation effort and beyond.

We would also like to acknowledge the following groups for their important contributions to the DAG's success in Year Two:

- The DAG Senior Champions who helped advise each of our Working Groups toward completing their deliverables and who provided valuable insights to the DAG's overall implementation strategy.
- The DAG Working Group Chairs, EAs, and members who accomplished much of the day-to-day work in making tangible progress against the recommendations.
- The DAG Advocates who help spread the DAG's messages throughout their offices and within their networks.
- The DAG's partners and SMEs for helping the DAG/I staff and Working Groups work through the details of each deliverable.

The DAG/I staff is deeply appreciative of each of these officers and the many others who have contributed their time, resources, and skills in the spirit of improving the lives of all Agency employees.