

**2014**

Fiscal Year *White Paper*

# A Synthesis of Proceedings

## Best Practices and Recommendations

African American National Security and  
Intelligence Leadership Summit

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## Executive Summary

America's National Security Imperatives demand the Nation's very best and brightest talent. As National Security and Intelligence professionals, we are faced with competing challenges, e.g. collecting, analyzing and disseminating relevant intelligence for our leaders, policy makers and the President of the United States (POTUS). For these reasons, our National Security Enterprises must possess the most knowledgeable, highly skilled and best trained workforce in this millennium. It is critically important that we work in a productive environment—one, that ensures America's National Security mandates are achieved—any time and any place.

Concurrently, we must champion “access” to credible training, education, critical career broadening assignments and exposures to promote strategic competitiveness across all employee echelons. During this millennium, we must perform at the highest levels of proficiency; it is not business as usual, rather, business “unusual”. We must do more than “think outside the box”. Collectively, with other strategic mission-focused stakeholders and partners from across the Enterprises, our main goals are to keep America safe and our Nation's interests secure. One way of achieving that goal is to ensure workforce talent development with critical knowledge, skills, competencies and developmental assignments over the span of one's career. Our National Security and Intelligence Enterprises require America's best and brightest talent now and well into the future.

During the African American National Security & Intelligence Leadership Summit held on Saturday, 3 May 2014, more than 100 executive, senior and mid-level employees engaged in collaborative dialogues. The focus was on the “state of diversity” across the National Security and Intelligence Community (IC) Enterprises. Our concerns included, but were not limited to, the *under-representation* of African Americans at the GG/GS-14 through SES/SIS levels, performance evaluation procedures, policies, trends in placement, promotions processes, awards and recognition, protocols, critical assignment selections and career development that adversely impact the advancement of minority employees.

The two separate panels included a junior officers' group and a senior-level panel. The junior panel members provided personal accounts of their experiences, challenges and career progression obstacles. The junior officers noted issues that included a lack of access to critical assignments, “fitting” into the dominant culture unwritten protocols and the absence influential sponsorship. The young officers perceived issues concerning a lack of honest, timely and constructive feedback from superiors regarding performance standards and expectations. The senior-level panel posited their experiences, assignments, tips on “how to” navigate bureaucratic obstacles and develop critical skills and competencies. Several revealed creative steps that they took to address career obstacles—building expertise via joint duty and detail assignments, meticulously documenting accomplishments, networking, attending conferences and meeting with mentors to seek advice. Further, several of the attendees expressed examples of perceived inequalities in the workplace—being told desired training was not available when members of the dominant culture were given a variety of opportunities to develop critical skill sets, inability to apply for competitive jobs and/or assignments that were unknowingly “not” open to all qualified candidates and failure to follow merit personnel practices in advertising and selecting candidates for career enhancing assignments.

The Summit provided a long-overdue opportunity for participants to network and build productive professional relationships with peers across the Enterprises. The seminar learning tracks provided opportunities to identify career issues of common concern as well as generate and share ideas for best adaptable practices and recommendations. The learning tracks generated strategies that could be immediately put to use by attendees. Participants felt that the information garnered would assist them in improving their knowledge, skills and competencies to accomplish National Security mission imperatives and requirements.

The Summit evaluations and feedback revealed — “*Stellar event; KUDOs to all those who organized this event.*”; “*Great start, let’s keep the momentum going! Let’s aim to invite DNI Clapper next time.*”; “*More leadership conferences*”; “*More interagency collaboration events*”; “*Mentoring events for employees GG13/12 and below to stress the importance of mentoring and sponsorship*”; “*Agency specific events and extra networking/sponsoring opportunities*”; “*Host this group of networking opportunity and different agencies*”— and underscored a need for attention in these areas articulated in this White Paper. Additionally, the DCIPS 2013 performance Evaluation and Payout Analysis report reveals that data on African Americans “*should be monitored*” for disparities; this point has been documented over the past five years, 2009 – 2013. Perceptions of disparities include, but are not limited to, a lack credible experiences and exposures in critical positions and/or placement in competitive career enhancing assignments, unfair selection processes and a lack of clear performance standards at the successful, excellent and outstanding levels. There is the perception of a lack of transparency in the implementation of human capital policies, promotion procedures and failure to follow Equal Employment Opportunity Commission’s guidance and regulations. Attention must be given to these areas of concern to demonstrate real accountability by supervisors and managers; this also includes providing constructive, relevant and timely feedback to subordinates. All of these issues, if unattended, can have adverse impacts on career progression, not just for African Americans, but for all ethnic groups as well as women.

In order to build, shape and cultivate a multi-generational and diverse workforce, second to none, we need all IC leaders, managers, supervisors, employees and partners in this equation to be actively engaged, including the House Permanent Select Committee on Intelligence and the Senate Select Committee on Intelligence. All of these stakeholders must work together to cultivate a model National Security and Intelligence workplace worth emulating across the federal government. Fair and equitable accountability is one of the keys in achieving this goal. Leadership commitment to achieve this goal must be clear, transparent, documented and reportable to all employee levels and stakeholders. This accountability must be measurable, as an integral part of leaders and managers performance assessments on a *continuing basis*. In this equation, Summit planners and attendees are willing to go the extra mile, in partnership with National Security and Intelligence Community stakeholders. Collaboratively, our efforts and intent must be positive, honest and respectful to build on the strength of the Enterprises’ diverse skills, competencies and cultures in ways that benefit America’s national power structures— defense, intelligence, homeland security, diplomacy, law enforcement, industry and our academic community where *intellectual capital* resides, e.g. research and development, emerging and technological advances and the next generation of talent.

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2014 National Security & Intelligence Leadership Summit  
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## White Paper - Report

This White Paper highlights the Summit proceedings, best practices, recommendations and key points from the 2014 Intelligence Community (IC) Black Leadership Council (ICBLC) African American Leadership Summit, held on 3 May 2014 at the Joint Base Anacostia-Bolling in Washington, D.C. The room's capacity was 100; the Summit was over-subscribed with approximately 115 senior-level officers, managers, supervisors and employees in attendance—Central Intelligence Agency (CIA), National Security Agency (NSA), Defense Intelligence Agency (DIA), National Geospatial Intelligence Agency (NGA), Federal Bureau of Investigation (FBI) and Office of the Director of National Intelligence (ODNI).

## Leadership Summit

### *Intent/Purpose*

- Build a coalition of diverse stakeholders (employees from across National Security Enterprises) to identify and assess issues of *common concern* that merit collaborative attention and *leadership* action
- Review and assess references, trends, findings and recommendations in relationship to National Security and Intelligence Community (IC) workplace challenges and opportunities
- Examine potential adverse implications on organizations' mission accomplishments and African Americans' ability to effectively contribute to critical mission, workplace productivity and inclusion

### *Follow-on Actions and Deliverable*

- Produce a White Paper that articulates perspectives, issues, challenges, best practices and recommendations to promote workforce productivity and advance National Security and Intelligence Community (IC) mission critical mandates
  - Disseminate White Paper to designated agencies' Summit representatives for further promulgation and constructive dialogue with business and functional leaders—agency directors, directorate leaders, senior managers and supervisors
- Host Mentoring, Networking and Leadership fora across National Security and IC Enterprises to promote constructive attention and actions to remedy issues of “common” concern that impact mission, productivity, morale, career development, assignments, recognition and advancement

## Seminar Learning Tracks: Best Practices and Recommendations

### *Bottom Line*

America's National Security and Intelligence Enterprises need knowledgeable, well-skilled and competent talent during this millennium. The Enterprises' leadership, at all levels, must ensure America's safety and protect its interest around the world. In many instances, cultures around the globe do not think like Americans nor do they have our mind-set in regard to National Security. Our Enterprises must cultivate and strategically attract, recruit, hire and develop talent pools reflective of diverse America and the challenges it faces around the globe.

The information that follows is based on candid perspectives of over 100 National Security and Intelligence professionals. This representative group was comprised of GS 13 to SIS/SES officers—ODNI, CIA, DIA, NSA, NGA and DOD. The best practices and recommendations reflect a need for leadership attention and transparent accountability measures and metrics. A key emphasis includes promoting a workplace where personnel at all levels can thrive, grow and effectively carry out the mission mandates of America's National Security. Just as important, the issues and/or topics articulated below are concerns to all ethnic groups, women and men across National Security Enterprises.

During this millennium, our National Security Enterprises will attract and hire from millennial and STEM (science, technology, engineering and math) talent pools as well as a multi-generational and diverse America. Personnel policies must be reformed, leadership mind-sets must transition, organizational cultures must be examined and leaders (at all levels) must be attentive to align their behavioral actions to accomplish mission challenges. In this regard, there must be continuous monitoring that ensures transparency and visible leadership accountability measures. It is important that leaders and management take actions to develop the “entire” workforce—manage people well, provide challenging opportunities and assignments that allow employees to grow and advance to broader areas of responsibility. All personnel deserve to be treated fairly throughout their careers. Research reveals that employees who perceive they are treated and judged fairly are much more productive. Supervisors and managers must be held accountable for giving constructive and timely feedback their subordinates; when that happens, reports (*Monitor 360, 2012; Cook Ross, 2013; Grant Thornton, 2014*) posit that employees tend to exceed expectations.

## **National Security and Intelligence Agencies Zero Tolerance Strategy**

Harassment, bullying, unlawful personnel practices and a failure to use merit system guidance and policies, gender-bias, implicit and explicit biases and discrimination were not key focus areas of this Summit. However, participants expressed their perspectives about how these noted negative variables adversely impact workplace morale and performance. It was noted that when supervisors, managers and leaders' actions reflect these negative behaviors—*real or perceived*—they have an undesirable impact on workplace productivity. In some instances, as articulated by Summit attendees a significant number of individuals who have been affected by these behaviors are *afraid to speak up* for fear of reprisal, retribution and/or retaliation. These issues must be addressed at the very top levels of leadership across the National Security and Intelligence Enterprises to ensure a productive work environment where all personnel are respected and valued.

### **Track 1 – Competitiveness: Career Development** --facilitators, Jeannette Moore/former SIS Officer/CIA and LaForrest Williams/SES Officer/NSA

In order to be competitive for America as well as the global market place, the entire workforce is a strategic asset; therefore, professional career development and exposures are the cornerstones for intellectual competence. The **3 E's**--Experiences, Exposures and Education—must be woven into the fabric of both training and education programs across the National Security and Intelligence Enterprise. Just as important, generations X, Y, millennial and younger Americans who will be entering the workforce in the future must be cultivated differently from past generations (*Monitor 360, 2012; Fast Company.Com, February 2012*). Career develop is a

collaborative phenomenon, involving supervisors and employees. It is also an “individual” function in that the person must “take charge” of his/her own career. The participants in this working group provided the following perspectives.

### Best Practices

- As employees, keep track of your key accomplishments and projects
  - This is the individual’s opportunity to be serious about career broadening, critical assignments and exposures. Documented traceability is important when meeting with managers and supervisors, e.g. quarterly and semi-annually. Keeping track of individual accomplishments is an opportunity to showcase your work aligned with critical mission strategic goals and objectives.
- Develop and expand your networks
  - Professional networks are important across the National Security and Intelligence Enterprises. Networks are also empowering for making strategic and tactical connections to influential people that may be able to assist you during your career journey. Build meaningful and lasting partnerships where practical. Remember, networking “is” a nurturing process, especially if you want it to be lasting. You must “give” something to “get” something out of the networking relationship!
- Identify and build your expertise
  - Assess your strengths and weaknesses. Explore approaches to develop and enhance skill sets that are critical to the mission of the organization. In times of limited funding, look for non-traditional ways to hone your expertise, e. g. professional and tradecraft meetings, free conferences and inter- and intra-agency working groups.
- Develop and “write down” career goals
  - If you don’t know where you’re going, any road will take you there! Don’t just “float” along. Documenting your career goals is just one way of keeping track of your plans and expectations. Refer to them often so that you keep them in the forefront as you perform tasks, projects and program oversight. Your goals help guide your next steps on your career journey.
- Sharpen your “saw”--keep your resume up-to-date and skill sets fresh
  - Create a “master” resume and refine it often, every three to six months. At the completion of learning experiences and key exposures, document the knowledge gained, skills and competencies acquired. Use the master resume to create new resumes (or application) for a variety of specific job opportunities.
- Cultivate a professional image
  - First impressions do matter! Your image is your first impression. Your professional image includes the “total” you. What you do, what you say and how you say it, all of it matters. It is important to understand the culture in which you work. Further, it’s important to do a personal “audit” of your dress, language, gestures and tone of voice. There are times when deliberate practice makes improvement. Communication is also visual; therefore, displaying a professional image can catapult your career (*Gant, 2007*)

- Establish an excellent career track record via outstanding performance
  - No matter how small the task, do it well! Establish yourself as the “go to” person. Know your tradecraft better than anyone above you and below you. If you do, you will be the *top* performer and everyone will seek your advice and assistance.
- Keep focused and be attentive – know the organization’s vision, mission and goals
  - Study the agency’s vision, mission, strategic goals and objectives. Know your organizational unit’s customers and deliverables; comprehend *how* “what” you do fits into the mission and critical end-state deliverables, especially those within your areas of responsible.
- Create a network of mentors, sponsors and advisors
  - Relationships matter with mentors, sponsors and advisors! They are busy people. Therefore, you must treat their time and advice with respect as well as keep their confidence. Follow-through and act upon the advice they provide; otherwise, the mentoring relationship will fall apart.
- Develop the “leader” in you
  - No matter where you sit in the organization, you can be a leader! One way of doing that is “knowing” your tradecraft better than your peers. Additionally, keep yourself abreast of the latest leadership trends, resources as well as courses internal and external to your agency. Determine what learning opportunities that maybe “free” that you can take advantage of on line courses at universities, Office of Personnel Management HR University, professional associations and conferences. Do not hesitate to invest in yourself!
- Develop a World View – delve into perspectives from around the globe
  - As National Security and Intelligence professionals, we must be at the “top of our game” in terms of knowledge, competency and skill sets. Our threats are global; our challenges are dynamic and continuously emerging. Our Nation’s power structures—diplomacy, homeland security, DOD/military services, National Security Enterprises and our academic community with its intellectual capital, emerging technologies, research and development—need “smart” people from a variety of perspectives and backgrounds to ensure that America continues on the leading edge as a *thoughtleader* on the world’s stage.

**Track 2 – Critical Assignments and Political Savvy** -- *facilitators Dolores Greene/former SES Officer/DIA and \*\*Mac Shuler/former SIS Officer/CIA*

Examining the traceable track records of successful individuals in government and industry, it illuminates a variety of challenging responsibilities and complex and demanding jobs that helped to develop critical insights, knowledge and skill sets. Further, successful people tend to have critical assignments that impact the bottom line and/or mission critical mandates. It was also clear that training, education and exposures to a variety of networks and people broadened their perspectives (*Gant, L. P., Goodman, P. J. and Ward, D. L. November 2012*). Collectively, those ingredients were instrumental in enhancing their career progression. The work group participants provided the following best practices and recommendations.

## Best Practices

- Be aware, learn and know organizations’ formal and informal structures and protocols
- Hone your skill sets and knowledge—entry, intermediate, senior and across IC Enterprises; seek broadening experiences, exposures and education (Expertise is not a destination; it is a journey!)
- Know and understand the mission of agency, directorate and offices
- Learn to collaborate across agencies, directorates and offices’ boundaries to create “networks”, information advantages to promote your success
- Consider and be open to “movement”; seek other kinds of experiences; meet new people; don’t get too comfortable
- Seek broadening assignments, e.g. deployments, inter & intra-agency working groups, Tiger Teams, Joint Duty Assignments
- Build your own “network” of experts for future reference as you progress and advance
- Empower those who support you . . . on your way up the success ladder
- Make a “first” impression *every day*--you never know who is watching and could be your ally behind the scenes when critical decisions are being made for promotions and/or recognitions
- Learn and know your managers’ and teams’ needs, be able to effectively manage and operate in at different echelons and cultures internal and external to the organization
- Extend your social networking connections within and outside of the agency organization to learn new skill sets, e.g. attend meetings and conferences about the Planning, Programming and Budgeting System (PPBS) to learn and understand critical priorities related to mission critical requirements, contracting and acquisition forums, strategic planning sessions
- Observe and learn the political organizational landscape
- Learn the basics of “Emotional Intelligence” in the workplace—how your behaviors as well as others’ behavior can positively and/or negatively impact expected outcomes of your projects and career
- Build positive and long-term relationships to understand how decisions are made and learn about the variables that impact decision making
- Cultivate trust and empowerment among teams and subordinates
- Network and communicate across organizational boundaries
- Choose your battles, very carefully
- Emphasize professional and executive presence, daily
- Conduct a personal knowledge, skills, and competency inventory—know your strengths and seek positive intervention actions to remedy your weaknesses
- Build trust; employ the 3 C’s—competence, character, and consistency—when performing; be the “go-to” person
- Life is not always fair; so, get over it . . . and quickly!

## **Recommendations for National Security & Intelligence Agencies Human Capital Policies and Practices**

- Assess organizational personnel policies, procedures and protocols for implicit and explicit biases in career development, promotions, training/education and recognition guidance, approaches and selections
- Design, develop and institutionalize outreach strategies and remedies to attract and hire for a diverse and multi-generational workforce
- Institutionalize deliberate career and professional development strategies for segments of the workforce to ensure a diverse talented cadre of employees are competitive for broadening assignments and greater responsibility, notably in core mission functional areas
  - Explore different models of development, innovative and non-traditional career paths, including assignments with industry leaders
  - Hold managers accountable for traceable measures and metrics aligned with core mission Human Capital needs, e.g. recruiting, hiring, developing, promoting and recognizing a diverse cadre of talent
  - Ensure influential coaching, mentoring and sponsorship for employees to encourage the 3Es (Education, Experiences, Exposures) for high-profile jobs and assignments
- Pilot test methodologies and conduct assessments prior to full implementation to eliminate decision making biases to *avoid* inadvertently impacting any segment of the workforce, notably under-represented groups of employees in core mission, supervisory, management and senior leadership positions
- Ensure periodic leadership accountability reporting—Agency Directors, Directorate and Office leaders, House Permanent Select Committee on Intelligence and the Senate Select Committee on Intelligence Personnel Hearings—measures and metrics, quarterly and/or semi-annually to track improvements and monitor progress

### ***Track 3 – Sponsorship/Mentoring and Networking – facilitators Denise Carter/former SES Officer/DIA and Marjorie Forbes/former SES Officer/NSA***

The Sponsorship/Mentoring and Networking Track focused on best approaches for engaging with sponsors and mentors. Starting with the understanding that, no matter where you sit in the organization and no matter what position you occupy, you can be a leader. As a leader, mentoring is your responsibility. Just as important, the primary responsibility of the first- and second-line supervisors is to mentor subordinates. Mentoring and sponsorship are integral characteristics of leadership. Guiding, sharing information and nurturing the employee towards personal growth and professional career development are essential ingredients that help employees overcome workplace challenges and barriers. This kind of “care and feeding” helps to ensure an employee’s success during his/her career journey. Networking is about mutual appreciation and desire to assist someone else. Making contact one-on-one or in group settings at conferences, forums and meetings are critical if you want to expand your influence and perspectives. Networking is a two-way process; just as important, it is a reciprocal process (*Gant, 2000*).

## Best Practices

- *Tips for Sponsors* (an influential and approachable leader with a good reputation across the Enterprise(s))
  - Provide assistance to individuals by helping to expose their talents at high visibility venues, senior-level meetings and/or forums
  - Assist individuals in acquiring visible exposures and growth opportunities
  - Help pave the way for advancement by supporting broadening developmental opportunities to improve knowledge, skills, competencies as well as leadership potential
  - Empower individuals to make proactive career decisions and not “fear” moving to a more challenging position or career field
  - Give constructive guidance and insights about “how” to navigate the organization’s invisible cultural barriers and unwritten rules
  - Help individuals think “outside the box” about growth opportunities, e.g. deployments, industry assignments, shadowing leaders across National Security Enterprises, academic sabbaticals
  - Support individuals in finding “safe” opportunities to test their knowledge, skills, abilities and learn from their mistakes and/or failures
  - Cultivate relationships that are based on open and honest dialogue
  
- *Tips for Mentors*
  - Be a role model and enabler of others across the organization
  - Don’t hesitate to give positive and constructive feedback
  - Help expose mentees to a variety of growth activities
  - Assist mentees to develop a course of action for career development over 1 to 5 years
  - Teach mentees to constructively question the status quo
  - Encourage mentees to take charge of their own career
  - Help mentees understand the value of workplace political savvy and emotional intelligence in dealing with all employee echelons
  - Assist mentees in preparing their promotion packages by reviewing and probing their content, accomplishments, impacts and results
  
- *Networking*
  - Listen, listen and listen
  - Show appreciation for any assistance given
  - Reciprocate when the right opportunity presents itself
  - Build mutual and respect relationships; send thank-you cards, especially when the “advice” brings positive results; e-mails are acceptable especially if you don’t have the person’s address. However, a personally hand-written note shows a touch of class and business savvy.
  - Expect to be of assistance to others on your career journey

- Be honest in your efforts and behaviors toward others in order to build trust in your daily interactions
- If you say that you’re going to “do something” for someone, do it!
- Offer to return the favor from whom you seek information

**Track 4 – Recruitment, Staffing and Retention** – facilitator Cynthia Miller/SES Officer/NSA

**Creating a Diverse Talent Pipeline**

This Track focused on strategies to help the hiring managers continue mission critical imperatives as outlined in *The National Security Act of 1947 as amended, Executive Order 12333 as amended, Executive Order 11478*, as amended and other applicable provisions of law. This group focused their attention in two key areas: 1) recruiting for the creation of a diverse workforce that will be better equipped to address national security challenges, which are increasingly interdisciplinary and global in nature; and 2) the retention of critical and eligible talent. Acquiring America’s best and brightest talent requires a deliberate strategy that includes, but is not limited to, the identification of talent via effective recruiting strategies but also retaining and developing that talent to create “additional lift” and competency and positive “engagement” in the pipeline (Tapia, A.D. and L. Kvasny, 2004; Gant, L. P., Goodman, P. J. and Ward, D. L. November 2012). The IC must re-invigorate its outreach, recruitment, branding and visibility approaches “attract” and “hire” new talent from diverse source pools. Replenishment of core mission skills talent must be strategically operationalized in partnership with critical mission and core mission hiring managers and leaders. It is essential *real measures and metrics* be incorporated into agencies’ mission plans over the long-term. Acquiring the best talent is everybody’s business—National Security and Intelligence Community personnel are mission critical assets.

**Recommendations**

- Adopt A Talent Search Model
  - Agencies must strategically plan and implement proven best practices models. For example, the Exxon Mobil Diversity Initiative that incorporates Historically Black Colleges and Universities (HBCUs), Minority Servicing Institutions (MSI) and Women Universities and institutions representing under-represented groups. The Exxon Mobil Initiative is one example of building community-wide partnerships.
- Peer-to-Peer Communication for Recruiting-and-Retention
  - Recruiting someone to the organization is only half the battle; there must be continuous and innovative personnel practices incorporated into the “care and feeding” of talent over the long-term in order to retain critical skills talent.
    - “Peer-to-peer” opportunities with Human Resources and mission hiring partners.  
*NOTE:* This recommendation is similar to those of Tapia and Kvasny (2004) in their paper for retention of women and minorities in the information technology workforce which was that “gender/race/ethnic appropriate...sponsor or role models” must be present in the environment to recruit and retain talent.

- Building a Talent Pipeline
  - Establish strategic, systemic, systematic and long term strategies to develop and solidify relationships with interdisciplinary faculty. Notably those who are part of universities that have the IC related Centers of Academic Excellence (CAE) programs across the Nation.
    - For example, hiring managers should forge better relationships with the National Security Agency and Defense Intelligence Agency’s managed IC Centers of Academic Excellence programs; those relationships are already in place. For the partnerships to be lasting on campuses across the Country, they must be cultivated and nurtured.
  - Encourage faculty to identify their best talent early to get these students in the “clearance” pipeline for internships; this is especially true for qualified STEM majors. Competition with industry for STEM majors will continue to be intense during this millennium.
  - Strengthen relationships with other key university officials, e.g. career services personnel, deans and presidents.
- Branding and Visibility of National Security and Intelligence Agencies
  - Hire a reputable marketing firm to generate innovative branding and visibility strategies that enhance the appeal of National Security and Intelligence professions.
  - Program adequate funding to market, attract, recruit and engage prospective talent pools by branding the variety of jobs and disciplines from which employees are hired throughout the Enterprises.
  - Incorporate social media networks and other innovative technologies that prospective hires are accustomed to using.
  - Engage prospective candidates by branding the IC as place to work where intriguing, diverse and unique missions reside. National Security and Intelligence opportunities are not easily duplicated—our mission is the driver.
  - Focus attention and institutionalize a “continuous presence” process, especially at HBCUs and MSIs to ensure visibility on campuses to combat the stigma of Intelligence in certain areas of the academic community.
  - Build long-term partnerships via sponsorships, information sessions and mentoring with professional societies, foundations, associations and related organizations, e.g. National Science Foundation, National Academies of Sciences & Engineering, DOD/Military out-processing centers, White House Initiatives—Hispanic Colleges, Universities and Native American Colleges and Universities and HBCUs.
- Building Pipeline Advocacy Using National Security & Intelligence Personnel and Contacts
  - Encourage employees to become advocates when they’re involved in their communities’ professional venues.
  - Champion new hires and “seasoned” officers to return to their universities to participate in information sessions, meetings, conferences and partner with faculty to help shape curricula, notably in critical mission areas.
  - Ensure hiring managers and those officers who recruit acquire training and education about National Security Enterprises, e.g. all 17 IC agencies and components. These

officers become advocates for other agencies while visiting campuses, organizations and while they are forming networks that could benefit the entire Enterprise, notably in critical mission areas.

Strategic planning for the acquisition of talent, recruitment, development, relevant, constructive and timely multi-sources feedback, compensation, recognition, incentives and retention are at the cornerstones of succession and strategic workforce planning. Using predictive analytics, workforce development and assessment tools, balancing mission imperatives with skills/competency needs and fiscal constraints will promote progressive longer-term human capital succession planning (*Gant, 2004; Gant 2012*). It is important for our Enterprises to systematically develop and implement approaches to demystify the *negative stigma* about *national security and intelligence* that exist in pockets of our society and across our Nation's university campuses. The talent that is attracted and hired must possess the right "mindset" to work in National Security Enterprises (*Gant, L. P., Goodman, P. J. and Ward, D. L., November 2012*). That same talent must have the capability and capacity to produce the best intelligence for the American people and our allies around the globe.

## National Security and Intelligence Leadership Summit (3 May 2014) Recommendations

Summary Categories: Actionable Milestones

	Recommendations	Responsible Champion(s)
<b>1</b>	<b>Leadership Commitment</b>	
1.1	Establish senior-level People Equity Strategist position(s) as a consultant to core mission directorates; this person reports to the Director of the Agency, e.g. Workforce Succession, Developing Competitive Pipelines of Talent, Truth Officer for Relevant Feedback	Agency Director Directorate Heads
1.2	Hold leaders and management accountable with real consequences, e.g. use directorate level 360-feedback tools, focus groups to gauge effective diversity performance metrics, training, assignments, monetary awards	Agency Director(s) Directorate Heads
1.3	Showcase and reward “good news” stories aligned with achieved measures and metrics, e.g. diverse core mission talent pipelines, leadership cadre development, recognition, promotions, EEO complaints data	Agency Director(s) Directorate Heads
1.4	De-couple the Office of Diversity (mission focused) from the EEO Office (compliance) functions: <b>NOTE: (1)</b> Perception: Combined EEO & Diversity Offices marginalize the fact that “diversity” is a business mission imperative. EEO is about mandated EEOC compliance. <b>(2)</b> CIA has the model structure of separate EEO & Diversity.	Agency Director(s)
<b>2</b>	<b>Workforce: Talent Development</b>	
2.1	Develop flexible career development roadmaps, innovative re-integration protocols and flexible schedules	Chief Human Capital Officers (CHCOs); Human Resources (HR) Directors; Mission Managers; EEO Officers/Chiefs
2.1.1	Re-invigorate and maintain access of new pipelines to mission critical talent (e.g. STEM, computer technologies, critical languages) build on university and professional associations outreach and partnerships	
2.1.1.1	Build in transparency—publish processes and procedures and promulgate often; ensure employees have the developmental tools and strategic discussions to be successful, e.g. quarterly and semi-annually	
2.2	Develop and enhance the pool of diverse candidates for senior-level positions and/or programs to promote a diverse competitive cadre of competent talent; ensure mentoring, coaching and sponsorship by influential and respected leaders	CHCO, HR; Mission Managers; EEO Officers/Chiefs
2.3	Hold managers and supervisors accountable for providing timely and constructive feedback to employee	Leaders Directorate Heads
2.3.1	Employ electronic human capital systems/mechanisms to track metrics on a quarterly and semi-annual basis; report and showcase findings in strategic “high-level” leadership meetings and across the Enterprises	Managers Supervisors
<b>3</b>	<b>Accountability</b>	
3.1	Host “employee” roundtables quarterly; randomly selected individuals from across core mission directorates and administrative functions; engage tiered employee focus groups to gauge “ground truth”, e.g. civilian and military, all grade levels and bands	Leaders Directorate Heads Managers Supervisors, EEO Officers/Chiefs

Recommendations		Responsible Champion(s)
3.2	Require Quality Assurance status updates via Quarterly Reporting of measures/metrics aligned with 1.1, e.g. demographic data for recruitment pipelines, hires, development, assignments, promotions, awards and recognition	Leaders Directorate Heads Managers
3.2.1	Ensure diverse competitive talent pools and transparent selection processes, including advocates to speak about individual's assignments, accomplishments, competencies, leadership and readiness	Supervisors, EEO Officers
3.3	Ensure qualitative and quantitative data are displayed and arrayed in a manner that depict traceable outcomes and results aligned with mission needs	Leaders Directorate Heads
3.3.1	Make decisions and adjustments based on factual data that align with goals and objectives set forth in Agency's strategic mandates and goals	Managers Supervisors, EEO Officers

## Summary of Evaluation/Feedback

### Participant Feedback -- Summit Evaluations

**Question 1:** Rate the Summit for meeting your career expectations:

4.6 (Scale: Low - 1 to 5 - High)

**Question 2:** Which component of the Summit was most helpful to you?

- IC Senior Panel - 1<sup>st</sup>
- IC Officers Panel - 2<sup>nd</sup>
- Seminar/Learning Tracks 3<sup>rd</sup>

**Question 3:** What other activities are of interest to you?

### Networking/Collaboration

- Social networking skills workshops
- Outreach
- Possible social gatherings and events
- More leadership conference; social; community charity events
- Informal networking session-
- Tours exchange program
- Provide examples of success
- Practices and implementation at working level, organizational level
- After work social networking events are also good activities for outreach and networking
- Networking roster for participants and presenters
- More networking opportunities
- Knowing each agency strategic goal for outreach and how they are improving
- Visits to each agency
- More interagency collaboration events

### **Recruitment/Career Development**

- Recruitment dedicated for diversity
- Resume building for the next career move within out agency
- Recruitment; share resumes via executives
- Resume writing
- Resume assistance
- Resume writing
- Interviewing skills
- Focus on individual development plans
- Dealing with adversity, road blocks in your career that are clearly race-based

### **Mentoring/Sponsorship**

- Ask everyone to bring along or sponsor a junior person to join us
- Shadowing opportunities
- Mentoring and gathering younger cyber warriors for the next generation
- Mentoring events for employees GG13/12 and below to stress the importance of mentoring and sponsorship
- Mentor “speed dating”; career review workshops; mock interview panel; agency chiefs as guest speakers; performance (DCIPS) reviews/audits; vacancy analysis
- Sponsorship assistance
- The development of a “sponsor” program for new GS-15s, which would begin or continue, “grooming” for senior level advancement
- Sponsoring identified clearly for those seeking a sponsor
- We should figure out an actionable way to link and track Junior Officers with (SIS/SES) officers

### **IC Agency Support**

- Need more leadership support from African American seniors
- I would like to see more NGA senior leadership involvement
- We really need this at NGA

### **General**

- On-going sessions highly helping skill needs and hands-on ICBLC discussion sessions
- Get agency Senior leaders involved
- Support to affinity groups
- Smaller IC agencies have challenges too but they are different because of size
- White paper feedback from this conference
- Another summit exactly like this - EXCELLENT
- Seeing the White Paper drafting process and attending Quarterly Roundtables

- Political Savvy
- Critical conversations
- Training tracks very helpful/informative
- Getting more students internships
- How do I become a member of the ICBLC?
- ABSOLUTELY A WONDERFUL EXPERIENCE

**Question 4:** Provide any comment and/or suggestions to improve the networking and career development support:

### **Networking**

- More frequent informal activities
- Set networking time up before – for an hour introduction (General)
- Agency specific events and extra networking/sponsoring opportunities
- Speed mentoring/coaching/sponsorship events
- Business card swap, contact list
- Host this group of networking opportunity and different agencies.
- Improve management and leadership training to assist them in supporting networking events/opportunities and impress upon them that as a manager or leader it's your responsibility to focus on growth and advancements of their employees
- The networking for this program is for it to grow
- Shared email and contact list
- Contact directory-emails, numbers, agency, and office
- Listing or directory of emails and phone numbers
- Summit should take place monthly
- Should be on the golf course-A golf course tournament in a more relaxed environment
- Good Day! Enjoyed the networking opportunity. Would love to have an email roster for future events published
- How can we invite other colleagues to this event?
- The event was great and enjoyed the opportunity to network
- Please show the list of attendees to include titles
- Holding/hosting such events and ensuring they are marketed and communicated the next meeting
- Continue to seek out others to encourage competitiveness
- Reach out to the younger employees (new generation) and expose the knowledge and importance of leadership
- Open with a way for participants-encourages “broader than your agency’ connections
- Provide an email list
- Sharing a directory
- Name, position, agency and ensure everyone is at a mix (table)

## General

- Presentation/takeaway material
- Agenda was too full; it covered a lot
- Excellent event
- Stellar event; Kudos to all those who organized this event
- Transition from smaller IC elements to assignments (JDA) to Big 5
- Give-A-Ways: Awards/gifts were a great touch
- More illumination or better lighting
- MIC panelists
- Buy-in introductions of training track members
- Great start let's keep the momentum going! Let's aim to invite DNI Clapper next time
- This program was awesome. I look forward to participating in future events
- More participation from Senior Leadership (Agency Directors, DD Directors, Division Heads, etc.)
- Thank you for an eye-opening event
- Keep the momentum going while the iron is still hot
- I recommend that the follow-up meetings be every six months to gain more participation
- Great experience that exceeded my expectations
- This was very beneficial to my career growth. The panels were very informative to the issues that hold dear to my growth in IC
- Reach outside of IC to partners in the business/corporate world for Black leader to offer insight
- Hold more of these summits! Allow more time for TRACK discussion periods
- Presence/mindfulness/work
- Thank you
- Break out rooms best for interaction
- Bi-lateral mentoring programs across the IC
- Increase not only mentoring opportunities but also coaching opportunities

## Endnote

### *Background: Intelligence Community Black Leadership Council (ICBLC)*

The ICBLC was organized in 1995 as a coalition of stakeholders—Senior-level officers from across the Intelligence Community—committed to identifying and addressing common concerns among African Americans and other minorities in the IC that merit collaboration, attention and action, e.g. policies, trends in recruiting, promotions, assignments, professional development, and disparate personnel actions that could impede career progression, adversely impact pipeline growth as well as under-representation at senior levels and in in core mission areas. The Council held its first forum in October 1998 with a follow-on forum in 2004. During the early days of the council, the coalition of interagency African American Senior Officers adopted the ICBLC name in 1996. Participating agencies have traditionally included those that comprise the Intelligence Community, National Security and Intelligence Components of the U.S. Military Services.

*Context of ICBLC:* In 1995, DIA, under the leadership of Dolores Greene, hosted a meeting of African American SES and SIS officers from NSA, CIA, and DIA with Mr. Emmett Paige, Jr., then Assistant Secretary of Defense for Command, Control, Communication, and Intelligence. The group adopted the name Intelligence Community Black Leadership Council (ICBLC), functioned as an unofficial, but formal coalition, and met regularly with the DCI and other Intelligence leaders, providing advice and counsel. The ICBLC worked to establish a Community-wide focus on career development issues that adversely affected the advancement of minorities and women. Senior officers recommended the establishment of an SES/SIS position to provide advice and counsel to the DCI with regard to these issues. In 1996, the DCI agreed with the recommendation and established the Intelligence Community Diversity Coordinator on the Community Management Staff (now ODNI Staff). ICBLC membership grew with the addition of representatives from the FBI, NRO, NIMA (now NGA), and DIS. The ICBLC sponsored three interagency career development conferences from 1998 to 2001. Among the participants in these conferences were the DCI (now DNI), IC agency directors, members of Congress and the NSC, as well as hundreds of employees from agencies across the Community. In 2001, the ICBLC recommended the establishment of a DCI Commission to look into the causes of apparent disparity in the hiring, development and advancement of minorities and women in the Intelligence Community. The events of associated with 9/11 forced postponement of the establishment of the Commission.

However, in 2003, at the continued urging of the ICBLC, the DCI approved the request and convened the Diversity Senior Advisory Panel for the Intelligence Community (DSAPIC) to determine the root causes of under-representation of minorities, women, and people with disabilities. Former members of the ICBLC, along with other government and non-government leaders, served on the DSAPIC, which produced a landmark report in 2004 on the state of diversity in the Intelligence Community. For a decade, ICBLC members served as mentors and sponsors to employees across the Intelligence Community. In addition to assisting employees, ICBLC members served as a support system for each other. They developed a network and friendships that continue to this day.

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