

The Central Intelligence Agency (CIA) DEI Strategy by Mr. Jerry Laurienti, Chief Diversity and Inclusion Officer, CIA

3 MAY 2024 | DACODAI Public Meeting

Unedited automatic transcript

[00:00:00.240] - Speaker 1

Good morning once again. I am Shirley Reguinden, the executive director and designated federal officer for the Defense Advisory Committee on Diversity and inclusion. At this time, I would like to officially open day two of the May public meeting. During yesterday's meeting, we received briefings in response to RFIs. Today, we will continue with three more briefings before concluding the public portion of the May biannual business meeting. As background, the secretary of defense via the under secretary of Defense for personnel correction as background the secretary of defense established the committee in 2022. The committee operates under the provisions of the Federal Advisory Committee act of 1972 and the Code of Federal Regulations, title 41. The committee reports to the Secretary of Defense via the Undersecretary of Defense for personnel and readiness. This meeting is governed in accordance with the Federal Advisory Committee act and the Government in the Sunshine act, which requires these meetings to be open to the public. As a reminder, any comments made during this meeting by a committee member are their personal opinion and do not reflect a DACA die the defense department or the military service position. We will follow the public agenda for this meeting.

[00:01:26.680] - Speaker 1

While meeting meetings are open to the public, only committee members may be able to speak and engage with the briefers members of the public and the media can observe. Of note, this meeting is being audio recorded to facilitate the generation of meeting minutes. A few administrative notes yesterday we experienced poor quality and intermittent connectivity due to reaching max capacity on Zoom, causing a handful of you, our participants, to not be able to connect. We apologize for the inconvenience and we will ensure that this issue is resolved in future meetings. What we have found that if you are cut off from the meeting because of this situation today, please call in as one solution and also if you still use the virtual line. We have found that members reported that they were able to join back in immediately, so please make a note of that. We also ask that as a courtesy that all electronic devices be turned off or put in silent mode. I will now turn the meeting over to the DACODAI chair, General retired Lester Lyles.

[00:02:48.390] - Speaker 2

Sir Shirley thank you very much and good morning everybody. Welcome back to day two of the committee's may biannual business meeting. Again, it is my honor and privilege on behalf of the Defense Advisory Committee on Diversity and Inclusion to welcome all Department of Defense directors, military liaisons and members of the public to this May 2024 bi-annual business meeting. The DACODAI deeply

values your thoughts and concerns regarding the maintenance of a strong, lethal us military. We are committed to creating a mission focus and I emphasize that word again. Mission focus and merit based. I'll repeat that again, merit based environment where all individuals associated with the military are treated with dignity, dignity and respect and afforded equal opportunities in a discrimination free environment. The committee shares your concerns, all of them that we've received from various organizations, and we're fully aligned with the department's policies and procedures. Now, the mission of DACODAI is to provide recommendations to the Secretary of defense to enhance diversity, inclusion and equal opportunity with respect to race and ethnicity issues. The terms of reference for DACODAI establishes our study topics the study topics last year, 2023, were the focus of the report that we submitted to the Office of the Secretary of Defense in March.

[00:04:19.490] - Speaker 2

The 2024 study topics for the DACODAI and our three subcommittees have been approved by the department. And we will, in both this meeting and future meetings, cover those topics as we deliberate for 2024. Subcommittee members assess the readiness of the total force by examining the effectiveness of existing policies, procedures, practices and programs, particularly those that relate to diversity, inclusion, and equal opportunity. So I thank you for joining us to learn more about our committee's purpose and our processes. And speaking of processes, I'd just like to remind you that, again, this is a FACA based organization, federal advisory committee, act organization. We have to do, and proudly do, deliberations and discussions of this nature in front of the public for full transparency and sunshine, just to make sure everybody understands both what we're looking at, the information being provided us, and in some cases, our deliberations, and finally, any recommendations. Those all have to be done in front of the public. We do have private fact finding meetings where we gather information from various sources, including the public. And for the latter, we make sure that we take in your comments, your written comments, documents, et cetera, so that we can understand them.

[00:05:46.130] - Speaker 2

And we put them on our website so it's visible to anybody who wants to examine what it is that we are seeing. So we appreciate the written comments and your thoughts that have been shared with us and both individually and as a committee for review and consideration. We will be examining and already talking about ways that we can, like some other organizations, figure out how we can get public dialog in some of our future meetings, taking into account that there's so many different people that we have to touch and who want to convey information to us. So, again, we appreciate your comments and thoughts, and we will continue to take those in and share them with all of you. Let me express my heartfelt appreciation again to the military departments, the Office of the Undersecretary of Defense, and stakeholders in that office, and especially the committee members and the Dakota executive staff for their hard work and commitment daily. But particularly through this last year, that allowed us to come up with our report for 2023. Thanks to their Tyler's efforts. We did produce our first report in March, and it consists of nine, well, recent recommendations in alignment with meritocracy and mission focus for the highest military readiness, and again with meritocracy with mission focus and the highest military readiness.

[00:07:12.710] - Speaker 2

Those themes are the underpinning for everything that we consider and everything that we recommend back to the office of the Secretary of defense. We did submit that report, as I mentioned, in March of 2024, and the report is available through our DACODAI website. Before we get into today's agenda, I'd like to take a moment to remind people and to mention to some who may not be aware, that the month of May is dedicated to celebrating the heritage of Asian American, Native Hawaiian and Pacific Islanders, AANHPI and the various communities, and particularly for us, those who have served and are serving our military services. As you may know, generations of AANHPIs have made significant contributions to American society, to our culture, to our history, and, yes, to our military. This year's celebration has a theme, Advancing Leaders through Innovation, which is a continuation of the Advancing Leaders series that was started in 2021. The theme honors the pioneering spirits of Asian Americans, Native Americans, and Pacific Islanders who have contributed to this nation's prosperity while overcoming cultural barriers. As a courtesy for all attendees, a list of the public, including department directors and military liaisons, will be published to the DACODAI website again.

[00:08:37.200] - Speaker 2

So let us begin by virtually, briefly introducing the DACODAI committee members, and I will start alphabetically with our members, beginning with Major General Byron, retired Byron Bagny.

[00:08:50.480] - Speaker 3

Good morning, president. I'm Byron Bagny, DACO Dye committee member, retired major general. Good morning, future.

[00:08:57.920] - Speaker 1

Okay, we have a hot mic. Please fix that and let's go to the next slide. Next slide, please. Okay. Master Chief April Beldo Lilly.

[00:09:21.070] - Speaker 3

Good morning. Fleet master chief, retired April Beldo Lilly present General Brooks.

[00:09:29.770] - Speaker 4

Good morning, everyone. General, retired Vincent Brooks, member of committee.

[00:09:34.890] - Speaker 1

Colonel Carrington Fuhrman. Hi, this is Lisa Carrington Fuhrman, retired United States Air Force colonel Mister Philip Carter. Okay, we might have some technical difficulties. Let's move on to brigadier General Gillespie.

[00:09:57.880] - Speaker 3

Good morning.

[00:09:59.320] - Speaker 2

Good morning. It's Brigadier General Lawrence Gillespie.

[00:10:02.110] - Speaker 3

Glad to hear everybody. Thank you.

[00:10:05.280] - Speaker 1

Sergeant Major Jenkins. Please know that all members are retired members. We do not have active duty members or members that are currently serving. Sergeant Major Jenkins.

[00:10:18.360] - Speaker 3

Thank you, Shirley. Good morning, everyone. Greg Jenkins, US army, sergeant major, retired. Glad to be here.

[00:10:26.100] - Speaker 1

Major General Johnson.

[00:10:28.620] - Speaker 4

Good morning. James Johnson, major general, US Air Force, retired. Thank you.

[00:10:34.500] - Speaker 1

Colonel Kanekua.

[00:10:38.380] - Speaker 3

Aloha. Walt Kaneakua from Hawaii, retired air force.

[00:10:43.900] - Speaker 1

Professor Lee.

[00:10:46.140] - Speaker 5

Thomas Lee, committee member. Present.

[00:10:49.960] - Speaker 1

Doctor Lim.

[00:10:52.440] - Speaker 3

Nelson Lim, committee member present.

[00:10:55.960] - Speaker 1

Doctor means.

[00:10:59.000] - Speaker 3

This is Doctor Jeff Means, corporal, Marine Corps, retired. Good morning.

[00:11:04.640] - Speaker 1

Good morning. Mister Rosanski is not here today, but is represented by Miss Pamela, I believe her name is Rich and she is part of the public, so we appreciate you, ma'am. We also have Lieutenant Colonel Sandoval.

[00:11:30.580] - Speaker 3

Good morning.

[00:11:31.630] - Speaker 2

Alfredo Sandoval, committee member.

[00:11:35.340] - Speaker 1

Doctor Zalvich. Good morning. Doctor Selwock.

[00:11:45.720] - Speaker 6

Good morning. Doctor Selle. Zelwock. Member, Dacadai.

[00:11:50.240] - Speaker 1

Good morning. Doctor Urban is not here today with us for an excuse absence. We also have Major General Ruthie Varjal. Okay. Probably having some technical difficulties.

[00:12:11.600] - Speaker 3

I'm here, surely. Major General Urutia Varhall, retired air force.

[00:12:17.860] - Speaker 1

All right, thank you, ma'am. And then we also have. Miss Kavanaugh is the vice chair. Vice chair. Good morning.

[00:12:31.340] - Speaker 2

All right.

[00:12:34.340] - Speaker 1

So this morning we will start with the briefings. Starting off with the Central Intelligence Agency on the diversity and inclusion strategy. This briefing will last approximately 30 minutes, after which the chair will initiate the committee's question and answer session. The slide deck for this briefing is located in Tab d Delta. Today's briefer is Mister Jerry Laurentini. I hope I did not. Laurenti. He is the chief diversity and inclusion officer for the CIA. I will provide you, Mister Laureate, a five minute warning just to make sure that you'll be on time. Right now, Mister Laurenti, you have the floor whenever you're ready, Mister Laurenti, this.

[00:13:30.830] - Speaker 2

Is General Lyles, who's here. Before you get started, one, let me just thank all of our committee members for being here. And just to inform the public in terms of gain of our processes, we try to make sure that we had briefings that cover topics that we have requested information about from the various agencies. And in some cases, it turns out like this first briefing, we've become aware of the unique, perhaps trendsetting ways of addressing d, e and I strategies in other agencies, other government agencies. The CIA is one of those sort of cases. And we thought it might be appropriate for us to hear, and perhaps even the public, obviously, to hear about their strategy for dealing with diversity, equity, inclusion and accessibility. And so we've asked them to talk to us. And then our second briefing will be from the Rand Corporation, which as many of you know as the federally funded research development center doing work for lots of agencies, but certainly the Department of Defense, and they're going to cover a couple of topics. And then finally we have the DoD IG covering some perspectives and questions that we have addressed to them.

[00:14:46.840] - Speaker 2

So these are the three topics we'll be covering in today's session of the biannual business meeting. And with that, Mister Loretto, thank you for letting me do that sort of background, and I'll turn the floor over to you. Thank you very much.

[00:15:03.000] - Speaker 3

Thank you, General, I appreciate it. And thank you all for having me today. I have my video off for bandwidth, but if you need to see me, you need my video, just let me know and I'll turn it on. So I want to start with a little bit about my position before I dive into the slides because I think it's important that you know how CIA invests in diversity and inclusion as a mission imperative. So my position has existed since 1999. Every individual that's held my position has come from core substantive mission. So I'll use myself as an example. I'm in my 25th year at the agency and I've served in a range of senior leadership positions, from leading our efforts on Iraq and Syria, two field tours, chief of staff to our chief operating officer, and most recently, before taking the chief diversity and inclusion officer position, I was the head of analysis for our Africa mission. So like me, everyone who holds this position comes from core substantive mission. And when I rotate out of this position, I'll return to that core substantive mission rather than bringing someone from the outside. We want, we always want someone from mission.

[00:16:20.230] - Speaker 3

So here on this first slide, diving into the slides, you see our tagline here, DEIA enables mission. My job, our office, our diversity and inclusion office, all of it exists for one reason, and that is to enable mission. That's why we're here. We see it as core to our mission. And as we get into the slides, you'll hear me unpack that a bit. So what I'm going to do is two things. I'm going to give you a roadmap to how we adopted our current strategy, and then I'm going to, number two, briefly walk through the core components of our strategy. Next slide, please. So the path to development of our strategy, a few pieces that I think are important for you to hear about how we got to where we are. So first, we started with external engagement. We consulted with other IC DEIA offices to get best practices and really to make sure that we aren't doing this in a vacuum. And so we started with our big six, big six partners. I have a regular relationship with my counterparts across the IC, but our strategy lead reached out to them individually, sat down with their strategy leads to talk about what does their strategy look like?

[00:17:41.960] - Speaker 3

How are they incorporating elements of inclusion and diversity into mission so that we aren't doing it alone and that we're shoulder to shoulder with our key counterparts. This also included reaching out to and working closely with ODNi to make sure that we were doing it in concert. And also national intelligence University. Then internally we had a series of off sites. So we have employee resource groups, we call them agency resource groups. We have the leaders of those groups, and then also our directorate leads for diversity and inclusion. So the agency has five directorates. We had the diversity and inclusion program managers for each of those, and we had a full day offsite with all of them to assess

where are we in this journey? We're decades into it. How are we doing, how mature are we in this space and where do we want to go moving forward? We also had offsites with our directorate leadership, with our senior champions from those ARG's that I talked about, and also affinity groups from within those directorates. So again, same thing, a full day offsite with each of those. And when I say directorate leadership, we're talking about the heads of analysis, operations, science and technology support, digital innovation in the room with us rolling up their sleeves, helping us for jar strategy.

[00:19:15.260] - Speaker 3

And then lastly, you may know CIA, it's organized, quite frankly, much like the combatant commands in the military, right? So where we have our directorates, you can view those as the services, and we have our mission centers, you could view those as the combatant commands. We had our mission center leaders and our talent center leadership, again, at an off site doing the very same thing, walking through where we've come and where we want to go in terms of strategy. And then we really wanted, we had our charge from director of CIA that he really wanted this to be something that the workforce could relate to. So after reaching outside our walls and then across the enterprise with senior leaders, we then reached across the enterprise with the workforce. So we had a dozen sessions, facilitated discussions about where we want to go with the strategy. And this was both within the buildings here in the Washington metro area, but also virtually across the world with our field stations. We had officers all the way from GS nine, all the way to our senior intelligence service engaged. And it included every one of our directorates, all five of our directorates, in these, in these twelve sessions.

[00:20:37.190] - Speaker 3

And then finally we did some due diligence of reviewing what we already have and what we've already done. So like most of the US government, we have our employee climate surveys. We go back regularly on these over a decade. So we reviewed the results of those climate surveys over a decade. About seven years ago, we did a diversity in leadership study at CIA. We reviewed that and the efforts under that study and what we did and did not do with that study. Eleven years ago, General Petraeus launched the director's advisory group on women in Leadership. When he was our director, that was an endeavor that lasted the better part of a decade. We did a full review of that so that we weren't simply creating something new, that we're borrowing and building on the foundations of what we already had. And then our center for Studies of Intelligence did a deep dive into what all of these endeavors did and did not do. What were their successes? What were their shortcomings? And we reviewed that so that we're taking lessons learned and that we're once again building on the foundations already laid by a host of not only organizational responses, but from my predecessors as well.

[00:22:05.590] - Speaker 3

Next slide, please. So the other big piece is getting workforce feedback. And so in each of these sessions, we made sure that we were listening to what is the input from the workforce, what kind of themes are coming up. And so on the left of the screen you see a word cloud. And we really tried to

collect as much data as we could. And you see the most consistent words here. In fact, consistent was perhaps the top word that we're hearing in these sessions, but also leadership strategy, culture, training conversations, a lot of the same themes emerging from not only the off sites, but the workforce engagement sessions. On the right hand side, you saw some of the, you see some of the imperatives that the groups pushed for us, that second one there, meaningful accountability. You'll hear me talk about that in a minute. A lot of focus on accountability, a lot of focus on data, about making sure that this is evidence based. Our director asked us to, I already talked about making it relatable. He asked us, in addition to relatable, that it be actionable and measurable and that this be something that we're able to follow up with again and again with data.

[00:23:35.700] - Speaker 3

Also psychological safety. A big piece of the conversation from our workforce that we wanted to focus on individuals being able to come to work and engage in a way that they aren't thinking about whether or not they fit in, that they feel like they belong and they're able to focus on the job and that they have that psychological safety, to speak up and be part of mission fulfillment. The last thing is we got quite a big push from the workforce that this not just be perceived as performative actions, that instead that this be something that we can point to real deliverables. And as I talk about what the objectives are, you'll see that we've moved a bit from philosophical to more actionable measures that each officer can identify with. Next slide, please. So that was the path. This is the strategy, and this is the last slide that I will walk you through. On the top, you see the key objectives to our new strategy, and I'll walk through each of those. But briefly, on the bottom, you see the previous diversity and inclusion strategy. And why we include this is so that you can see we didn't just throw it out.

[00:25:01.320] - Speaker 3

The current objectives build on the previous objectives, they're woven into it. But if you see those bottom four objectives, you can see that they're a little bit more philosophical. Employer of choice, increasing diversity of leadership, a culture of inclusion, these are ideals that we still see as important, but they're also concepts that many in our workforce didn't know how to identify with or what they could do with. So your new officer walks into CIA. Maybe you're an OpS officer, maybe you're an analyst. How do you help us become an employer of choice? How do you create a culture of inclusion? A bit more philosophical? And so what we did is we tried to make them a bit more relatable. And so now I'll move up and focus on that top tier and I'll walk through a few elements of each. So, on the first objective, on structures and resources, a couple of things that we really wanted to get here, and the most important is that we wanted a single, cohesive strategy that every mission center and every directorate adopts and implements, rather than having 17 different strategies. So, previously, with our previous strategy, we had this, and then everyone went out and did their own thing.

[00:26:25.280] - Speaker 3

This time around, we've mandated that everyone can have a tailored implementation plan. And that implementation plan doesn't have to have 40 things. It could focus on two or three of these objectives. But the implementation plan has to be tied directly to the overarching strategy and the five objectives that you see. So that was a big key, deliverable. And I'm pleased to tell you that as I'm talking to you just last month in my meeting with our director, we were able to tell him that we have successfully received from every mission center and every directorate, their own implementation plan. So we're all singing up the same sheet of music. The other key piece that we wanted to achieve here on structure, I'm not going to go through every sub objective, just a couple. For each piece here, is that we wanted a clearer connectivity for our workforce and for the public on the relationship between the chief diversity inclusion officer position, the position I'm sitting in now, and the director of CIA. So that now is on our organizational chart that I am directly linked to him. In fact, I have a monthly meeting with the director of CIA.

[00:27:39.360] - Speaker 3

I have a direct line to him. We just wanted to demonstrate that on the chart so that is now available to the public and to our internal workforce, which, by the way, this whole strategy that you're seeing and flushed out is available to the entire public. All you have to do is go to Google, type in Deia and CIA and you will. The top hit will be our fleshed out strategy that I'm walking you through now. So both of those things we've already achieved. There's other elements that we're working on. On the second piece there, workforce investment. So previously we had the important piece of increasing diversity and leadership. What you see as number three below. Well, we really wanted to be more actionable and relatable here. So this workforce investment is building on that, but in a way that once again isn't performative and that is tangible. So what are we doing on workforce investment? A big piece of it is building a goal of building a workforce sponsorship program, what we're calling executive advocacy. This is something that's going to take some time. We have not launched it, but we really do believe that a core piece of making sure that everyone at CIA, and in particular underserved and underrepresented demographics, are able to see themselves in the agency and aspire to the highest positions of senior leadership is that they deserve, the whole workforce deserves and will be better positioned if they have that executive advocacy, a formal program that latches them up with seniors who are able to push them to stretch, who are able to advocate for them and importantly, advocate for their success on the job.

[00:29:33.770] - Speaker 3

The other piece here that I'll highlight is that our studies have shown that a key component for advancement in the workforce is an understanding of which positions and skills and experiences are critical for that advancement, for gaining key jobs, and for getting promotion. And so we are working directly with each directorate to identify what are the experiences those directorates see as critical to promotability, as critical to attaining jobs. So those two pieces, I think, are key aspects of that workforce investment. Moving on to the third one there, equitable and inclusive. Processes and procedures one key piece here on the processes and procedures is requiring training for everybody who's on panels for selection and promotion. We have long required some training, but we're looking at boosting the required training so that when you go into a panel, whether it's a selection panel for positions or a promotion panel,

that those individuals aren't just going in with their own views of how a panel should function, but instead have advanced training on what it means to operate a panel that has inclusion at the forefront of it, and that we're making sure that the processes within those panels are consistent and built consistently across directorates, that each directorate isn't using a different philosophy as they do their selections and promotions.

[00:31:28.680] - Speaker 3

The other piece here is we really want to have processes that are inclusive for families and decision making for our families. What do I mean here? Just like DoD, we're a global workforce and we have individuals making decisions every day about where they're going to live in the world, where they're going to apply to work across the world, and oftentimes they're doing it without all the information that they need. And so this objective is really looking toward making sure that the processes and procedures over applying for positions around the globe include the information that they need, right. That you would expect that a family has at their fingertips and they're able to make those decisions based on the accessibility of the sites and what the different locations around the world can and at times cannot provide to a family. Moving on to objective for accountability. I mentioned this in talking about the workforce engagement sessions. This was definitely one of the biggest areas of concern for the workforce and junior and senior workforce. There was a consistent call for more accountability and I mentioned the use of data. The data piece is big for us.

[00:32:55.880] - Speaker 3

So at CIA we've led the way. We're proud of our endeavors of using data. We have a workforce dashboard that is available to everybody, officer at CIA, where you can look at the entire workforce broken down by the makeup of the workforce, by promotion rates of the workforce, by retention and attrition rates of the workforce, hiring of the workforce, and then inclusion scores on our employee engagement survey. And those scores are broken down by gender, by minority, non minority, by ethnicity, by ability and disability. So you can see the full breakdown. And instead of just having it available, what we're going to do in this accountability bin is we're going to start publishing quarterly updates for the workforce so that they can see how we're doing. Where are we falling short where are we status quo? Where are we improving? The other piece of this is making sure that we're transparent with our recruitment data and with our retention data so that the whole workforce can see how we're doing and see where we're adjusting and what is the plan for improvement. So those accountability pieces are key for us and for the workforce. And I'll add one more piece there, and that is a regular upward feedback and 360 feedback tool.

[00:34:30.970] - Speaker 3

At the agency, we've had multiple iterations of this. I don't think that we've ever really gotten it squarely where we want it. And so this time around we want to make another go of it so that there's accountability not only up the chain but across as well, that peers are reviewing peers and that information is shared not

only up and down the chain, but between peers. Finally, I'll go to the last piece there, objective five in creating and maintaining education and development. So we've identified that education and training is critical in a core cohort of disciplines and we actually list them. And we're going to require training for these disciplines, particularly in disciplines that have important regular interactions with our workforce. So who will be required to take specific training? Our healthcare professionals, our security professionals, HR professionals, our lead talent officers, all legal officers and all procurement officers. We want all of these officers to have required training because they're at the pointy end of the spear when it comes to making sure that our officers are treated equitable and they are actually providing care and guidance to our workforce. So we want to make sure that that training is required.

[00:36:14.740] - Speaker 3

The other piece here is providing information for the whole workforce. So one of the sub objectives here is to create a training roadmap on inclusion and diversity for the whole workforce, so that everyone at CIA can see what's expected of them, but also what's available to them. Some may want to dip their toe into this space, but some, quite frankly, may want to get to an advanced practitioner level. And so we're going to create that training roadmap and we're also gonna come online with more advanced training for the workforce. So I think that I will stop there and I look forward to answering any questions, taking any comments that anyone has.

[00:37:04.180] - Speaker 2

Wow. Doctor Laurienti, that was excellent. Thank you very much. And very, very helpful and very illuminating in terms of how the CIA is addressing DEI. Let me just ask, I know several of our members probably have questions. Let me just ask one relative to your workforce feedback. I like the way you described it and the things and elements that you go through. Is this something you do on an annual basis? Feedback? I noticed you showed a three year strategy or do you do it every other year? Every third year?

[00:37:39.890] - Speaker 3

Yes, sir. We do a regular workforce feedback, but we're looking to expand it. So we have what most of the federal government. I know DoD has a separate process, but most of the federal government has what is called the employee climate survey. And so our workforce takes that every year. But what we want to add to it is we want to add a section of workforce feedback that is tailored to CIA that managers can get from their core components so each manager can get from their direct reports. And that we would do that also on an annual basis so that you could get something that's a bit more substantive and actionable than that broader strategic view. So we would like to do both. The second one is something we have to build. The first one is something that we have that's ongoing, that we regularly use.

[00:38:32.790] - Speaker 2

Great, thank you. Let me go to Major General Jim Johnson and then I'll go to Mister Ramos, to Lisa. Go ahead, Jim.

[00:38:42.130] - Speaker 4

Well, thank you so much for that wonderful presentation and all the work that you're doing for the CIA and honestly for the nation. Question about the competencies, you on the development, the education aspect, and I'm curious about how you're developing your leaders with the competency that they need to lead in a way that's inclusive and appreciates the strengths of all the teammates.

[00:39:15.760] - Speaker 3

Yeah, great.

[00:39:17.160] - Speaker 4

One other question is the accountability aspect. So the second question would be how leaders are sort of held accountable to this wonderful strategy that you're, that you have in place. Thanks.

[00:39:29.420] - Speaker 3

Yeah, thank you. So on the developing of leaders right now, we already have required training for leaders at different levels. So we have our first line, we have first line supervisor training. That's required. We then have training required to get to our G's 15 roughly kernel level. And then we have training required to get to the senior intelligence service. And in each of those required trainings, we have DEIA segments woven so that it is part of each piece of that leadership journey and that is required for everyone. Already that that was instituted several years ago. On the accountability front, when you go into a promotion panel for leadership, and particularly for the senior leadership ranks, for our sis, for our SIS ranks, those panels include our head of talent and then the head of each directorate and then myself. And the criteria for promotion are three, four. One is mission performance and everybody at CIA is very good at showing their mission performance. That's long standing. No, no issues there. The second one is corporate give back and corporate mindset. And the third one is diversity, equity, inclusion and accessibility. And on that third one, they have to show not just that they have been contributing corporately, but rather the impact of their efforts on DEIA.

[00:41:20.860] - Speaker 3

And so ahead of those panels, I remind every directorate that it's an expectation that their officers are able to demonstrate first and foremost that they're creating an equitable, inclusive environment within their teams for mission performance all day, every day. And I hold them to the bar that this isn't additive. I do not want to hear that it's something that they did after work or that they just do corporately. That I want to hear that it's something that they're doing all day, every day, so that each person in their unit is able to come to work focused on the job, not focused on trying to fit in. And I will tell you that as part of that

process, I individually meet with every director at head and review their full roster of who they are putting up for promotion. And I tell them if I have issues with one of them or any of them, and I tell them if I think that there's someone who's been left off that they should consider. And in each instance, I can tell you in the last two years of panels, we've lifted people up and we've pushed people down based on those meetings.

[00:42:35.800] - Speaker 2

Great. Thank you very much.

[00:42:37.280] - Speaker 3

Sure.

[00:42:38.080] - Speaker 2

Mister Amos? Lisa?

[00:42:40.600] - Speaker 1

Yes, thank you. I wanted to thank you for all your efforts in the CIA. I mean, the intentional efforts in this space is very important and I appreciate that very much. My question is, of all the initiatives, programs, policies that, that you've implemented, which one has been the most impactful regarding mission readiness?

[00:43:01.970] - Speaker 3

Yeah, I would say the most impactful that we've had, in my view, and I think it's more than just my personal view, is the director's advisory group on women in leadership that I mentioned that director Petraeus launched. And so I'll give you a bit of why and then mission readiness, how that has impacted us. So why here? And a bit of the evidence is that instead of us just launching it and saying, hey, we need more women in leadership, we made this a multi year endeavor. In fact, it lasted seven years. And the battle rhythm was of the objectives in that program. We would do implementation, we would then report it up to our corporate board, which is the deputy director and each directorate lead, and then report it to the director. And then we would push out communications to the entire workforce about how we're doing, what we're doing. Well, and where we're falling short. And that was a wash, rinse, repeat over seven years. And I'm really, really proud of everybody who invested in this to tell you that our women in the leadership ranks in the last ten years has increased by ten percentage points, which is the most significant, measurable impact that we have seen of any of these efforts.

[00:44:31.950] - Speaker 3

Now, mission impact. We cannot succeed in our global mission if it is a only male dominated endeavor, and especially as we're looking to do clandestine business around the world where half of the people we're dealing with are female. And I can tell you firsthand that we are having greater success in the field by putting female leaders and operators in front of mission and at the forefront of doing some of our hardest work, where, quite frankly, a female officer is going to have better affinity with the people that we're working with and in some situations be able to operate in a way that her male counterparts naturally would not be able to. So I would list that as probably as our biggest success over. Thank you.

[00:45:30.430] - Speaker 1

Great example. Appreciate it.

[00:45:32.080] - Speaker 2

You're welcome at least. My apologies, my labels are wrong here. That was the kind of retired Lisa Carrington Fermit who was talking. Let's see. Doctor Staubach. So you go ahead.

[00:45:47.410] - Speaker 6

Thank you, sir. Doctor Laurenti, thank you so much for your presentation. I really enjoyed it. I do have a question. You had mentioned the hard truths. And I would love to know, given your extensive experience in this area, what would be two to three greatest lessons that you've learned from the hard truths that organizations that might have less experience with DEIA could learn from and benefit from?

[00:46:17.690] - Speaker 3

Sure. Thank you, doctor. So I would say the top two or three are first is disunity of command. Geez. I think when I was a junior military analyst, I learned the principles of war. Mousmas. Right. And that unity of command, it doesn't just apply to war, it applies to everything. And when we had the director's advisory group on women in leadership, we had the diversity and leadership study, and then we had the chief diversity and inclusion officer. All three of those things were happening at the same time, but that we had three leads. And it was very clear that while we made some progress, and I pointed to the, to the DAG report as probably the biggest success, there were a lot of things that we fell short on across the board, in part because of disunity and a lack of unity of command. And I think, look, the military, US military is the best in the world at unity of command. And I would say lessons learned for a you all this applies to this space as well, not just war fighting. And so that unity of command is critical. The other piece that we found, and this goes back to my comments on accountability, is that much of what we were doing lacked accountability, especially in the diversity and leadership study space and in the diversity inclusion office space, where we did have accountability and where we had more success that I mentioned was on the directors advisory group on women in leadership.

[00:48:08.950] - Speaker 3

And it was because of that routine I mentioned of implement, report up, report across, constant. That was the constant battle rhythm. And because we didn't have that routine in the other spaces, the accountability lagged. The third lesson that I would mention, and this goes back to my presentation on the first objective on structures. This is a little bit related to unity, but it's more about structure, and that is having a single unifying document and objectives that everybody is implementing. Right. So what's, once again, I think we're learning from the military here, to be honest with you, what's commander's intent? And you then take that commander's intent and you might, you might tailor it in the j five or the j three, but you still have the commander's intent and you don't go implementing your own intent. And what we saw is that while we might have had a diversity and inclusion strategy, every directorate and every mission center was operating under their own intent. And so they may have had the spirit there, but they weren't operating under that single guiding principle. And so now I think that big lesson learned is you've got to have one guiding principle or one guiding set of principles.

[00:49:38.010] - Speaker 3

And yes, each of the services, in our case, each of the directorates, can tailor them, but you've got to have that single intent over.

[00:49:48.550] - Speaker 2

Great. Thank you very much.

[00:49:49.510] - Speaker 6

Thank you so much.

[00:49:51.830] - Speaker 2

Professor Lee. Tom Lee.

[00:49:56.430] - Speaker 5

Doctor laureate. You mentioned a very interesting point about increasing diversity of women, given that the needs of the mission. And so I'd like to sort of build on that by saying, to what extent, in your view, is the mission focus, emphasis on diversity, driven by sort of being more effective with certain collection, particular regions, Africa, China. So obviously we need the ability to speak the languages, know the cultures, that sort of emphasis on accomplishing mission. And to what extent is it driven by the sense that if you have members who feel included and don't have to expend energy and effort to fit in, as you said, that that will make that particular member more effective and the agency more effective.

[00:50:51.980] - Speaker 2

Right.

[00:50:52.150] - Speaker 5

So those are two different kinds of justifications for diversity. And I want to see how you process them. The emphasis that you put on sort of the internal reason as opposed to the external reason over.

[00:51:06.350] - Speaker 3

Yeah, what a great question. So, yes, I would say the second part of your question is our overarching objective, belonging. In fact, I tell officers at CIA that this is the first and perhaps the only job I'll ever have where a single word can define it, and that is belonging. At the end of the day, we want every officer to be able to come to CIA feeling like they belong so that they can thrive and put as much of their energy as possible toward mission. And if they're coming to work, thinking about whether or not they fit in, it is impossible for you to get the most out of that officer. It's simple math. If they're putting energy toward fitting in, the job suffers. So I'd say that second part is the overarching objective. Now, your first part is more geared toward us then leveraging the belonging and the diversity that we might have in any particular unit to achieve mission success. And so I will tell you that I give examples from around the world of how we do this, and I'll give you some unclassified, sort of tangible examples of this. Women in leadership.

[00:52:23.760] - Speaker 3

We work across the world with cultures where women are not empowered, and I will tell you that we don't back away from that because we're wary of how they will work. Instead, we offer seminars to partners in different parts of the world where women are empowered to tell them and show them how we value women in leadership. And it's our senior females at the agency who deliver these seminars. And I can tell you that those seminars have grown our partnership with our liaison services that we have seen, not just that this is altruistic, that this actually leads to mission success, because we grow stronger relationships with those services, in particular, minority senior women in those services who see a value in working more closely with us. I'll tell you, also working with some of our five eyes, the Canadians, the Australians, we have a shared affinity and a shared dynamic where we have indigenous peoples. And you all and Dod know better than we do, going all the way back to World War two, where we're using indigenous people's skills as code talkers, we are still working to always make sure that we're leveraging the diverse skills and the unique backgrounds of our native and indigenous peoples.

[00:53:57.560] - Speaker 3

And we will work closely with those five Eyes partners to explore how do we do this? Where can we create that sense of belonging, where we can not only make sure we're attracting that skillset, but that we're leveraging it and that we're realizing it for value of mission. I'll tell you, in South America, we have so many people in the national security sector who were born and raised in South America that when we're working with our partners, rather than just sending anyone who's working on it, we will send officers

born and raised in South America to meet with those partners and to build that affinity and that it has a direct, positive impact on mission, that we're instantly able to build a rapport that allows us to move forward with a level of trust that we wouldn't otherwise have. I give you one more example. We have a hope there's a misunderstanding in the American public about who we can hire. One of the groups we want to hire the most and that we do have a host of officers, is naturalized immigrants, immigrant officers. We're a nation of immigrants. Immigrant officers are a core strength of CIA.

[00:55:17.930] - Speaker 3

And who better to help us achieve a global mission in understanding how the world works than officers who were born and raised in countries around the entire world? Officers from literally every continent, helping us understand the insights that we're gathering and helping us fine tune those insights for the policymaker truly having a direct impact on our intelligence for senior policymakers.

[00:55:50.170] - Speaker 2

Over great Doctor Laurenti, we've sort of run, almost run out of time here. Let me just ask one last quick question, if you will, and that is, I noticed you, you still use Dina and the word equity. I'm just curious as to how CIA defines equity, because some people, for some organizations, think it de-emphasizes merit, if you will, or dumbs down an organization that we're trying to make everybody equal. Your understanding of the agency's understanding of equity and the importance of equity.

[00:56:28.720] - Speaker 3

Yeah. Thank you. Yeah. To the contrary of dumbing down performance for us. Equity. And you see it in that strategy that I walked through. It's about structures and it's about processes, right? That we don't have structures, processes and procedures that create inequity for anyone. We're not talking about one demographic, one group, one protected category. We're talking about making sure that everyone, for example, is going into a panel and that that panel doesn't favor a specific group and doesn't, and doesn't undermine any group. We're looking at making sure that when we're recruiting, that our recruiting processes, what we require of people, doesn't favor specific groups and doesn't disenfranchise certain groups, all without ever lowering any standards. And for the specific definition we use OPM's definition. But I will tell you, in practice, the equity piece. The equity piece is about making sure that every officer, and when I say every officer, I mean from any demographic and background, doesn't encounter unfair obstacles in our processes and procedures.

[00:57:53.600] - Speaker 2

Great. Thank you, Doctor Laurenti. Well, this has been very, very interesting. Do you mind? Can you turn on your video so we can do a virtual face to face? Thank you.

[00:58:05.020] - Speaker 3

Yeah, yeah, yeah. Let me turn it on for you. 1 second. And also I'll tell you, I'm going to turn on my video and going to tell you something I left out when I said a little bit about my position in 30 seconds here. I'm the first officer to hold this position who is in the majority demographic. I identify as a white, straight male. And why is that important for me to say that? It's important because if the majority is on the sidelines and is complacent, it doesn't work. And so when I say it's for everybody and by everybody, that means that the majority has to be invested in it too. If it's just underserved and underrepresented demographics, investing in this, once again, it's math. It's not going to work. So I'm proud of who I am and I'm proud that I've taken that position with my identity at the forefront.

[00:58:59.280] - Speaker 2

Great. Well, Doctor Laurenti, I can't tell you how much we and appreciate your taking the time to walk through this very important topic with us. And I know we may have some other questions downstream, if you will, in terms of best practices and things like that. But on behalf of the DACODAI organization, thank you very, very much.

[00:59:19.430] - Speaker 3

Thank you general, and thank you all to the DACA die. I really appreciate this opportunity and CIA appreciates being included. So thank you.

[00:59:26.480] - Speaker 2

Great. Thank you.

[00:59:27.480] - Speaker 3

Okay, take care.

[00:59:28.340] - Speaker 1

Ladies and gentlemen. Ladies and gentlemen, we will now take a short comfort break. The next briefing will begin promptly at 1015. I would ask the next briefer to please come into the room so that we can set you up to be prepared at 1015. Thank you so much.