

DIVERSITY
&
INCLUSION
AT THE CIA



IN HONOR OF THOSE MEMBERS
OF THE CENTRAL INTELLIGENCE AGENCY
WHO GAVE THEIR LIVES IN THE SERVICE OF THEIR COUNTRY



CIA'S DIVERSE MISSION

We are the nation's first line of defense. We preempt threats and further U.S. national security interests by collecting intelligence that matters. We produce objective all-source analysis, conduct covert action as directed by the President of the United States, and safeguard the secrets that help keep our nation safe.

This is the mission of the Central Intelligence Agency (CIA). It embodies our Agency's work and the dedication of the officers who carry out this mission every day.

Our officers are on the front lines around the world, working tirelessly to ensure that our customers – the President and senior policymakers – have the intelligence they need to make informed national security decisions. In doing so, CIA officers are guided by a professional ethos that includes the core values of service, integrity, excellence, courage, teamwork, and stewardship.

A mission this critical requires a diverse and inclusive workforce. Encouraging an Agency culture that values diversity of thought, experience and perspective helps us successfully carry out our mission.



THE IMPERATIVE OF DIVERSITY AND INCLUSION

The United States is one of the most diverse nations on earth. Our national heritage is built on the work, ideas and beliefs of people from virtually every national origin, creed and culture. We achieve our greatest accomplishments when we draw on the talents of all parts of our society and bring diverse perspectives to our greatest challenges.

Over the years, our Agency's successes—and even our failures—have taught us that an important key to carrying out our mission is to have diverse perspectives, cultural insights, language capabilities and skill sets to draw from when making decisions.

Patriotism has no barriers; it is not based in gender, ethnicity, ability, religion or sexual orientation. CIA seeks patriots from every background and has made diversity and inclusion a key priority today and in the years to come.

“ Diversity and inclusion relate to fairness and justice in the workplace. Fair treatment of your people is a key part of leadership. It is important to regularly ask yourself, ‘What have I done toward diversity and inclusion? What more could I do? What’s holding me back?’ Then act, with the courage and dedication you bring to the rest of work at CIA. ”

— Senior National Clandestine Service Officer

MENTORING MATTERS

CARL

The formula for a successful career usually involves hard work, a commitment to excellence and the technical expertise required to carry out one's duties. According to Carl, a CIA Senior Intelligence Service (SIS) officer, an additional element of success is often overlooked: mentoring.

"I stand on the shoulders of those who came before me," Carl explains. "The many people who acted as mentors, sponsors and champions for me paved the way for my success and prepared me for the 'right now' moments in my career."

And what were Carl's "right now" moments? Those unique opportunities that let him demonstrate his talents while tackling challenging assignments. Throughout his 25-year career with CIA, Carl has used these opportunities to his advantage. He managed the Agency's IT infrastructure and attended some of the most prestigious executive leadership courses in the nation.

To pay it forward, Carl now makes a unique effort to reach back to young minority employees within the CIA family to ensure they have "right now" opportunities. He serves as a mentor and has established an employee resource group dedicated to building a strong cadre of minority officers.

"It's important for me to continue the cycle and be a champion for the next generation of Agency officers," Carl says. "These are the Agency's future leaders, so I want to make sure they have the resources they need—just as I had—to reach their fullest potential."



“Diversity is not only about mission. It is also about our bedrock belief as Americans in equality of opportunity. And we are fortunate that our nation offers such a tremendous variety of talented women and men to draw from—the first requirement of a truly global intelligence service.”

— Director John Brennan

A LOOK BACK

At the end of World War II, Major General William J. Donovan, head of the CIA's predecessor organization, the Office of Strategic Services (OSS), described the OSS as an "experiment ... to determine whether a group of Americans from a variety of racial origins, abilities, temperaments, and talents" could succeed at the difficult tasks of intelligence. Each day, we continue that experiment. Each day, we show what Americans of diverse backgrounds can achieve together.

Throughout the CIA's history, officers from all walks of life have served their country proudly—some even making the ultimate sacrifice, giving their lives for the mission. The Memorial Wall located in the CIA's Original Headquarters Building is a simple and silent tribute to honor officers who have died in service. Among these fallen officers are African Americans, Native Americans, Asian Americans, Middle Eastern Americans, men and women, support and operations officers alike.

“ Diversity and inclusion compose the critical elements leading to innovation. We know that CIA's mission cannot succeed without the rich range of voices, perspectives and experiences to address the ever-increasing challenges we face as a nation. Dedicated and talented women and men from all backgrounds come to CIA and draw on all that they can offer to our shared mission. ”

— Director, Center for Mission Diversity & Inclusion



SERVING WITH PRIDE

MICHAEL

The U.S. government has made great progress toward inclusive policies that have opened doors for Americans to serve their country openly, regardless of their sexual orientation or gender identity. In 1996 the CIA lifted security policies that excluded openly gay officers. Today, officers from all walks of life contribute to our mission each day.

Michael, an analyst in CIA's Open Source Center, joined the Agency five years ago after finishing his bachelor's degree in international relations and economics. His passion for foreign affairs and national security attracted him to CIA, even though he was unsure if being openly gay would limit his progression at the Agency.

"Being gay does not impact my work—and that's the critical point," Michael says. "My

experience has actually been quite the opposite. I've had nothing but a positive and welcoming experience—even direct vocal support from management—which allows me to focus solely on my job."

As an open source analyst, Michael writes analysis for senior policymakers—including the President of the United States—on issues of importance in the Middle East and East Asia, an experience that—20 years ago—he may not have been afforded. He is an active member of ANGLE, the Agency's employee resource group for Lesbian, Gay, Bisexual, and Transgender (LGBT) officers, and actively participates in LGBT outreach with CIA's Recruitment Center.

"I want other members of the LGBT community to know that the Agency offers a supportive environment for them to really make a difference in the world," Michael says. "Being able to serve openly has been rewarding on so many levels: the most significant being the knowledge that I work in an inclusive environment that welcomes my unique perspective. Everyone deserves that peace of mind, and I am happy to have found it here at the CIA."

THE ROAD LESS TRAVELED

SALLY

What prepares a person for a career at CIA? A college degree, relevant professional experience and language capabilities don't hurt. But sometimes life experiences are more significant in preparing CIA officers for the resilience, self sufficiency and sacrifice required in the intelligence gathering business. Sally, a deployed support officer in the Directorate of Support, grew up in Rhodesia (now known as Zimbabwe) in the midst of its civil war. She witnessed the destruction and despair of a war-torn country first-hand at an early age.

"I learned how to handle weapons and drive an armored, landmine-proof vehicle when I was just 12 years old," Sally explains. "You cannot grow up this way and not be deeply affected and forever changed."

Growing up in a war zone gave Sally the resilience she'd need to face the tough decisions she would make later in life. As a wife and a mother of two, she made a very difficult decision to leave her career in private industry and join the CIA when her husband (also an Agency officer) accepted an overseas assignment. No stranger to living abroad, Sally was a source of strength for her family during their transition. Her family lived overseas for more than a decade—sometimes living apart for years at a time.

At the Agency, Sally's comfort with living abroad allowed her to work counterterrorism issues in multiple countries after 9/11. When she returned to the U.S., she used her familiarity with living and working overseas



to help streamline processes for Agency officers preparing for overseas assignments.

"There certainly were hardships being far from the friends and family in the United States all those years, Sally says. "But the satisfaction that what I do makes a difference and supports the Agency's mission makes the sacrifice well worth it."

MOVING FORWARD

The CIA is taking great strides to build a workforce that better reflects the diversity of the nation we serve. We've developed robust outreach and recruitment strategies to help broaden the public's understanding of our unique mission.

Inside the Agency, we are working to ensure our officers' views are heard and that their ideas and skills are given due consideration. CIA officers are encouraged to participate in mentoring, coaching and training, and they are recognized for collaborative and inclusive behaviors that foster employee engagement, professional development, and career advancement.

“ Truth isn't resident in a single perspective or the product of one mind. To discover it means to come at it from several directions, to question what is seen to be certain that it is what it actually is. The more we question, the more we look, the more we consider, the closer we will get to the wisdom we are being asked to offer. ”

— Director, Information Operations Center
& D/CIA's Senior Advisor for Cyber

FAMILY MATTERS

LUCY

One of the biggest myths about working for CIA is that our officers' dedication to mission makes work-life balance impossible. In reality, the Agency has a number of safety nets in place to ensure officers can meet the demands of mission while still tending to the needs of their families. For Lucy, the only child of her elderly parents, this safety net was invaluable.

Lucy was in her first year of service with the Agency when both of her parents fell critically ill. Lucy assumed the role of caregiver, making frequent trips home to follow up on the medical needs of both parents.

"I was under an enormous amount of stress when my parents were sick," Lucy says. "As a new officer, I wasn't sure how supportive my management would be when I told them I'd need to take extended leave to care for them."

Lucy received full support for her time away and was able to use the Agency's Medical Leave Bank, a benefit extended to all CIA officers that provides donated sick leave for employees to use during extended periods of medical leave.

"My family is very important to me, but so is the mission," Lucy says. "It is a huge relief to know that my responsibility to my family will not interfere with my contributions to the mission."

Lucy is now working as an analyst in the Directorate of Intelligence, where she uses her Korean language proficiency to help translate and analyze information on her account. With both of her parents fully recov-



ered, Lucy has set her sights on an overseas assignment in the near future.

"I joined the Agency to make a meaningful contribution to a mission that is very important to me," Lucy continues. "Life can be unpredictable, but it is great to know that, at the CIA, I'll always have the support I need to face those unexpected obstacles and still return to a job that I love."

BREAKING BARRIERS

JAMES

Since its founding in 1947, the CIA has played a critical role in helping the U.S. overcome its greatest national security challenges. Our mission requires agility, flexibility and resilience—traits that have particular significance to James, a National Clandestine Service officer.

In 2006, James was critically wounded while serving as a marine in Operation Iraqi Freedom. Despite losing both legs, James viewed his injury as a bump in the road that would not knock him out of the fight. "Giving up was never an option for me," James says.

"Giving up would have given the terrorists the satisfaction of having put down one more American."

Through its partnership with Operation Warfighter, a federal internship program for recovering service members, the CIA extended an offer of employment to James so he could continue serving his country as an intelligence officer. His years of training as a marine and his expertise in telecommunications fit in well with the NCS mission.

"I never thought I would be a CIA officer, and I'm very grateful to the Agency for the opportunities I've been afforded," James says. "There's definitely a lot of fight in me, and I'll continue to do it until I can't anymore."

After successfully completing his technical and physical training, James returned to Iraq—close to the very location where he lost his legs—and became the first double amputee to serve in an overseas assignment with the Agency. As a Technical Information Security Officer, James manages the critical



communications networks for operations of officers in the field. He continues to overcome the perceived limitations of his disability.

"Barriers and lines can always be broken," James says. "If I were scared of failing, I wouldn't be here."

ADVANCING THE GLOBAL MISSION

The CIA has four basic components, referred to as directorates. Each directorate plays a critical role in the intelligence cycle—the process of collecting, analyzing and disseminating intelligence to top U.S. government officials. Equally important is each directorate’s commitment to diversity and inclusion in advancing the Agency’s global mission.

THE DIRECTOR’S AREA

The Director’s Area (DIR) is the corporate arm of the Agency and includes offices such as public affairs, congressional affairs, military affairs, information management, corporate finance, the Open Source Center, human resources, the Office of General Counsel, and corporate strategy and policy. The CIA’s Center for Mission Diversity and Inclusion (CMDI) is also part of the DIR Area. CMDI develops and manages programs designed to enhance diversity and inclusion throughout the entire Agency. CMDI serves as the single point of contact for employees seeking information, advice, or assistance on a wide range of programs and issues, such as anti-discrimination laws, disability accommodations, dispute resolution, employee resource groups, and diversity outreach. CMDI promotes the Agency belief that diversity in culture is linked with diversity of skills, knowledge, and experiences.

NATIONAL CLANDESTINE SERVICE

In the **National Clandestine Service** (NCS), understanding the culture and perspectives of people around the world is critical to carrying out the CIA’s global mission. NCS officers are called on to collect intelligence in some of the world’s most challenging environments—a task that requires an elite group of men and women shaped by diverse ethnic, educational, and professional backgrounds.

As an organization, the NCS is focused on creating work environments that treat people fairly and values every officer for the skills he or she contributes to achieving the mission. The NCS strives to foster a culture that invites and enables all officers to leverage their unique talents in innovative ways, welcoming new approaches and ideas that advance the NCS’s goals.

In the NCS, several offices work together to promote diversity and inclusion. Through robust outreach and engagement, this team develops initiatives and conducts activities that emphasize inclusion as a mission imperative. This approach—recognizing and valuing diverse skills and life experiences—empowers NCS officers to express their ideas and use their strengths and talents to achieve mission success.

DIRECTORATE OF INTELLIGENCE

The mission of the **Directorate of Intelligence** (DI) is to understand the world in all its complexity. Drawing on a vast mix of information—classified and unclassified—DI officers apply their expertise to offer our government unique insights about events and trends overseas.

DI analysts and production specialists require an extraordinary diversity of experience and perspective. For the DI, uniformity of thinking is a recipe for failure.

The DI has a series of programs and initiatives to attract, develop, and retain the talent it needs, each designed to assist its officers in building careers of satisfaction and impact. From active affinity groups that consult with senior leaders to the daily teamwork that defines all-source analysis, the DI’s emphasis is on inclusion—seeing that each of its officers is contributing to the fullest of his or her potential. That is not only true to our values as Americans, it makes for better, more useful intelligence products.

As one way to ensure the broad range of subject-matter expertise and intellectual innovation that good intelligence analysis demands, the DI recruits Americans from many backgrounds with a variety of skills. DI analysts are expected to know international issues and cultures—what is happening now in their areas of interest and what could happen next. Working together, they keep our government informed about the world today and help it prepare for the world tomorrow.

DIRECTORATE OF SCIENCE & TECHNOLOGY

In the **Directorate of Science and Technology** (DS&T), diversity and inclusion are the catalysts for innovation, creativity and technological advancement. The DS&T encourages a culture of inclusion that respects and capitalizes on the distinct characteristics of Agency officers—their knowledge, expertise, background and life experiences—to help solve national intelligence problems with bold technical operations and tradecraft.

The diversity of skills in the DS&T directly impacts the success of the Agency's mission. DS&T officers have expertise in nuclear physics, biology, computer science, engineering, imagery analysis, math, political science and geography. Their breadth of skills and experience enables them to develop creative, proven solutions that meet the needs of U.S. policymakers and the Intelligence Community.

Historically, the DS&T has partnered with exceptional programs such as the Hispanic Engineering National Achievement Awards Conference, the Alaska Native Science and Engineering Program, the Society of Women Engineers, and the Indigenous Alliance for Engineering and Science Education. These partnerships enhance the CIA's recruitment efforts by informing these populations of the Agency's career opportunities in the science, technology, engineering and mathematics fields. This will ensure the DS&T has the diversity of thought, skills and perspective to sustain the level of excellence the mission demands for years to come.

DIRECTORATE OF SUPPORT

The **Directorate of Support** (DS) is the CIA's most occupationally diverse directorate and encompasses financial support, logistics, personnel resources, facilities, security and medical services. Given its eclectic mission, advancing diversity and inclusion is essential to the DS's long-term success.

DS officers solve the complex support challenges that enable the CIA to carry out its global mission. To gain a competitive edge, the DS employs the nation's top diverse talent from across many occupational sectors, backgrounds, generations, beliefs and abilities, and the directorate is continually expanding its outreach to connect with diverse communities. The DS has fostered partnerships with organizations such as the Thurgood Marshall College Fund. Out in Science, Technology, Engineering and Mathematics, Women in Technology, and a host of diverse professional organizations.

Internally, the DS promotes a highly collaborative, globally-focused work environment where all employee perspectives, ideas and solutions are valued and considered. By nurturing individuality and respect, the DS is preparing its workforce to meet evolving intelligence mission challenges and contribute at the highest level to the CIA's critical mission.

CIA'S EMPLOYEE RESOURCE GROUPS

The CIA's Employee Resource Groups (ERGs), are critical to the present and future mission impact of CIA. CIA ERGs provide the Agency's leadership with insights into issues of importance to its members, recommend solutions to workplace challenges, and offer ideas on the development, management and advancement of ERG members.

Agency Network of Gay, Lesbian, Bisexual, and Transgender Officers and Allies (ANGLE)

American Veterans Employee Resource Group (AVERG)

Asian Pacific American Organization (APAO)

Black Executive Board (BEB)

Blacks in Government, UMOJA Chapter

Deaf and Hard of Hearing Advisory Council (DHHAC)

Directorate of Intelligence African-American Careerists (DIAAC)

DisAbility Advisory Panel (DAP)

DI Women's Council

Directorate of Science & Technology Women's Council

Hispanic Advisory Council (HAC)

Multicultural Inclusion Exchange (MIX)

Native American Council (NAC)

National Clandestine Service Women's Council

Near East Affinity Group (NEAG)

Senior Intelligence Service Women's Council

South Asian Leadership and Advisory Membership (SALAAM)

The Network (for CIA's early- to mid-career professionals)

DEVOTION TO DUTY

JAVIER

For many Americans, the terrorist attacks of Sept. 11, 2001 have an everlasting impact. They remember where they were, what they were doing and who they were talking to. For Javier, a Technical Intelligence Officer with the Directorate of Science & Technology, it was the moment he was called to serve his country.

"Growing up, I had never seriously considered working for the federal government at all," Javier says. "But 9/11 changed everything for me."

As a teenager, Javier emigrated from Latin America to New York City with his family. On that particular September morning in

2001, he was working as an intern in the World Trade Center South Tower when the first plane hit. Javier witnessed the tragic events first hand.

"After the attacks, I wanted to be a part of a team that worked to ensure this type of tragedy never happened again," Javier says. "I survived, so I felt that I had to do something significant with my time."

At the recommendation of a friend, Javier had already applied for a job at CIA during his post-college job search. He was torn between two job offers and was leaning toward a private sector job with a higher salary. After the attacks, he contacted his CIA recruiter, asked for his security processing to be expedited and moved to the Washington DC area. He joined the CIA in October 2001. Over the past 12 years, he has worked shoulder to shoulder with CIA officers and foreign officials in support of counterterrorism and counter narcotics efforts around the world. His native language ability and keen understanding of Latin culture has allowed him to contribute to the CIA's mission in a meaningful way.



"I have driven the streets in war zones looking for bad guys, flown in foreign air spaces, and plowed through jungles—all in support of the Agency's global mission," Javier says. Though he never imagined this career path, Javier considers his work at the Agency as one of the most challenging, yet rewarding experiences of his life. "I joined the CIA because I wanted to make a big difference in the world," he says. "Every day that I come to work, I'm able to do just that."

COURAGE TO SERVE

FATIMA

CIA officers are drawn to public service for a variety of reasons, but the unifying factor for most is mission. For Fatima, a first-generation U.S. citizen of Pakistani descent, the terrorist attacks on Sept. 11, 2001 changed the trajectory of her life, inspiring bold action that set her path to CIA in motion.

"After the attacks, I realized how little I really understood about my culture," Fatima said. "I wanted to be able to answer the questions I was often asked and help negate some of the assumptions people make about the Muslim faith."

Fatima enrolled in graduate school and studied International Affairs. After finishing her degree, she began charting her path to a career in intelligence. She started out in local law enforcement then moved to federal law enforcement. Eventually, Fatima's desire to have a more direct role in U.S. counterterrorism efforts led her to CIA. She joined the Agency as a counterterrorism analyst in the Directorate of Intelligence (DI).

"CIA is the crown jewel of the Intelligence Community," Fatima says. "I wanted to be at the forefront of the counterterrorism mission to help preempt another attack against the U.S. As the only Pakistani and Urdu speaking member of my team, I am able to add cultural, linguistic and historical context when things are ambiguous, which really enables me and my colleagues to make a greater impact on the mission."

But Fatima's dedication to mission isn't always easy. Because she is a covert officer, Fatima must use discretion when talking about her employment. Her friends—and until recently her own family—do not know where she works.



"I just recently told my father where I work, and my mom still doesn't know," Fatima explains. "My parents are very traditional, and had a much different vision for my life than I did, which has caused a bit of tension within my family. My decision to serve at CIA took a lot of courage, but for me, the greater good of helping protect the country I love is well worth it."

“At CIA, we recognize that our people are our greatest resource. Every day, we count on our workforce to come up with innovative ways of accomplishing mission; to develop and apply expertise to the intelligence challenges facing our agency; and to work as a team to protect our nation’s security. Accordingly, we must do everything possible to attract individuals from every segment of society and from all manners of backgrounds, cultures, and ethnicities. The United States has a remarkable reservoir of talent. It is up to us to make full use of it and to welcome diversity of thought in the workplace to achieve the best result for our national security objectives.”

— CIA Executive Director

“AND YE SHALL KNOW
THE TRUTH SHALL

W THE TRUTH AND
MAKE YOU FREE."

JOHN VIII-XXXII





A PUBLICATION FROM
THE CENTRAL INTELLIGENCE AGENCY

OFFICE OF PUBLIC AFFAIRS
WWW.CIA.GOV

JULY 2014

*ALL STORIES CONTAINED IN THIS PUBLICATION ARE REAL. HOWEVER, THE IMAGES USED ARE COMMERCIALY AVAILABLE STOCK PHOTOS AND NOT THOSE OF CIA EMPLOYEES.

DESIGNED AND PRINTED BY IPS #10012383112