



INTELLIGENCE COMMUNITY
EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY
ENTERPRISE STRATEGY (2015-2020)



FORWARD

If the United States Intelligence Community (IC) is to fulfill its mission objectives, we must integrate mission and enterprise management, share and safeguard information, lead innovation, develop and deepen partnerships, and build a more agile, diverse, inclusive, expert workforce.

In recent years we have faced more complex and evolving threats, so we must navigate in this new environment. To do so, the IC must invest in “Our People.” We must attract and retain a workforce that has imagination, cultural and social competence, and the intellect to advance U.S. national intelligence. We must develop and promote a diverse workforce whose dedication to the mission transcends race, color, religion, age, sexual orientation, national origin, parental status, gender identity, and sex. Simultaneously, we must create an environment in which all the aspects that make us individuals are welcomed and celebrated. To succeed now and in the future, this environment must allow all employees to work to their fullest potential, while in an environment of continual learning and motivation to think creatively, strategically, and confidently.

I am pleased that the leaders of the IC Equal Employment Opportunity (EEO) and Diversity programs have developed the *Intelligence Community Equal Employment Opportunity and Diversity Enterprise Strategy (2015–2020)* as an integrated approach to ensure that the IC is poised to compete for the best and brightest individuals from diverse backgrounds, experiences, and intellectual perspectives. I support this *Enterprise Strategy* and charge all senior IC leaders to do the same by championing initiatives that align with the five core goal areas and the objectives they contain. In so doing, we accept a shared responsibility for creating an environment in which intelligence community professionals are motivated, engaged, and renewed in their commitment to serve the United States of America and the principles of freedom, equality, and equal opportunity for all.



James R. Clapper, Jr.
Director of National Intelligence

INTELLIGENCE COMMUNITY EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY ENTERPRISE STRATEGY (2015-2020)

The Office of the Director of National Intelligence (ODNI) Office of Intelligence Community Equal Employment Opportunity and Diversity (IC EEOD) convened EEO and diversity principals from all 17 elements of the IC to develop the *Intelligence Community Equal Employment Opportunity and Diversity Enterprise Strategy (2015-2020)*, a strategic framework for ensuring that the IC is best positioned to meet its mission-critical EEO, diversity, and inclusion imperatives. Working as an EEOD Council, key stakeholders participated in numerous strategic planning sessions and incorporated the diverse perspectives of our leaders, practitioners, human capital and human resources professionals, and other experts from across the IC. The EEOD Council leveraged key components of prior EEO and diversity plans, and adopted this 2015-2020 *Enterprise Strategy*, which refines and establishes the vision, mission, goals, and objectives collectively shared by members of the IC. The Enterprise Strategy provides a framework for collaboration across the IC, and ensures that the IC fully leverages capabilities, resources, and authorities in a manner that drives innovation and sustainability in five goal areas:

- 1) Leadership and Accountability;**
- 2) Workforce Development and Succession Planning;**
- 3) Recruitment, Hiring, and Retention;**
- 4) Career Development and Advancement; and**
- 5) Equal Employment Opportunity and Inclusion.**

The *Enterprise Strategy* aligns with the IC's core mission and enhances the IC's ability to provide timely, insightful, objective, and relevant intelligence to decision makers on national security issues and events. The *Enterprise Strategy* complements Enterprise Objective 5 of the *National Intelligence Strategy (NIS)* of the United States, "Our People," which instructs the IC to "build a more agile, diverse, inclusive, and expert workforce" focused on mission success. Embodied in our approach is the understanding that the IC's mission depends on our ability to attract, hire, retain, advance, and develop a diverse, highly capable workforce. Moreover, we understand that we must also create an inclusive workplace, free of unlawful discrimination and harassment, in which employees are engaged and working to their fullest potential. The *Enterprise Strategy* will be executed by IC EEO and diversity leaders, partners, and stakeholders, who will develop initiatives that support the IC's Vision 2020 and promote the *Principles of Professional Ethics for the Intelligence Community: Mission, Truth, Lawfulness, Integrity, Stewardship, Excellence, and Diversity*. The 2015-2020 *Enterprise Strategy* incorporates legal and policy requirements, guidelines, and directives, including Executive Order 13583, *Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce (2011)*.

The IC *EEO and Diversity Enterprise Strategy (2015-2020)* lays the foundation for community action and requires a commitment from every member of the intelligence community workforce to acknowledge, embrace, and promote equal employment opportunity, diversity in its broadest context, cultural understanding and sensitivity, and inclusiveness. We believe that the execution of this strategy multiplies the force of our capabilities-it solidifies our ability to gain a competitive advantage in the marketplace for talent, which in turn guarantees that our workforce operates with the highest capabilities to lead intelligence integration and ensure the security of our nation.

INTELLIGENCE COMMUNITY
EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY
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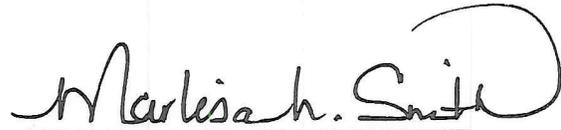
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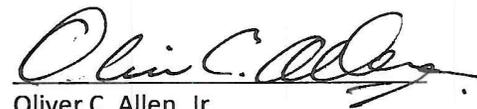
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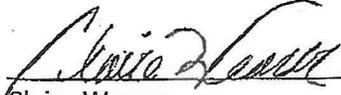


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EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY
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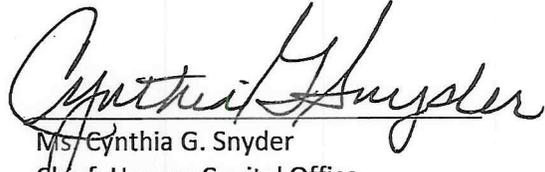
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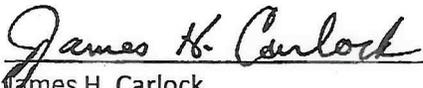
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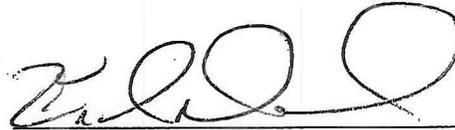
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VISION AND MISSION

Our Vision: A diverse, inclusive, and innovative Intelligence Community workforce that delivers global intelligence advantage

Our Mission: Work collaboratively, to ensure equal employment opportunity, diversity, and cross-cultural understanding are appropriately incorporated into the policies, practices, strategies and principles of the United States Intelligence Community and embraced by every member of the Intelligence Community Workforce.

IC EEO AND DIVERSITY ENTERPRISE STRATEGY GOAL AREAS

Leadership and Accountability: Design organizational strategies and programs to hold IC leaders and their subordinates accountable for excellence in Equal Employment Opportunity and Diversity Management.

Workforce Development and Succession Planning: Identify opportunities to increase representation of underrepresented groups - especially in Grades 13-15 (and equivalent bands), senior positions, and core occupations - and ensure that diversity is a critical consideration in succession planning and other human capital initiatives.

Recruitment, Hiring, and Retention: Champion activities that increase the IC's ability to recruit, hire, develop, and retain the diverse workforce needed to achieve National Intelligence Strategy mission and enterprise objectives.

Career Development and Advancement: Promote efforts that afford all IC employees the opportunity to realize their full potential, and identify and remove workplace barriers that may impede advancement of minorities, women, and individuals with disabilities.

Equal Employment Opportunity and Inclusion: Ensure compliance with laws, policies, and directives; achieve equality of opportunity and fairness, and promote a culture of inclusion throughout the IC.

GOAL 1: LEADERSHIP AND ACCOUNTABILITY

Design organizational strategies, and programs to hold IC leaders and their subordinates accountable for excellence in Equal Employment Opportunity and Diversity Management.

Leadership decisions, policies, and programs cascade to all levels of the workforce. Therefore IC Element Heads are to lead and champion principles and efforts focused on diversity, EEO, and a culture of inclusion and accountability.

OBJECTIVE 1.1	OBJECTIVE 1.2	OBJECTIVE 1.3
Implement efforts to hold all IC leaders accountable for advancing EEO, diversity, and inclusion and for achieving measureable results.	Create opportunities for the exchange of ideas and solutions to challenges among IC EEO and Diversity professionals.	Collaborate with seniors to leverage their positions of leadership and visibility in support of employee resource groups and diversity programs, as a means to identify and seek resolution to diversity, inclusion and EEO issues in the workforce.

GOAL 2: WORKFORCE DEVELOPMENT AND SUCCESSION PLANNING

Identify opportunities to increase representation of underrepresented groups – especially in Grades 13-15 (and equivalent bands), senior positions, and core occupations – and ensure that diversity is a critical consideration in succession planning and other human capital initiatives.

Integrate diversity, inclusion and EEO into broader workforce planning processes. Consider the use of demographic trends and develop appropriate constructs for capturing, tracking and reporting critical data.

OBJECTIVE 2.1	OBJECTIVE 2.2	OBJECTIVE 2.3
Partner with IC Element Human Capital staffs to ensure that IC Element workforce shaping activities include diversity and inclusion – in its broadest context – as a mission critical imperative.	Partner with IC Element Human Capital staffs to ensure the design and implementation of new and existing human capital processes, practices, and development programs support opportunities to increase participation of underrepresented groups.	Partner with IC Elements to leverage standardized data, metrics, studies, and research to inform workforce development and succession planning activities.

GOAL 3: RECRUITMENT, HIRING, RETENTION, AND ENGAGEMENT

Champion activities that increase the IC's ability to recruit, hire, develop, and retain the diverse workforce needed to achieve the National Intelligence Strategy and enterprise objectives.

Focus on creating strategies, implementation plans, and initiatives to improve the recruitment, hiring and retention of diverse employees at all levels within the IC.

OBJECTIVE 3.1	OBJECTIVE 3.2	OBJECTIVE 3.3	OBJECTIVE 3.4
Partner with IC Element Human Capital staffs, Employee Resource Groups, Affinity Groups and other internal and external stakeholders to conduct outreach, recruit, hire, promote, and retain groups with lower than expected participation rates within the IC workforce and increase the pipeline of diverse candidates.	Work collaboratively across the IC and partner with diverse external organizations and academic institutions to gain greater access to diverse candidates who will meet the IC's current and future mission requirements.	Explore, assess and implement work-life balance options across the IC (e.g., child-care, flexi-place, fitness centers, flexible work schedules, student loan payments) and their role in attracting and retaining diverse talent.	Develop constructs to increase the recruitment, hiring, advancement, retention and engagement of individuals with disabilities in accordance with Executive Order 13548 – "Increasing Federal Employment of Individuals with Disabilities".

GOAL 4: CAREER DEVELOPMENT AND ADVANCEMENT

Promote efforts that afford all IC employees the opportunity to realize their full potential and identify and remove workplace barriers that may impede advancement of minorities, women, and individuals with disabilities.

Provide career development and advancement opportunities for employees at all levels across the IC, including identifying and addressing policies, practices, or systemic workplace barriers that impact diversity.

OBJECTIVE 4.1	OBJECTIVE 4.2	OBJECTIVE 4.3	OBJECTIVE 4.4
Develop and implement a process to identify and eliminate systemic barriers that adversely affect career development and advancement of all employees.	Leverage mentoring, coaching, and peer-to-peer programs to promote career development and advancement opportunities.	Partner with internal and external stakeholders to capture best practices in career development and advancement, including training in diversity and inclusion, EEO, and leadership.	Work collaboratively across the IC to track and monitor professional development programs in core mission areas, to ensure they reflect and incorporate sustained efforts to increase diversity representation.

GOAL 5: EQUAL EMPLOYMENT OPPORTUNITY AND INCLUSION

Ensure compliance with laws, policies, and directives; achieve equality of opportunity and fairness; and promote a culture of inclusion throughout the IC.

Emphasize the need to sustain an IC work environment that is characterized by fairness, equity, and inclusion to ensure compliance with EEO laws, policies, directives and requirements.

OBJECTIVE 5.1	OBJECTIVE 5.2	OBJECTIVE 5.3	OBJECTIVE 5.4
Facilitate timely resolution of discrimination complaints in accordance with the U.S. Equal Employment Opportunity Commission's directives, requirements and standards, and in alignment with the federal sector legal and policy framework.	Provide timely and effective reasonable accommodations to qualified individuals with disabilities and develop a framework to provide reasonable adaptive or assistive information technology accessibility.	Develop, coordinate, and implement enterprise EEO solutions and services.	Conduct comprehensive trend analysis to identify complaint trends within the workplace, and develop coordinated proactive prevention measures.

OF THE DIRECTOR OF NATIONAL INTELLIGENCE



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