

I. INFORMATION ABOUT THE AGENCY AND REPORT PREPARATION

(U) Agency Name:

Central Intelligence Agency (CIA)

(U) Agency Head Review:

January 14, 2022

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II. (U) EXECUTIVE SUMMARY

(U) The Central Intelligence Agency's (CIA) mission is to collect foreign intelligence, produce all-source analysis, and conduct covert action as directed by the President to provide the nation with the information advantage necessary to ensure its security. To do so, CIA requires America's best and brightest to be able to serve regardless of race, gender, sexual orientation, cultural background, or disability. CIA's efforts to advance equity and remove barriers to entry for underserved communities are guided by three core strategies: the 2020-2023 CIA Diversity and Inclusion Strategy; the 2019-2023 CIA Accessibility Strategy; and the 2020-2023 Diversity Recruitment Strategy. The three strategies focus on making CIA an employer of choice by creating a more equitable and inclusive work environment, increasing the diversity of CIA's leadership ranks, addressing accessibility needs and investments, and improving the Agency's ability to identify, recruit, hire, and onboard the diverse talent that leverages the skills of the broader American population.

(U) Summary of Action Plan: The CIA provides the following action plan according to *EO 13985, Section 5(d) and Section 7 (a)*. This includes the operational status and level of institutional resources available to the CIA's Chief Diversity Inclusion Officer (CDIO) and the Agency's Talent Center Diversity & Inclusion Office (DIO), whose responsibilities include advancing civil rights and serving underrepresented or disadvantaged communities. The plan also includes promoting equitable delivery of government benefits and equitable opportunities. Agency programs serve all eligible individuals, and Government contracting and procurement opportunities are available on an equal basis to all eligible providers of goods and services.

(U) The CIA is committed to working with OMB and has provided the following action plan in order to meet these objectives and enhance compliance with existing civil rights laws by addressing:

1. Emerging Businesses
2. Community Outreach
3. Minority Serving Institutions and Organizations

III. (U) SUMMARY OF ACTION PLANS

(U) CIA's Equity Action Plan provides an overview of planned actions to advance equity and remove barriers to entry for underserved communities. The Equity Action Plan will facilitate actions that are in accordance with EO 13985 by implementing priorities and suggesting activities to support those priorities. CIA strives to expand the Agency's industrial base to include more emerging businesses by reducing barriers to accessing solicitations and submitting proposals. CIA's STEAM (science, technology, engineering, arts, and mathematics) initiative expands the CIA's and Intelligence Community's (IC) engagement with members from across academia with a focus on underserved communities. CIA continues engagement with several minority serving institutions (MSI) and professional minority organizations to develop relationships, establish trust, and highlight CIA as an employer of choice. CIA anticipates that impacts to emerging businesses, community outreach, and minority serving institutions will result in a larger industrial base population, a significant increase in access to underserved communities, and an increase in minority serving institutions championing CIA, all of which enhances the Agency's mission and service delivery. Some items, to include names of businesses and raw budget numbers, cannot be included in an unclassified report. CIA recommends requests for more detailed and possibly classified information go through the Office of the Director of National Intelligence.

(U) Action Area 1 — Emerging Businesses

(U) A. Barrier to Equitable Outcome(s)

(U//FOUO) The CIA's Office of Procurement Executive (OPE) identified the lack of access to secure systems as a barrier that limits emerging businesses' ability to submit proposals for classified business opportunities. This barrier was evidenced by interested vendors who expressed concern over lacking system access to information, which hindered their ability to respond to classified requirements. The initiative to reduce this barrier falls under the authority of the Procurement Executive, which manages the strategic framework to grow the CIA's industrial base. The CIA's current vendor pool is comprised of companies that meet specific classified requirements, thereby precluding emerging business populations from bidding on CIA's opportunities, which results in missed opportunities for CIA to acquire advanced or innovative solutions.

(U) B. Action and Intended Impact on Barrier

(U//FOUO) OPE strives to reduce this barrier to equitable outcomes by making available a secure, affordable system that offers emerging businesses the capability to communicate with Agency personnel. OPE will continue to promote this newly available system and provide engagement opportunities such as follow-on events from the Emerging Business Day in May 2021. The Agency prioritizes engagement with industry in order to ease the process of vendor entrance into the IC community which promotes equity and diversifies CIA's vendor pool. Previously, OPE's primary forum for communicating with vendors was during the annual engagement day. OPE will further reduce the barrier by hosting follow-on events in the spring of

2022—in accordance with any COVID safety guidelines—to promote collaboration between recently-cleared companies and more experienced vendors. This will provide vendors the opportunity to explore capabilities while also creating an avenue to allow for sponsoring/shared system/facility access. The spring 2022 event will continue to promote industry’s use of a secure, affordable communications system for the emerging business population, furthering the Agency’s initiative to lower the barriers to communication between industry partners and Agency personnel. Additionally, in December 2021, OPE’s Diversity Equity and Inclusion Working Group Co-Lead facilitated a forum for members to research and explore alternative and new outreach avenues to increase the Agency’s vendor diversity.

(U) C. Tracking Progress

(U//FOUO) The CIA will utilize metrics to determine whether Agency actions reduced the barrier to equitable access by the midterm benchmark, which is anticipated between two to four years. The Agency’s collected metrics will be analyzed to determine the number of new company openings and associated contract awards. If the metrics reveal that growth does not meet the benchmark, the level of engagement can be adjusted to reach the projected long term goal within the next five to eight years. Success will be evidenced by increasing the pool of emerging businesses, to include those in underserved communities that participate in Agency acquisitions.

(U) D. Accountability

(U//FOUO) Expanding the Agency’s industry base is embedded within OPE’s strategic framework, and OPE will continue to share progress on this front with Agency corporate leadership. Promoting equity among the industrial base is a continuation of the initiative to enhance industry outreach, which is also a result of actions and procedural changes to reduce this burden.

(U) Action Area 2 — Community Outreach

(U) A. Barrier to Equitable Outcome(s)

(U//FOUO) The CIA is conducting extensive technical community and academic outreach to overcome barriers in reaching and supporting underserved communities with a view to attract, develop and maintain a diverse, skilled, and effective future workforce and develop technologies to meet the needs of the nation and the IC. The barriers include:

1. Lack of insight into the Agency’s mission, values, and role in defense of the nation,
2. Lack of awareness of and access to CIA’s diverse and expert workforce in academia and technological research and development.
3. Limited representation within the technical workforce, as evidenced in the National Science Foundation’s 2019 NCES report *Women, Minorities, and Persons with Disabilities in Science and Engineering*.

(U//FOUO) Recent legislative actions and memoranda support multiple actions taken by the CIA to address and overcome these barriers. The Executive Order on Advancing Racial Equity and Support for Underserved Communities through the Federal Government Order (Jan 20, 2021) and the Memorandum on Revitalizing America's National Security Workforce, Institutions and Partnerships (February 4, 2021) identify a focus on diversity, equity and inclusion as well as organizational and community relationship building. Further, on behalf of the CIA Director, the Directorate of Science and Technology (DS&T) manages and executes the CIA STEAM Program's outreach efforts under the authority of Sec. 105 of the 2021 Intelligence Authorization Act, "Requirements and Authorities for Director of the Central Intelligence Agency to Improve Education in Science, Technology, Engineering, Arts, and Mathematics." In keeping with the spirit and letter of the legislation, the CIA's STEAM community outreach program prioritizes:

1. "Historically Black colleges and universities [HBCUs] and other minority serving institutions [MSIs], as described in section 371(a) of the Higher Education Act of 1965," and
2. "Educational institutions serving women, members of minority groups, and other groups of individuals who traditionally are involved in the science, technology, engineering, arts, and mathematics professions in disproportionately low numbers."

(U//FOUO) These outreach programs increase inclusion opportunities for underserved communities, focuses on growing a more diverse, technically proficient workforce, invests research and technical collaborations across the community and provides educational tools for students, thereby narrowing the skills gap in the STEAM field. To advance the fullest participation of underserved populations across all education levels, the outreach program collaborates with academic partners and sponsoring organizations to enhance K-12, university, and public and private R&D programs devoted to underrepresented populations.

(U) B. Action and Intended Impact on Barriers

(U//FOUO) The CIA's outreach efforts include CIA STEAM, CIA Labs, and the Academic Engagement Program (AEP), all working in conjunction with the CIA Talent Center as well as other Agency and IC partners. These components and agencies collaborate to develop strategies to expand outreach and engagement with HBCUs, minority serving institutions (MSIs), and programs that focus on reaching underserved communities and supporting the development of STEAM skills required by the future workforce.

(U) The STEAM Program has developed a roadmap and business plan to promote STEAM excellence through a set of managed, sequenced actions across three target groups: 1) K-12, 2) university, and 3) public and private R&D programs.

(U//FOUO) In CY2021, the first year covered by the STEAM roadmap, CIA conducted the following activities among the three target groups:

- Served as science fair judges at the regional and national levels and granted \$30,000 of awards. Engaged with more than 100 students at the regional and national levels.

- Sponsored two Summer Robotics Camps for middle school students from underserved communities, impacting 44 students.
- Sponsored Summer Camp cyber activities for approximately 440 middle and high schools students with a focus on increasing diversity in engineering.
- Sponsored the delivery of science and teaching materials to 20 Title I high schools in Virginia, Maryland, and Washington, D.C., impacting approximately 500 science students.
- Sponsored Classroom Transformation competitions in Richmond, Washington, D.C., and Baltimore, providing \$90,000 worth of technical equipment to underserved schools, impacting approximately 450 students.
- Sponsored two Capstone projects with a MSI, impacting over 20 students, faculty and staff.
- Established and executed the DTECH (Disruptive Technologies) program in partnership with AEP, working with three universities on five R&D efforts, sponsoring over \$300K of projects, and impacting more than 25 students, faculty and staff.

(U//FOUO) The STEAM program also invests in foundational research efforts in partnership with academia through the Broad Agency Announcement tool. These research activities focus on closing critical mission-relevant knowledge and skills gaps by engaging a broader and more diverse research community to include HBCUs and MSIs, encouraging wide-ranging participation and collaboration.

(U//FOUO) The Academic Engagement Program engages at the University level with research faculty and student organizations from across the country, establishing long term partnerships through working directly with Agency officers. These partnerships foster student engagement and the sharing of Agency technical interests with the research community. AEP has established relationships with over 30 universities and continues to grow. Further, AEP has established the CHAOTICGOOD Broad Agency Announcement contracting vehicle, which enables Universities to rapidly respond with innovative solutions to the technical needs of the Agency.

(U//FOUO) CIA LABs is a member of the Federal Laboratory Consortium (FLC), which enables overt research and development partnerships with U.S. Government Laboratories, academia, and the private sector through non-FAR based agreements, resource and cost sharing, and intellectual property development. CIA LABs' overt and often unclassified engagement incentivizes research into critical emerging technology areas and industries for more mission options.

- Reaching Small Businesses through Cooperative Research and Development Agreements (CRADAs) and Partnership Intermediary Agreements (PIA)
- Partnering with DefenseWerx through CIA Labs' PIA pilot to support STEAM engagement and student opportunities

(U) CIA will continue to leverage multiple programs as well as the enabling legislation and memoranda to perform outreach with a focus on underrepresented and underserved populations. These programs will continue to be assessed to evaluate how well the Agency lowers barriers

through outreach, engagement, partnerships, and activities by tracking performance metrics outlined below.

(U) C. Tracking Progress

(U//FOUO) The CIA will employ metrics to determine whether Agency actions reduced barriers to diversity candidates collaborating with and working for the CIA over the next two to four years. The metrics reflect both participation and applied skills levels within each targeted group, again with a focus on representation from underserved communities. Those metrics may include:

- Diversity demographics:
 - The number of students from underrepresented groups and underserved communities impacted by STEAM activities.
 - The number of students from underrepresented groups enrolled in the DST's Summer Co-op and Student Programs.
 - The number of viable applicants for CIA Staff positions from underrepresented groups.
- Partnerships:
 - The number of partnerships with educational entities devoted to furthering the advancement of individuals from underrepresented groups.
 - The number of times relevant entities reach back to CIA for support and/or partnering opportunities.
- Technology:
 - The number of projects executed by Academia.
 - The number of projects that transition from Academia to Industry.
 - The number of projects executed in partnership with Industry and National Labs.
 - The number of projects that transition from national Labs and Industry to mission applications.

(U) D. Accountability

(U//FOUO) The CIA will hold itself accountable across all these efforts by investing significant efforts in underserved communities and focusing on continued engagement with external partners (schools, universities, laboratories, etc.) to grow community engagement, visibility, and awareness. Investing in underserved communities is embedded in the DS&T Strategic Framework and the CIA's 2020-2023 Diversity and Inclusion Strategy to support the growth of STEAM skills for the nation. The framework is an internal mechanism that aligns to public-facing policies and guidance that is equitable among all underserved communities seeking to advance STEAM skills. DS&T regularly communicates progress on these efforts with CDIO and the Talent Center's DIO. This includes providing updates on equity-related goals and performance plans in order to promote equity among the underserved communities.

(U) Action Area 3 — Minority Serving Institutions and Organizations**(U) A. Barrier to Equitable Outcome(s)**

(U//FOUO) The CIA's Talent Acquisition Office (TAO) identified a barrier for minority serving institutions and professional minority organizations attempting to develop relationships and recognize CIA as an employer of choice. This barrier was identified through direct verbal engagements at a number of Minority Serving Institutions and Professional Organizations with students, faculty, leadership, and organization members. In particular, this feedback from representatives of Historically Black Colleges and Universities (HBCUs) and LGBTQIA+ professional organizations identified that CIA's current relationship with these organizations requires enhanced commitment, and that new relationships should be forged. The feedback included how minority populations often lack an understanding of the CIA's missions, which results in missed opportunities to reach diverse communities and establish partnerships.

(U//FOUO) An understanding of our unique mission and on-boarding process is necessary for generating interest from qualified applicants. CIA must demystify the overall onboarding process and highlight how the skills and talents from diverse groups can be applied to our mission, as this impacts the full and equal participation of the minority populations. TAO has identified a need to develop long term, equitable relationships, and establish trust. A continued lack of trust and understanding of our organization by these populations may lessen the number of qualified, minority individuals interested in employment with our agency. TAO is taking action to address this barrier with all minority populations.

(U) B. Action and Intended Impact on Barrier

(U//FOUO) The Agency recognized developing stronger relationships with minority organizations and providing them with a clear understanding of our mission and on-boarding process is necessary to promote equity and diversify our populations and minority associations. While TAO has engaged with over 150 Minority Serving Institutions (MSIs), the recent feedback referenced above (which resulted from concerted efforts to increase engagement) provided additional insight and new approaches. Based on this feedback, TAO has developed plans to increase the frequency and depth of our outreach through both in-person and virtual engagements – a capability that CIA is now able to utilize. This capability allows the Agency to greatly increase outreach through a variety of engagement forums, such as activities with presidents and senior leaders from MSIs and professional organizations.

(U//FOUO) Other programs include interactive exercises specially designed to immerse students, faculty, and leaders, such as day-in-the-life exercises held at our facilities, which will provide insight that is important to understanding our culture and responsibilities. Additionally, we can now engage more frequently and in-depth on activities such as one-on-one discussions, resume writing, and professional development with both college and high school students – a key element to explaining our on-boarding criteria. We have also expanded our focused advertising campaigns at HBCUs and are leveraging the STEAM legislation, as well as the Oak Ridge Institute for Science and Education – a relationship that has allowed us to introduce students to

the unclassified aspects of our organization at a much earlier stage.

(U//FOUO) As mentioned above, the CIA is working to enhance engagement with existing and new partners, including but not limited to:

- Thurgood Marshall College Fund
- Hispanic Alliance for Career Enhancement
- Hispanic Alliance of Colleges and Universities
- Alaska Native Science & Engineering Program
- Society of Asian Scientist and Engineers
- National Society of Black Engineers
- Corporate Gray
- Out 4 Undergrads
- oSTEM
- Capital DC Pride
- Out and Equal
- National Black MBA Association
- Society of Hispanic Professional Engineers
- Society of Women Engineers
- Black Executive Student Program
- Women in Federal Law Enforcement (WIFLE)
- The Abilities Expo, The Wounded Warrior Project
- National Society of High School Scholars
- Arizona State University
- Florida International University
- Grambling State University
- Howard University
- Spelman College
- Gallaudet University
- Southern University
- Clark Atlanta University
- North Carolina A&T
- Bowie State University
- Capital Tech
- Morehouse College
- Morgan State University
- University of Maryland-Baltimore County

(U) C. Tracking Progress

(U//FOUO) The CIA tracks metrics at all phases of the recruitment and on-boarding process to determine whether Agency actions reduced the barrier to equitable access. Metrics will be compared to those from the previous year(s) to quantify the impact made with minority serving groups. Success is measured as an increase in qualified, diverse officers on-boarding for employment. The Agency is also leveraging the following activities in order to measure success:

- Recruitment plans, updated annually, that address diversity strategies for each unique occupation and include outreach plans tailored for specific occupations; these plans are vetted by both recruitment and component managers. (The feedback received from the Minority Serving Institutions as referenced above is being incorporated into the current annual plans.)
- Occupation-specific diversity metrics are reviewed regularly with stakeholders. The Agency captures diversity metrics in real time and reports out to its stakeholders on a regular basis, as well as during the annual recruitment seminar
- Diversity training certification requirement for both Recruiters and Hiring Advisors.

(U) D. Accountability

(U//FOUO) The CIA will hold itself accountable by regularly providing updates to Agency seniors on equity-related goals and performance plans in order to promote equity among minority serving institutions and organizations. Personnel at all levels receive a Key Job Expectation that centers on Diversity, Equity, and Inclusion. Recruiters and Hiring Advisors are assessed utilizing metrics to gauge their impact on this objective.

IV. (U) SUMMARY OF EARLY ACCOMPLISHMENTS

(U//FOUO) CIA's Office of the Procurement Executive (OPE) is committed to industry engagement and encourages partnerships with any company who can demonstrate its ability to meet the Agency's requirements, provided all security-related criteria are met. OPE publicizes its competitive acquisitions via a classified and unclassified vendor portal to promote awareness of its mission requirements while simultaneously promoting the expansion of the Agency's industrial base. To encourage equity and diversity among the industrial base, OPE regularly hosts "Industry Days" to announce existing and future business opportunities with the Agency.

(U//FOUO) CIA continues to market its updated external website that better reflects its commitment to diversity and equity. The Talent Acquisition Office (TAO) has engaged dozens of minority serving institutions (MSIs) as well as a broad number of universities in underserved and rural communities. TAO implemented an increase in the yearly household income threshold for the Stokes scholarship that started on 1 March 2021, from \$90,000 to \$120,000 for dependents and from \$35,000 to \$50,000 if independent. Additionally, the recently approved Intelligence Agency Act HR 133 (IAA), initiated by the DS&T, and STEAM legislation allows CIA to provide grants to educational institutions from kindergarten to college and provides authorities for CIA to create partnership agreements with HBCUs, MSIs, and minority-serving professional and community organizations, which has directly contributed to the Agency's mission and service delivery.

(U) CIA's Office of Public Affairs continues to work closely with media outlets to encourage coverage of CIA's efforts to welcome and include individuals from communities that have been

historically underserved. Of special note, since 20 January, OPA ran three “Humans of CIA” spotlights, all highlighting members of communities that have been historically underserved or subject to discrimination.

(U//FOUO) Since January 2021, CIA’s Directorate of Digital Innovation has developed a plan to conduct equity assessments on certain processes and programs and will soon begin implementation. Implementation will focus on establishing an Equity Analytics Team, identifying programs and process areas where perceived inequities or barriers exist, conducting assessments on these programs using data science and business analytics techniques, and prioritizing potential projects. Assessments will use the below four-phased approach, which has directly contributed to the Agency’s mission and service delivery:

1. Understand the Equity Question
2. Analyze the Equity Question
3. Effect Data-Driven Change
4. Measure and Monitor Impact