DIRECTOR'S ADVISORY GROUP

on WOMEN IN LEADERSHIP

UNCLASSIFIED REPORT

FOREWORD

In April 2012, then-Director David Petraeus invited me to lead the Director's Advisory Group (DAG) on Women in Leadership. My mandate was to examine the Agency's recent record and current practices as they pertain to the careers of women and to recommend any necessary and appropriate changes. To this end, I have invited advice from many corners, reviewed a number of surveys, and participated in a series of meetings with Agency personnel. This report is the product of that effort and was written with one goal in mind: to help the organization better fulfill its vital mission through management practices that develop and prepare all CIA officers to better meet today's and tomorrow's challenges.

In that connection, I emphasize that the DAG's scope was limited to a review of the factors affecting women's careers and did not include obstacles that may be encountered by other groups; that limitation is a function of the guidance I received and does not reflect any judgment on my part about the nature or validity of other workplace concerns. I would urge CIA's leaders to ensure that initiatives focused on other concerns continue to receive the attention and effort they deserve, worked in tandem with those we highlight here.

The recommendations that follow are based on the thoughtful and candid contributions of a large portion of the CIA workforce—including both male and female officers of all levels and disciplines. The proposals reflect a need for significant reforms in how people are managed and a recognition that a policy of gender diversity affects, and is affected by, differences between generations. Employees want and deserve the opportunities to develop and achieve throughout their careers, be judged fairly, and rewarded equitably; they also want to understand how and on what basis decisions that affect their careers are made. In the CIA, the mission is paramount, which is precisely why the Agency requires a personnel system that brings out the best in each of its people.

As an outsider, I have been grateful for the opportunity to meet and share ideas with many of you. The passion you have for your work, your mission, and your country has been evident throughout my encounters here. I believe the CIA is a unique and indispensable organization that richly deserves the thanks of our nation. My hope is that this report will be received in the spirit in which it is offered, that its proposed benchmarks for progress will—with continuous monitoring and improvement—provide a reliable guide for the future, and that its successful implementation will be of value to all employees.

Madeleine K. Albright

TABLE OF CONTENTS

Executive Summary 1
Introduction 3
- DAG Approach & Methodology 3
- Mission Imperative 3
- Women in CIA Today 4

Key Findings 5
- Foster Intentional Development 5
- Value Diverse Paths 7
- Increase Workplace Flexibility 8

Recommendations 11
- Applying This Report to Self 15

Implementation 16
- Roadmaps 16
- Performance Measures 16
- Communication 17

Endnotes 18

EXECUTIVE SUMMARY

The CIA Director formed the Director's Advisory Group on Women in Leadership (DAG) to examine why more women—from the GS-13 level and above—were not achieving promotions and positions of greater responsibility at the Agency. To answer this question, the DAG designed and conducted an Agency-wide survey, held over three dozen focus groups, and interviewed Senior Intelligence Service (SIS) officers. The DAG supplemented its research with a review of relevant CIA workforce studies and external literature. Our research efforts explored elements of "system"—the organizational processes, policies, and culture of the Agency—and "self"—personal choices of employees.

The DAG found that there is **no single reason** why CIA women are not achieving promotions and positions of greater responsibility and that organizational and societal challenges factor into the issues affecting women. External literature shows there is **no single solution** and that increasing female representation in leadership requires an ongoing, multifaceted approach.[1] The DAG's research indicates that employees must more fully understand and embrace the impact of the personal choices they make. At the same time, increased Agency focus on three critical areas should improve the progression of women into positions of greater responsibility and develop a workforce that represents the best of everyone's capabilities.

- **Foster Intentional Development**: Agency managers and all officers should work to better align mission and organizational needs with employee goals in a more organized, explicit, and deliberate manner.
- **Value Diverse Paths**: Agency managers and all officers should formally recognize that multiple career paths can provide the knowledge, skills, and experiences that build executive leaders.
- **Increase Workplace Flexibility**: The Agency should address both organizational and employee flexibility, which clearly affect the work/life balance decisions employees make throughout their careers.

The DAG developed ten recommendations—the first two of which have already been implemented—to address these factors. **(FIGURE 1)** These recommendations fit together and the cumulative impact will be greater than the impact of any single recommendation. These recommendations will benefit not only women, 46 percent[2] of our employees, but enhance the work environment for our entire workforce. The recommendations are ordered by the length of time and level of effort the DAG assesses will be needed to achieve each one, starting with the least complex initiatives. Many of these recommendations address aspects of larger talent management needs at the Agency.

Implementing these recommendations will enable CIA to reap the full benefit of its talented workforce—both men and women—in order to meet an increasingly complex and challenging mission.

FIGURE 1:
DAG Recommendations

	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 representative role on panels		●	
	5. Reduce and streamline career development 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	●		

The entire workforce will benefit as CIA continues to check off each recommendation and revalidates them over time.

INTRODUCTION

"At CIA, not maximizing women's talents and expertise directly and negatively impacts the mission."

In April 2012, then-Director David H. Petraeus, concerned by the unusually low percentage of women promoted to the Senior Intelligence Service (SIS) in 2012, commissioned an advisory group to examine why more women at CIA—from the GS-13 level and above—were not achieving promotions and positions of greater responsibility. Director Petraeus asked Madeleine Albright, the former Secretary of State and member of the D/CIA's External Advisory Board (EAB), to guide a group of CIA officers representing the four directorates, as well as the Director's Area, in this effort. Five other senior external advisors joined the effort: the 17th Chairman of the Joint Chiefs of Staff Admiral Michael Mullen; former Assistant to the President for Homeland Security and Counterterrorism Fran Townsend; former Undersecretary of Defense for Policy Michele Flournoy; former CIA Deputy Director John McLaughlin; and former National Clandestine Service Deputy Director Justin Jackson. Each brought previous experience in implementing large personnel initiatives; four serve as members of the EAB; and two brought over a half-century of combined experience in CIA leadership to the group.

DAG Approach & Methodology

The Director's Advisory Group (DAG) on Women in Leadership[a] undertook a research-driven approach to address this problem set and considered three organizational areas associated with "system"—promotions, assignments, and career development—and one with "self"—choices made by the individual. The DAG's research efforts included an Agency-wide survey, more than three dozen focus groups, and interviews with SIS officers. The DAG also conducted a thorough review of prior Agency studies and relevant academic and business literature. The DAG also intentionally sought out the views of minority women. The DAG collected their views and perceptions through focus groups, engagements with employee resource groups, and analysis of survey responses of minority and non-minority women.

Mission Imperative

The percentage of female college graduates in the United States (58 percent)[3] is growing. CIA will lose out in the competition for talent if it is unable to attract, develop, and retain this critical talent pool. Additionally, many studies have highlighted the positive impact on organizational performance of having

[a] The DAG is composed of a diverse and dynamic cross-Agency group of managers, officers, and subject-matter experts (SME)–both male and female, both minority and non-minority. The DAG Steering Group established both the direction and the framework for this study, with the input of the six Senior Advisors. Members of the DAG Working Group participated in one of four Action Teams (Assignments, Career Development, Choices, and Promotions), assisted with focus groups and interviews, attended meetings, provided briefings, and contributed cogent and compelling insights about today's workforce.

a diverse leadership cadre. As noted in an extensive study in 2008 by McKinsey & Company, companies with three or more women on their senior management teams scored higher on nine important dimensions of organization—from leadership to accountability, from motivation to innovation—than those with no senior-level women.[4] At CIA, not maximizing women's talents and expertise directly and negatively impacts the mission. Increased flexibility and diversity cannot and should not be seen as inhibitors to the mission, but rather as the keys to attracting and retaining a dedicated and diverse workforce capable of meeting our increasingly complex and changing mission.

Women in CIA Today

Women make up 46 percent of CIA's workforce, up from 38 percent in 1980. Female representation at the GS-13 to GS-15 levels has increased from 9 percent to 44 percent over the same period of time.[5] CIA compares well against our Intelligence Community (IC) counterparts and private industry. As of October 2012, females constituted 31 percent of the Agency's SIS officers.[6] This percentage is proportionally higher than at other IC agencies, which have a combined average of 28.8 percent females in their senior executive ranks.[7] In 2011, women were 14.1 percent of Fortune 500 executive officers.[8]

While these overall statistics show real progress, the leadership pipeline for women at CIA narrows above the GS-13 level for most Directorates.[9] Agency-wide, female officers account for 43 percent of GS-14s and 37 percent of GS-15s.[10] The 2012 SIS promotion process resulted in 19 percent female promotions to SIS—a concerning difference from the 30 percent-or-higher average of female promotions since 2007. If the 2012 outcome were to be repeated in the coming years, such a trend would lead to diminishing representation of women at the senior ranks.

KEY FINDINGS

Women in the American workplace face many challenges, including a lack of *sponsors*,[b] forms of subtle bias and harassment, insufficient workplace flexibility, an increasing number of e*xtreme jobs*,[c] and the *pull*[d] of outside responsibilities that lead to a higher rate of *off-ramping*[e] than their male counterparts.[11,12,13] The DAG found that in terms of workplace challenges, women at CIA share much in common with their counterparts in the broader American workforce, and the reasons for the narrowing in the female leadership pipeline do not fall squarely in system or self, but into both categories. Regarding self, officers make choices—motivated by a number of factors, including work-life balance concerns and personal interests and growth—that can affect their career progression. Attributing the slower career progression of Agency women solely to the career and personal choices they sometimes make, however, is too simplistic. Regarding system, women are affected by the policies and practices of the Agency's personnel management system, some of which exacerbate the impact of their personal choices. With sharpened focus in three critical areas the Agency can improve the progression of women, advance the mission, and benefit the overall workforce.

- **Foster Intentional Development**: Agency managers and all officers should work to align mission and organizational needs with employee goals in a more organized, explicit, and deliberate manner.
- **Value Diverse Paths**: Agency managers and all officers should formally recognize that multiple paths can provide the knowledge, skills, and experiences that build executive leaders.
- **Increase Workplace Flexibility**: The Agency should address both organizational and employee flexibility, which clearly affect the work/life balance decisions employees make throughout their careers.

Foster Intentional Development

The Agency often has taken a tactical approach to personnel management. Indeed, it lacks a corporate talent management strategy—an organized, explicit, and deliberate system designed to align the Agency's mission needs with workforce skills and goals.

- **System**: The Agency must develop a corporate talent management strategy that shapes the capabilities of its workforce; identifies key experiences; determines and communicates short-term and long-term needs for positions;

---

[b] A sponsor is someone who uses his or her influence or authority on their protégé's behalf and advocates for him or her.

[c] Extreme jobs are defined as working 60 hours or more per week and are positions with a number of demanding characteristics, such as unpredictable flow of work and inordinate scope of responsibility that amounts to more than one job.

[d] Pull factors are outside responsibilities such as having children; demands of caring for elderly parents or other family members; or personal health issues.

[e] Off-ramping refers to voluntarily taking time off from a career, usually to meet outside responsibilities.

matches employee capabilities with these experiences and positions; consistently provides clear and useful feedback; and grooms talent for leadership positions over time.

- **Self**: Employee "ownership" of career development must be encouraged as both the Agency and employees would benefit from officers thinking more strategically about the shape of their careers and how to build and acquire new skills that align with the Agency's needs.

The DAG's survey, interviews, and focus groups underscore the importance of intentional development:

- **Women place greater importance than men on formal guidance and career development systems** when searching for assignments, according to the survey and other research instruments.
- **The existing formal career development tools are not useful to employees,** according to the DAG survey. Fifty percent of male and female officers assessed that there was not enough information available to them for career development.[f]
- **There is not a consistent process or practice across all Directorates of identifying or communicating which assignments provide key experiences for development**, according to focus group participants.
- According to the focus groups and SIS officer interviews, **women are more likely to think about the short-term fit of an assignment while men are more likely to consider the strategic fit of an assignment with their career**.
- **Feedback from promotion and selection panels is rarely actionable** and was often characterized as "useless" by participants in focus groups and SIS officer interviews.
- The DAG survey showed **men at CIA use sponsors, supervisors, and other managers for career advice more often than women do**. A study by Sylvia Ann Hewlett of the Center for Talent Innovation also found that men at large companies are much more likely than women to have a sponsor and that **sponsorship is critical to reaching senior ranks in many organizations**.[14] Of note, the DAG survey found that minority women at CIA are more likely than non-minority women to report having a sponsor. This point may be worth pursuing in the future to understand if minority women are reaping the rewards of sponsorship.

The net effect of many Agency women relying on formal career development tools, not getting actionable feedback, and not tapping fully into informal networks can be a career that stalls prior to consideration for senior leadership. While it is incumbent upon the Agency to address these talent management issues and more intentionally develop its workforce, all officers should more systematically prepare for career opportunities and progression.

[f] There was no statistical difference between male and female officers' views toward career development information.

Value Diverse Paths

The Agency and its officers can leverage our diverse talent to improve mission success, taking full advantage of the multiple career paths that provide the types of knowledge, skills, and experiences needed to build executive leaders.

- **System**: Organizationally, CIA must define and communicate the knowledge, skills, and experiences that will prepare officers for senior leadership. In addition, the Agency should not view as somehow less qualified those high-potential officers in any occupation who may have taken lateral assignments, periodically taken less high-profile jobs, performed part-time work, or gone on leave without pay (LWOP) during their career.
- **Self**: Employees must think strategically about their careers and seek out key experiences to better prepare themselves for future assignments aligned with Agency needs. Officers should be comfortable with the concept that their career is a "lattice," rather than a "ladder"; they should view lateral assignments as beneficial because they offer the potential to gain a more diverse set of skills and experiences over a longer period of time.[15]

The DAG's survey and interviews highlight a common view of the progression to SIS:

- **High-profile and/or cross-directorate experiences are important stepping stones** on the path to executive leadership, according to the SIS interviews. Additionally, SIS interviewees noted that many of these beneficial experiences can challenge the balance between work and life responsibilities.
- **Women are more likely than men to turn down a high-profile or stepping stone assignment**, primarily due to long or unpredictable hours, according to the survey. In addition, the survey found that **women are more likely to undervalue their own qualifications for assignments**, further decreasing the likelihood of applying for a high-profile or stepping stone assignment.
- A 2006 study of US white-collar professionals co-authored by Sylvia Ann Hewlett showed a **growing number of positions in the workplace becoming extreme jobs,** involving 60-plus hours a week, 24/7 demands, tight deadlines, and unpredictable work flows. These jobs often are critical to advancement in many organizations, but women are less likely than men to take them, at least partly because women tend to feel the impact and "opportunity cost" of an extreme job at home more so than men.[16]

CIA culture places the highest importance on meeting its mission, and since 9/11 there has been a growth in the number of extreme jobs and higher expectations for CIA officers to dedicate themselves to the mission. The Agency's focused view on intensive, career-boosting assignments diminishes recognition that officers can acquire the knowledge, skills, and experiences needed for leadership in different assignments. The Agency must think more broadly about how experiences derived from one extreme job could be gained from a combination of several positions over a longer period of time. Similarly, the Agency should recognize that officers need to acquire a wider range of skills and experiences that go beyond a particular career

thrust. For example, taking a rotational assignment in a different Directorate, at a different agency, or on a corporate staff should be encouraged and incentivized—not viewed as a pause or gap in mission impact.

Increase Workplace Flexibility

In the long term, the Agency must expand its view on flexibility from discrete flexible work options for an individual to a comprehensive workforce strategy. Women are not alone in their desire for a flexible workforce environment that allows all employees to adjust their work/life balance in accordance with the changing dynamics of their lives.

- **System**: The Agency should consider and adopt more flexible strategies so that high-potential employees can contribute to mission regardless of location, schedule, or assignment. Agency managers should recognize that officers who ask for a flexible work option may not be taking a permanent off-ramp, and that a lack of flexibility can be a key factor in an officer's decision to choose outside "life" responsibilities at the expense of "work."
- **Self**: Officers must become better attuned to the impact of work/life choices on their careers; realistically assess how key experiences and skills might be gained through less demanding positions in order to ensure continued career growth; communicate with managers to jointly assess the impact of a flexible option and how that option fits into Agency needs and overall employee career goals.

The DAG's survey, analysis of HR data, focus groups, and interviews show that CIA women are more likely to take a flexible work option at certain times in their career and suggest this could be having a negative impact on their careers:

- The DAG survey indicates that **women are more likely than men to make use of flexible work options, and managers are perceived to be more supportive of, but less forthright with, women when counseling on the impact of choices surrounding working part-time or taking LWOP**. As a result, many women are not receiving the necessary information about the potential impact on their career when making work/life choices. However, minority women were more likely to receive candid information from managers on the potential career impact of taking flexible work options than were non-minority women.
- **Women are more likely to go on LWOP between the grades of GS-11 and GS-14**, a critical career juncture.[17] Although the reasons officers go on LWOP vary, those pursuing flexible work options—albeit temporary—may suffer from a more lasting career impact due to a possible "stigma" associated with having sought flexibility in a mission-focused work environment. Moreover, security and IT checkout practices for officers going on LWOP sever important connections that an officer could otherwise use to help re-integrate into the workforce.
- Focus groups and SIS interview participants stated that the Agency views **part-time work as not meaningful and ancillary to mission, suggesting the Agency is not maximizing the talent currently working part-time**.

- The DAG survey shows that **females are more likely than men to have turned down an assignment due to a tandem couple conflict**, suggesting that women in tandem couples are more likely to take the accommodation assignment.

Officers who take advantage of workplace flexibility options, such as part-time and LWOP, often find themselves losing opportunities for growth. This is especially true if the part-time assignment is not challenging; if they are unable to re-enter the Agency at a similar level when returning full-time; if they lose access to contacts and current information about the Agency; or if they are perceived as less-than-committed to the mission. The lack of a workplace flexibility strategy prevents the Agency from maximizing the potential of significant portions of its workforce, sometimes squandering the valuable expertise and skills of experienced women.

Harassment: Reinforcing the Agency's Zero Tolerance Policy

Gender discrimination, sexual harassment, and unlawful bias will undermine the health of any organization. Although discrimination, harassment, and bias were not the focus of the DAG's effort, a small number of officers raised these issues during our research, indicating there is a perception that these problems persist in some parts of the Agency. No amount of effort to establish and sustain diversity and inclusion programs will succeed without the concomitant effort to address inappropriate, unprofessional, and illegal behavior in the workplace.

The responsibility for ensuring a harassment-free workplace lies with all employees. There should be no perception that these behaviors are accepted at any level at CIA.

- CIA leadership must make every effort to offer employees a safe way to voice their concerns about a particular situation or incident and to assure employees that those who report acts of harassment, discrimination, or bias will not suffer retaliation or experience a negative impact in their careers. The DAG assesses, therefore, that CIA needs to reaffirm its Zero Tolerance Policy, as well as demonstrate its commitment to take all allegations seriously and to act assertively against any confirmed cases of gender discrimination, sexual harassment, and unlawful bias.
- In addition, those who witness harassment, bias, or discrimination must have the courage to report what they have seen. If instances of discrimination, harassment, and unlawful bias go unreported, the organization cannot effectively address the issue.

It is also important that all employees—and especially managers—assess their work environments periodically for any indications of narrow or entrenched mindsets. Working together and challenging one another to ensure that biases are not allowed to take root in our workplace will go a long way to helping advance and sustain any other proposals or programs established as a result of the DAG study on women in leadership at CIA.

RECOMMENDATIONS

The DAG developed ten corporate recommendations, which, taken together, will have a cumulative effect of enhancing opportunities and potential for advancement for women that no single recommendation could achieve in isolation. **(FIGURE 2)** Leadership commitment and accountability to implement these recommendations over the coming years will be necessary for the CIA to achieve a more robust leadership pipeline of both male and female talent. The recommendations are ordered according to the DAG's assessment of the length of

FIGURE 2:
DAG Recommendations

	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 representative role on panels		●	
	5. Reduce and streamline career development 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	●		

The entire workforce will benefit as CIA continues to check off each recommendation and revalidates them over time.

time and level of effort that will be needed to achieve each one, starting with the least complex initiatives. Some are shorter-term initiatives, while others will require longer-term change management and cultural change efforts. A senior Agency officer should be appointed to lead implementation to ensure consistency and transparency of implementation across the Agency.

Recommendations

The DAG delivered two recommendations to impact the GS-15 to SIS promotions cycle for 2013 (Recommendations 1 and 2), and these were adopted. The DAG is putting forward eight additional recommendations (Recommendations 3 through 10).

Recommendation One: Establish Clear Promotion Criteria from GS-15 to SIS

Promotion criteria are essential as women—and all officers—plan career moves and gain knowledge, skills, abilities, and experiences to take on assignments with greater responsibility. Communication and transparency on criteria and corporate expectations also build trust across the workforce that standards are clear and applied throughout the organization. To this end, in November 2012 a message was sent to all GS-15 officers on the criteria for, and philosophy on, promotion to SIS, detailing the expectations and commitments for those promoted to SIS; guidance was issued to all Agency GS-15 panels to convey Agency expectations and ensure consistent guidance is being used and understood at all levels of the process; and tailored, corporate feedback (using a universal feedback form) will be provided to each GS-15 officer brought forward for consideration for promotion.

Recommendation Two: Expand the Pool of Nominees for Promotion to SIS

With a larger pool of nominees, CIA senior leadership is able to consider officers with a greater diversity of career paths and experiences; assess the corporate needs of the Agency in a way that transcends the viewpoint of a single Directorate; and provide written feedback to a greater number of GS-15 nominees on their strengths and developmental areas for moving to the executive level. Additionally, this expanded pool will enable panel members at each level to assess the rising talent and guide development in preparation for greater responsibilities. As a result, leadership will review an expanded pool of GS-15s for consideration to SIS in 2013 and future years.

Recommendation Three: Provide Relevant Demographic Data to Panels

Selection and promotion panels across the Agency can make better use of demographic data (to include key experiences, race, gender, occupation, grade, etc.) to ensure consideration of a broader pool of officers.[g] This demographic data

[g] Panels cannot base selection decisions upon the EEO status of candidates in an effort to ensure race or gender balance, but panels can use demographic data to ensure a broad pool for future panels.

also provides a picture of the workforce to drive more intentional development of officers and allow managers to gain greater appreciation for diverse paths to promotion and key assignments.

Recommendation Four: Establish Equity Assurance Representative Role on Panels

The CIA should create a standing role on panels that allows any employee to serve as an Equity Assurance Representative—with rigorous training and specific responsibilities. This role will supersede the female and minority representatives on panels and is intended to drive rigor and accountability for equitable consideration of all officers at all levels, including women.

Recommendation Five: Reduce and Streamline Career Development Tools

Employees and managers will benefit from a smaller number of corporate, tailored career development tools that support career discussions and decisions. This will benefit all employees and will particularly support women, who rely on formal career development tools more than their male counterparts.

Recommendation Six: Create On-ramping Program

Women are more likely to take LWOP or go to a part-time status.[18] A corporate, structured on-ramping program will provide a better connection to the Agency and reduce the barriers to returning. This program will reduce the possibility of off-ramps leading to resignation or stalled careers. The program should: review the full scope of LWOP practices; provide access to Agency career information and facilities to foster and sustain a connection to the Agency; and ensure that career services better define part-time and accommodation opportunities that enhance employee development.

Recommendation Seven: Provide Actionable and Timely Feedback to All Employees

Improved feedback from panels and managers is critical to developing women and all employees. It provides critical data on what an officer needs to enhance performance and ties it to organizational needs. Improved and additional training programs are necessary to better equip managers to increase accountability for giving and responding to feedback; deliver timely feedback; and provide more effective feedback with clear Agency criteria for what constitutes high-quality feedback. For example, in fall 2012 a decision was made to provide performance feedback earlier in the GS-15 annual promotions exercise instead of delaying that feedback until after decisions on SIS promotions were made.

Recommendation Eight: Develop Future Leaders

CIA needs to clearly identify and communicate what key experiences are important to prepare future leaders in the organization, and to more deliberately prepare a broad pool of talented officers who can take on those leadership roles. This will ensure that a larger and more diverse group of individuals is consciously taking

the assignments necessary to build experiences critical for leadership and to better meet future mission needs. Additionally, adding key corporate skills and experiences—e.g., opportunity to lead a new unit or effort, crisis management, change management, etc.—to all vacancy notices and communicating when positions will become available allows women, and all officers, to plan careers more strategically and build skills needed for positions of greater responsibility. Furthermore, the Agency needs to use managed and directed assignments in a more transparent way for positions that provide key experiences.

Recommendation Nine: Unlock Talent Through Workplace Flexibility

CIA needs to find creative and flexible ways to tap the talents and expertise of CIA's workforce, with particular emphasis on those in part-time positions, on LWOP, working flex schedules, or serving as part of a tandem couple. Specifically, the Agency needs to: pilot manager/employee-designed workforce flexibility strategies; improve training and tracking tools for managers dealing with flexibility; hold managers accountable and reward them for fostering and implementing flexibility; evaluate which jobs can be part-time or shared; simplify policies and rules on tandem couple assignments; and ensure managers discuss with all employees the impact of their work/life flexibility choices on their career.

Recommendation Ten: Promote Sponsorship

Research shows that sponsorship is critical for high-performing individuals. Therefore, the Agency should benchmark how leading organizations build effective and safe sponsorship initiatives—including how to build a professional environment for male/female sponsor relationships—in order to implement best practices here at the Agency. Designing and conducting training, a speaker series, and continuing education for managers and the workforce on sponsorship will underscore the benefits of sponsorships. Furthermore, the Agency needs to reward and recognize managers who develop talent to meet future mission needs.

Applying This Report to Self

The DAG's recommendations focus primarily on changes the Agency can make to the system. However, all Agency officers can and should apply the findings in this report to managing their own careers. For example, all officers should:

- **Take ownership of their career.** Use a range of career development strategies—including informal networks and formal tools—to identify assignments that contribute to career goals.
- **Take the long view.** Consider taking lateral assignments that broaden skills to better prepare for positions with greater responsibility.
- **Take stretch assignments.** Do not assume that you are underqualified for assignments if you do not possess all the stated qualifications.
- **Seize opportunities when presented.** Be willing to consider high-profile assignments when they are offered.
- **Seek out honest career conversations with management.** Seek actionable and useful performance feedback from managers. Likewise, communicate with managers when considering flexible work options and discuss related career impact.

IMPLEMENTATION

Agency leadership must make a long-term commitment to implementing these recommendations in an effective, transparent, and measurable manner, and hold themselves accountable. Given that the recommendations constitute an Agency-wide change management effort, the DAG suggests that a senior Agency officer be designated as the lead for implementation. The officer will report to, and be supported by, the Director of the Center for Mission Diversity and Inclusion and the Chief of Human Resources. This officer will have ultimate responsibility to the Executive Director and have direct access to senior Agency leadership.

Agency leadership should provide sufficient staffing and funding to carry out these recommendations. Furthermore, the DAG should serve as a resource and advisory board to the senior officer. The senior officer should consider the following elements prior to implementing these recommendations:

Roadmaps:

- A master roadmap will ensure proper sequencing and prioritization of all recommendations. It should include concrete roadmaps for each recommendation, with timelines, milestones, and deliverables clearly identified. A dashboard should be created to track progress against the master roadmap.
- Each roadmap should require a step that involves benchmarking internal best practices that could be scaled to the corporate level.
- Directorate-specific research and data from the DAG will assist Directorates in applying these corporate recommendations.

Performance Measures:

- Regarding implementation, the senior officer should track programmatic metrics that gauge the degree of progress in advancing each initiative overall and in each Directorate. Regarding overall change, the senior officer should develop a set of outcome-based metrics to measure whether organizational improvements are resulting from these recommendations.
- The senior officer should give periodic updates to senior Agency leadership and external senior advisors on progress.
- To increase accountability, the Agency should reward managers at all levels for intentionally developing all their officers, valuing differing career paths, and building and sustaining flexible work environments. Shortcomings in these same areas should be identified and addressed.

Communication:

- Communicate the objectives and recommendations in this document, reiterating their importance to the workforce on a regular basis.
- Equip middle and first-line managers with the training, tools, and messaging to understand and articulate the concepts and recommendations contained in this report and how they benefit the workforce, improve performance, and advance the Agency's mission.
- Establish multiple feedback loops—such as a standing blog, pulse surveys, and town hall meetings—to give employees the ability to inform Agency leaders on implementation progress and unintended consequences.

The DAG's recommendations cannot and do not stand alone. Changes or initiatives recommended by the DAG must dovetail with other critical workforce planning and diversity efforts. Worked together, these solutions will provide cohesive, lasting, and transformational change at CIA.

ENDNOTES

[1] Yucht, Madelyn. Performance excellence presentation. Linkage Women in Leadership Institute Conference. San Francisco, CA. 7 November 2012.
[2] HR Corporate Data.
[3] National Center for Education Statistics' Online Database. Department of Education. < http://nces.ed.gov/datalab/tableslibrary/home.aspx>. 8 January 2013.
[4] Desvaux, Georges, Sandrine Devillard-Hoellinger, and Meaney, Mary. "A Business Case for Women." The McKinsey Quarterly September 2008.
[5] HR Corporate Data.
[6] HR Corporate Data.
[7] Office of the Director of National Intelligence. Equal Employment Opportunity and Diversity Office. IC EEO and Diversity Update for IC EEOD Council Meeting. Washington, DC. April 2012.
[8] 2011 Catalyst Census: Fortune 500 Women Executive Officers and Top Earners. New York: Catalyst, 2011.
[9] HR Corporate Data.
[10] HR Corporate Data.
[11] Hewlett, Sylvia Ann, and Carolyn Buck Luce. "Extreme Jobs: The Dangerous Allure of the 70-Hour Workweek." Harvard Business Review December 2006.
[12] Hewlett, Sylvia Ann, and Carolyn Buck Luce. "Off-Ramps and On-Ramps: Keeping Talented Women on the Road to Success." Harvard Business Review March 2005.
[13] Johnson, Arlene, and Monica Roper. "When Talented Women Leave Your Company, Is It Push or Pull?" It's About Time Volume 10 (Winter 2004).
[14] Hewlett, Sylvia Ann. "The Sponsor Effect: Breaking Through the Last Concrete Ceiling" presentation. Center for Talent Innovation. Washington, DC. 7 March 2012.
[15] Kaye, Beverly. Women and career development presentation. Linkage Women in Leadership Institute Conference. San Francisco, CA. 7 November 2012.
[16] Hewlett, Sylvia Ann, and Carolyn Buck Luce. "Extreme Jobs: The Dangerous Allure of the 70-Hour Workweek." Harvard Business Review December 2006.
[17] HR Corporate Data.
[18] HR Corporate Data.