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Description of document: National Geospatial-Intelligence Agency (NGA) Diversity and Inclusion Strategic Plan, FY 2008–FY 2012

Request date: 26-April-2014

Released date: 18-July-2014

Posted date: 08-September 2014

Source of document: National Geospatial-Intelligence Agency
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NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY

7500 GEOINT Drive
Springfield, Virginia 22150

JUL 18 2014

NGA-20140155F

RE: Freedom of Information Act (FOIA) request to the National Geospatial-Intelligence Agency (NGA #20140155F)

This letter is in response to your Freedom of Information Act (FOIA) request submitted to the National Geospatial-Intelligence Agency (NGA) on April 26, 2014. In your request, you asked for a copy of the NGA Diversity and Inclusion Strategic Plan.

After a careful review of your request, it was determined that the requested document may be partially released. Portions of the document are being withheld pursuant to FOIA exemption (b)(3), which applies to information exempt from disclosure by statute. The relevant withholding statute is 10 U.S.C § 424, which protects government organizational personnel information from being released.

Appeals to this determination should be made in writing within 60 days from the date of this letter and sent to the address below:

National Geospatial-Intelligence Agency
FOIA/PA Requester Service Center
7500 GEOINT Drive, MS S01-SISC
Springfield, Virginia 22150-7500

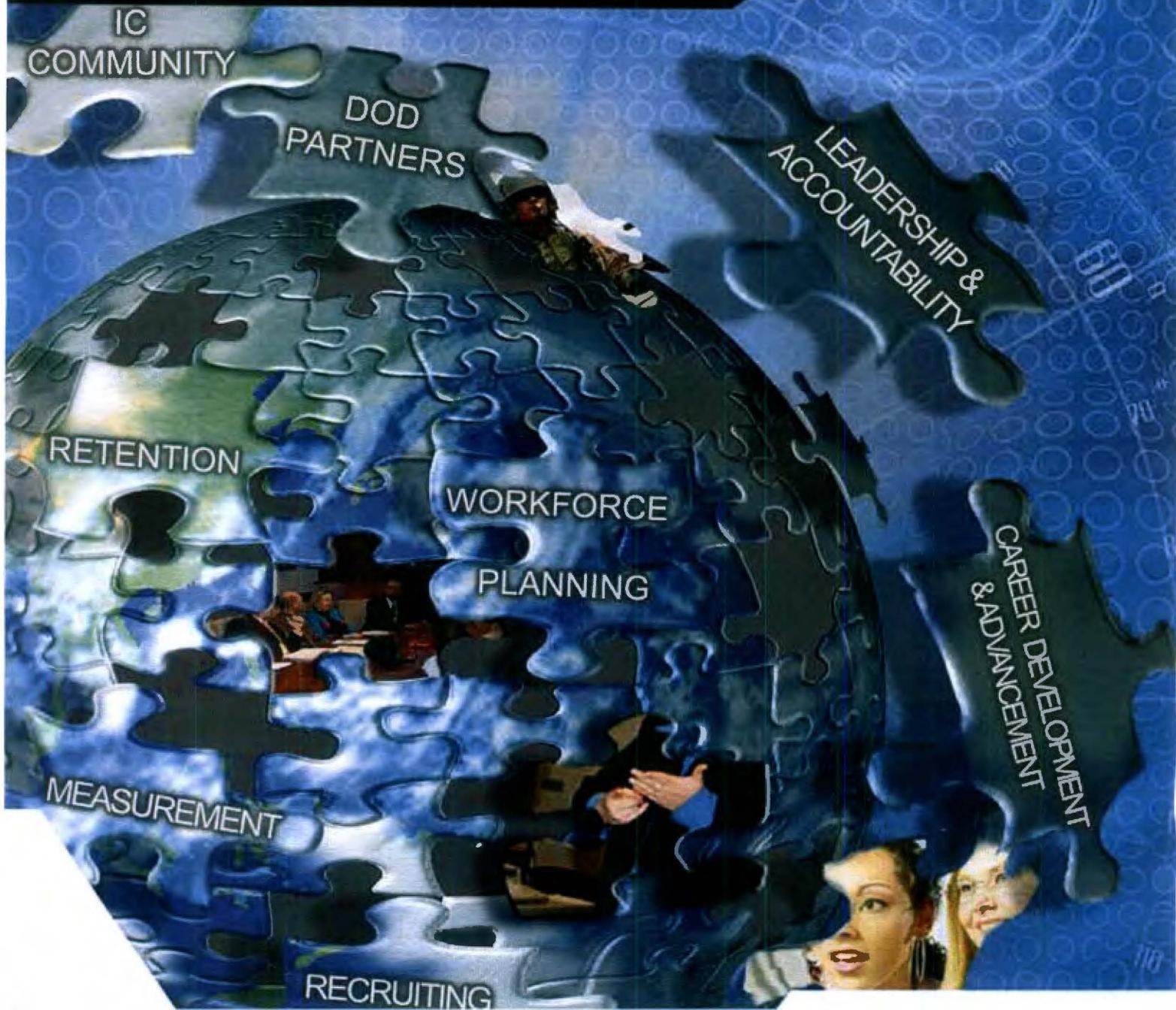
In the appeal, you should reference FOIA referral number 20140155F, detail your reasons for reconsideration and include a copy of this letter.

There are no fees associated with this request and we consider this request to be closed. If you have any questions or concerns regarding this request, please contact Elliott Bellinger, NGA FOIA/PA Deputy Program Manager, at 571-557-2994 or via-email at FOIANGA@nga.mil.

Sincerely,

PAUL R. POLK
Office of Corporate Communications
Public Release Officer and FOIA Initial Denial Authority

Enclosure



Diversity and Inclusion Strategic Plan

Office of Diversity Management and Equal Employment Opportunity

FY 2008 - FY 2012

April 2009

NATIONAL GEOSPATIAL INTELLIGENCE AGENCY



Message from the Director

The success of the National Geospatial-Intelligence Agency (NGA) hinges upon its most important asset – our people. We live in a world where potential threats to our nation are constantly changing. To address such threats, we need an agile workforce with a wide range of backgrounds, experiences, skill sets, and talents.

Our commitment to diversity strengthens our linkage with the American people and puts us in a position of strength to meet the challenges of tomorrow. As an intelligence-producing agency, we must constantly reflect the innovation, technological evolutions, and demographical hallmarks that are continuing to emerge. Robust workforce diversity and inclusive strategies are the path to keeping us aligned with the labor force and technological changes that we will need to combat threats to our nation.

This document represents our continued evolution in diversity and inclusion and reflects the workforce management priorities expressed by the Director of National Intelligence and Secretary of Defense. Our plan for diversity and inclusion outlines multiyear strategies for our Agency to meet the challenges of the 21st century and to enable our organization to leverage the strengths inherent in each of us.

Our commitment to a diverse workforce is not new. What is new, however, is our focus on increasing personal ownership and accountability for leading diversity, building an environment of inclusion and respect, and integrating diversity into the fabric of our operations.

I look forward to you joining me as we continue to shape the NGA future.



ROBERT B. MURRETT
Vice Admiral, U.S. Navy
Director

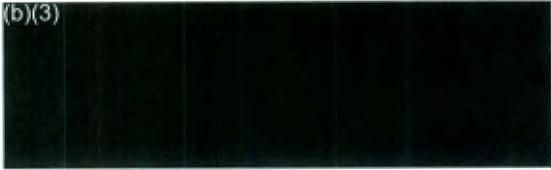
Diversity Commitment

This plan serves as a catalyst for promoting diversity and inclusion across NGA by defining specific, actionable and achievable goals. Accomplishing these goals will require the commitment, collaboration, and partnership of not only NGA leadership, but the personal ownership and accountability of each member of the workforce.

We will do this through a number of active partnerships across the Agency. The regular efforts of the Human Development Directorate and Office of Diversity Management and Equal Employment Opportunity (ODE) are not enough – each of us must be involved.

Together we will strive to build and retain a workforce with the spectrum of capabilities and talents that will ensure our GEOINT superiority today and well into the future.

(b)(3)



Equality Executive

We are committing to:

- Partner and collaborate to implement this plan
- Drive Agency-wide ownership for success
- Maintain a strategic focus on current and future workforce needs
- Measure and communicate our progress


CARLEDA MORRIS
Director, ODE



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DIVERSITY

At NGA, Diversity and Inclusion is a mindset in which we appreciate and respect individuals and leverage their similarities and unique differences through diversity of thought, backgrounds, attributes, experiences and perspectives to perform as one NGA Team.

DIVERSITY VISION

An NGA that embraces and reflects the diversity America has to offer through unwavering commitment to inclusion and acceptance of individuals by seeking, valuing, and optimizing their full spectrum of skills, expertise, and talents to deliver superior geospatial intelligence today and in the future.

Introduction

The nature of the threats facing our nation is changing and we must recruit and retain a diverse workforce with the experiences, backgrounds, and talents to allow us to continue to provide superior geospatial intelligence (GEOINT) to anticipate and respond to these threats. As we look to the next phase of our diversity evolution, we must challenge processes, seek new perspectives, and collaborate seamlessly to ensure a working environment where every employee is encouraged to contribute to his or her fullest potential in pursuit of NGA's mission.

The competition for talent is real, and the talent pool that we are competing to attract and retain is growing increasingly diverse. Our greatest challenge will not only be our ability to recruit diverse talent, but to ensure we have a work environment and the kind of career development and progression possibilities that will retain that talent. The defining indicator for future success will be our ability to retain the high-performing talent pool through enriching job opportunities, career development programs, and a collaborative and inclusive work environment.

The goal of this multiyear plan is to set forth tangible, executable goals and actions that will propel NGA's capabilities and results in building an inclusive environment to the next level. Our focus over the coming years must be to integrate our principles of diversity and inclusion into the conduct of our daily operations so that we can maximize our GEOINT ability.

"Our workforce is our most valuable asset, and we must maintain a work environment where individuals are respected, honored, supported and rewarded on the basis of personal achievement and contribution...This type of work environment will inspire our best efforts and results..."

– Robert B. Murrett, Vice Admiral, U.S. Navy Director

"Our nation's growing multiculturalism, increasing global economy, and ongoing threat of terrorism make it more important today, than ever before, to have a diverse workforce and inclusive working environment. Encouraging and appreciating diversity in both thought and perspective builds a culture of inclusion that immeasurably strengthens our workplace and is vital to our national security mission."

– Lloyd Rowland Deputy Director

Diversity in 21st Century America

"The Community's ability to address complex global threats depends on a workforce that has a wide range of ethnicities, experiences, languages, and perspectives."

*– Mike McConnell
Former Director of
National Intelligence*

Successful and competitive organizations have realized that not only does diversity mean more than race and gender, but that effective diversity management is an organizational competitive advantage. While the origins of diversity can be traced to early affirmative action and equal employment laws—reactive and compliance-oriented in nature—organizations realized in the late 1980s and 1990s that taking a proactive stance to create and maintain an inclusive work environment where diverse perspectives, backgrounds, experiences, and talents are sought and valued is the key to attracting and retaining top talent.

Diversity in the 21st century is about inclusion, inclusion of individuals with various racial, ethnic, and cultural backgrounds, inclusion of four generations of workers (Traditionalists, Baby Boomers, Generation X and Millennials), and inclusion of talents and attributes (e.g., work styles, family status) that together can contribute to the accomplishment of business goals and the mission. Unlike any other century past, the 21st century will see a labor force that encompasses a mosaic of backgrounds and capabilities that have never existed before in one unified labor market. Public and private sector organizations must not only understand the characteristics and needs of this labor market but also employ strategies to attract and retain this workforce; keys to retention include an environment that seeks and values the contributions of all and strategies and programs to promote development and growth.

What does a diverse workforce mean for national intelligence?

The Intelligence Community Strategic Human Capital Plan states that the United States faces "a chaotic multiplicity of adversaries and enemies, real and economic – from rogue states and emerging regional powers to non-state actors and extremist movements." These threats require that we build and maintain a workforce that has the experiences, skills, and diversity of perspectives that will allow us to generate GEOINT to meet and respond to any threat now and in the future.

Our Diversity and Inclusion Framework

Our diversity framework defines our strategic intent and focus for the next phase of our diversity evolution. The framework encompasses three integral and interdependent components – NGA diversity strategic priorities, success factors, and results – that together will advance our efforts to achieve our diversity and inclusion vision.



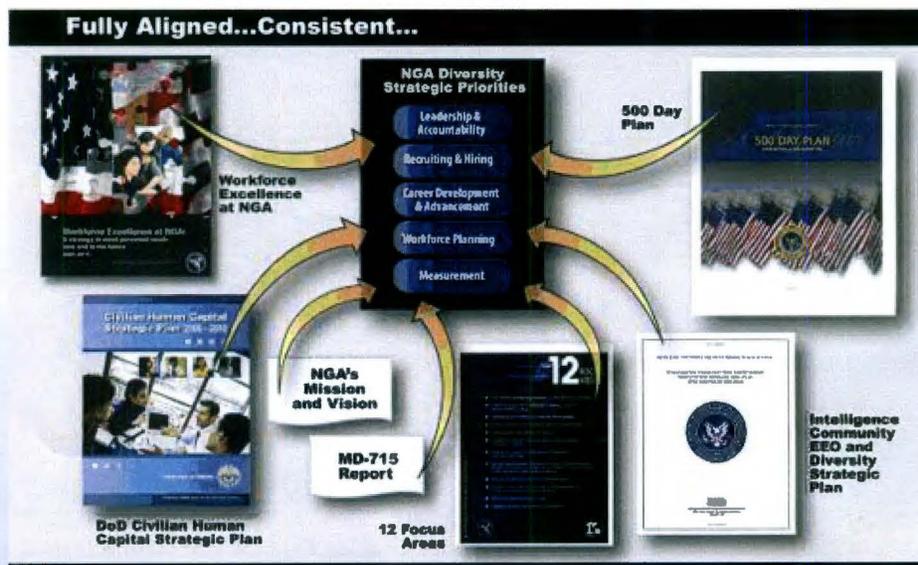
Strategic priorities reflect the five areas that we intend to affect through defined goals and actions for diversity and inclusion. Each priority area is a key lever in creating and institutionalizing the culture and inclusive work environment that will allow us to attract and retain the talent that America has to offer. Our strategic priorities align with and support our strategic intent and the strategic direction of the Intelligence Community and the Department of Defense.

Success factors are the organizational enablers that will contribute to the accomplishment of the strategic priorities. Aligning offices, programs, and policies to consistently and seamlessly support and promote diversity and inclusion is important to successful accomplishment of our goals. Our vision for diversity and inclusion for the Agency will be proliferated only through active and purposeful alignment and integration of command element, line and enabler organization activities and programs. In addition, our ability to communicate and educate our workforce on diversity and how it supports mission accomplishment, as well as our effectiveness in reaching our potential workforce by branding NGA as an “employer of choice” where a successful career can be built, is critical. Tracking and reporting our progress to the NGA workforce as well as our Intelligence Community, Department of Defense and Congressional stakeholders underscores our resolve to implement and demonstrate measurable progress along our journey. Reward and recognition programs and activities that are linked to our strategic goals will reinforce the desired outcomes and behaviors we are working to achieve. Increased personal, visible, and persistent commitment to diversity and inclusion by the entire workforce indicate the widespread ownership for diversity that we need to sustain our progress.

Results will be demonstrated by the realization of our diversity vision —An NGA that embraces and reflects the diversity America has to offer through unwavering commitment to inclusion and acceptance of individuals by seeking, valuing, and optimizing their full spectrum of skills, expertise, and talents to deliver superior GEOINT today and in the future – and by our leaders, workforce, and stakeholders realizing that diversity is everybody’s business.

Our Diversity and Inclusion Strategic Plan

This Diversity and Inclusion Strategic Plan establishes goals and actions for each of the strategic priorities: leadership and accountability; recruiting, hiring and retention; career development and advancement; workforce planning; and measurement. Our goals and actions align with the NGA mission and vision and support the strategic direction of the Office of the Director of National Intelligence and the Department of Defense.



Leadership and Accountability:

Increase leadership commitment and personal ownership

The next phase in our diversity and inclusion journey is founded on strong Agency-wide leadership in diversity. While leadership in diversity is not limited to those who have leadership responsibilities, we do believe that the seeds for this effort must be sown first at the topmost echelons of our Agency and are reinforced by line supervisors and management at all levels as well as each member of the NGA workforce. Our leaders will set the tone for this effort by not only verbally committing to diversity, but also by visibly championing diversity and inclusion throughout the Agency. We are committed to implementing the goals set forth in this plan, and our success will be due, in large part, to our leaders.

The Director of NGA will be held accountable by the Director of National Intelligence for visible, specific, personal, and persistent expression of support for the Intelligence Community's diversity and inclusion goals; this accountability will cascade to the leaders of NGA.

- Visible – Others must see and hear the commitment. This visibility must be present when the diversity and equal employment opportunity (EEO) professionals are not in the room.
- Specific – Targeted and focused efforts to address NGA-specific workforce challenges.
- Personal and two-way – Take a personal interest in the Agency's successes and challenges. Discuss commitment and values through personal storytelling.
- Persistent – Not just a speech on special occasions (e.g., special emphasis program events), but regularly and as routinely as budget evaluations and other program results.

Our leadership and accountability goals and actions provide the direction for helping our leaders attain the next level of leadership in diversity and inclusion. We must ensure that our leaders have the tools and resources to lead the Agency and model the behaviors consistent with building and maintaining an inclusive work environment. In addition, we will hold our leaders accountable for the Agency's performance against our goals.

"In order for us to succeed in this critical area, the commitment and involvement of the IC leadership are absolutely essential. Beyond a general endorsement, the expression must be visible, specific, personal, and persistent. I am affirming my personal commitment to the principles of EEO and diversity and I expect the same level of commitment from each of the IC component leads, and I will hold them accountable for the results."

*– Mike McConnell,
Former Director of
National Intelligence*

Goal 1: Strengthen senior leader accountability for diversity and inclusion by aligning individual performance goals to compensation

Action 1.1 – Incorporate diversity and inclusion into standard language for senior leadership performance plans.

Action 1.2 – Link the diversity critical element to leader performance goals and variable compensation (e.g., pay, bonus, and recognition).

Goal 2: Assess and improve leader-focused education programs and resources to strengthen leadership competency in diversity and inclusion

Action 2.1 – Establish an immersion program targeted to senior executives, managers, and supervisors that increases awareness of diversity and provides tools and strategies for building an inclusive work environment. As a result of completing the immersion program, leaders will have a personal plan for action.

Action 2.2 – Create a leader round-table series – with the focus of “leaders helping leaders” – to facilitate the sharing of ideas, internal practices, and challenges/ issues leaders face in managing and leading diversity in the Agency.

Action 2.3 – Develop a “leader corner” on the ODE website to house leader-focused tools, talking points, and strategies for supporting diversity and inclusion throughout NGA.

Goal 3: Increase management, oversight, and governance for diversity by expanding purview of the Human Capital Management Board (HCMB) and Executive Leadership Group (ELG)

Action 3.1 – Modify the HCMB charter to include a description of the board’s role in strategic diversity management.

Action 3.2 – Expand HCMB meetings to include ongoing reporting on diversity as well as the relationship of diversity to human capital activities (e.g., sourcing, recruiting, career development, promotions).

Action 3.3 – Add reporting on Key Component-specific diversity activities such as hiring, promotions, turnover, and diversity programs to ELG meetings.





Recruiting, Hiring and Retention:

Build and retain the future talent pool by increasing partnerships and strategies to increase results

"Ensure the IC has a high-quality workforce through effective recruitment, retention, training, and efforts to make the workforce diverse in the broadcast sense of the word—in background, culture, gender, ethnicity, age and experience."

– ADM Dennis C. Blair,
Director of National
Intelligence

A comprehensive and inclusive recruiting strategy for attracting all the talent America has to offer is our gateway to the workforce of tomorrow that will continue our GEOINT abilities. Public and private sector organizations are competing for talent, and NGA must stand out as an employer of choice, particularly among minorities, women, and people with disabilities who possess the skills, background, and experiences that will contribute to our mission. We need to explore more creative ways to build our future talent pool by strengthening our partnerships with educators, junior and high school students, and colleges and universities. Outreach and partnerships with civic, state, and local organizations will increase awareness of our brand and bring recognition to our GEOINT mission. Our success in acquiring the best and brightest talent will require a partnership between many key entities within NGA – Human Development, ODE, and Key Components – to jointly work toward achieving our desired workforce goals.

Goal 4: Enhance strategies and programs to increase the acquisition of qualified talent with diverse backgrounds and experiences

Action 4.1 – Enhance recruiter and hiring advisor training and resources for recruiting minorities, women, and people with disabilities.

Action 4.2 – Develop programs and strategies for more systematically engaging Agency diversity partners (special emphasis program members, diversity representatives, and equality executives) in the sourcing and recruiting of minorities, women, and people with disabilities.

Action 4.3 – Collaborate to identify key professional associations, councils, boards, civic, state, and/or local organizations to build long-standing relationships to strengthen the NGA brand and to maximize sourcing opportunities for experienced candidates with diverse backgrounds.

Action 4.4 – Partner to expand these programs by enhancing student tracking and building paths to employment with NGA. Assess the usage of and Agency return on investment of cooperative and internship programs.

Action 4.5 – Expand partnerships with local junior high schools, high schools, colleges, and universities to influence curriculum and student interest in geospatial intelligence to promote a future supply of talent.

Action 4.6 – Focus on programs to recruit and hire people with disabilities.



Career Development and Advancement:

Maximize the potential of our workforce

Robust and thriving career development and advancement programs are integral to our ability to attract and retain talent in this competitive labor market. We must complement our recruiting and retention strategies by offering a variety of paths to career success to meet the diverse needs of this changing labor market. We need to provide career development and advancement resources to meet the needs of Traditionalists, Baby Boomers, Generation X and Millennials. In each instance the definition of career success and what it will take to get there is different. A "one size fits all" program will not meet the needs of the current and future workforce.

Goal 5: Develop inclusive programs and activities that afford all employees the opportunity to realize their full potential and to reduce barriers to the advancement of minorities, women, and people with disabilities

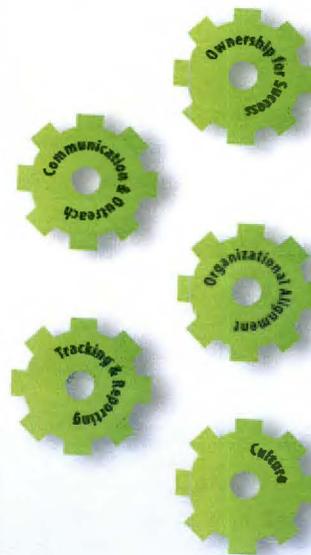
Action 5.1 – Partner to enhance awareness and usage of existing career development tools and resources (e.g., Professional Advisory Boards, career guides, mentoring programs).

Action 5.2 – Partner with special emphasis program (SEP) councils to increase their impact in providing information and career development support to their constituents (e.g., develop SEP communication, host quarterly new hire brown bags).

Action 5.3 – Examine opportunities to leverage Professional Advisory Boards to be more active in workforce career development.

Action 5.4 – Assess the effectiveness of internal policies, processes, and procedures (e.g., joint duty, promotion) that impact the advancement of minorities, women, and people with disabilities.

Action 5.5 – Partner with other agencies and private industry to incorporate best practices.



The transient nature of today's workforce means that organizations, now more than ever, must have strategies for identifying, developing, and maintaining a pool of successors for leadership positions. Newer generations of workers are no longer seeking to build their careers with one employer; they are discerning about the kinds of experiences and progression they want in their careers and they will work with a number of employers to build their desired career. In the coming years, we will

work to build strategies to create greater opportunities and pathways for our workforce, particularly those who may not have a path today, to lead NGA into the future.

Goal 6: Ensure the Agency's education and training curriculum integrates diversity and inclusion emerging trends and issues

Action 6.1 – Conduct a needs analysis to determine Agency-wide diversity training needs; create an education and training strategy to address identified needs.

Action 6.2 – Integrate the value, definition, and concepts of diversity and inclusion (e.g., work styles, backgrounds, experiences, talents, work roles) into all Agency leadership, professional, and technical courses.

Action 6.3 – Explore the feasibility of partnering with a private or nonprofit company to create a pilot training course that reflects key issues and topics challenging both public and private organizations (e.g., managing a multigenerational workforce).

Action 6.4 – Continue ongoing Agency-wide communication and education of diversity and inclusion goals and activities (via ODE website, diversity trivia contests, NGA television videos, programs, special observances).



Workforce Planning:

Identify a diverse workforce with the right skill mix and experience to meet current and future needs

Providing superior GEOINT depends on having a workforce with the right skills, experiences, and talents, today and in the future. Our strategic workforce planning capability must ensure that we explore a broad spectrum of labor pools to meet our future demands because the threats our nation faces, and will continue to face, are as diverse as the workforce necessary to respond to them.

Goal 7: Collaborate to create and implement succession management strategies to promote retention of high-potential talent

Action 7.1 – Conduct an analysis of promotion data for minorities, women, and people with disabilities to identify trends and to determine root causes. Use root cause data analysis to build strategies to increase retention and increase eligibility for advancement.

Action 7.2 – Partner to create succession management strategies for future workforce and mission-critical occupations to ensure business continuity.

Action 7.3 – Create a diversity and EEO competency.

Action 7.4 – Create a diversity and EEO occupation and associated Professional Advisory Board.

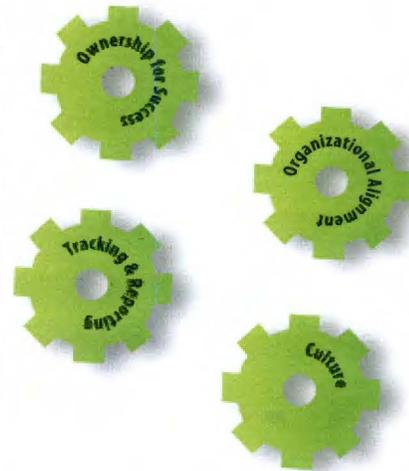
Action 7.5 – Partner on major organizational changes impacting the NGA workforce (e.g., New Campus East, consolidation of work roles, Defense Civilian Intelligence Personnel System).

Action 7.6 – Conduct an analysis of attrition data for minorities, women, and people with disabilities to identify trends and to determine root causes. Use root cause data to build strategies to increase retention and increase eligibility for advancement.

Goal 8: Ensure diversity goals are incorporated into workforce planning strategies

Action 8.1 – Examine and identify diversity implications of strategic workforce planning strategies.

Action 8.2 – Identify the work environment needs of future labor markets (e.g., technology, work structure, telework) and the resulting implications for NGA's systems, processes, and technologies used to accomplish the mission.



Measurement:
Ensure sustained success

Implementing the goals and actions outlined in the plan is not enough. We must ensure that we are sustaining our progress and addressing risks to our success. Our approach to measurement encompasses both individual and organizational measurement to ensure that all levels of the organization are accountable for diversity and inclusion.

Goal 9: Strengthen NGA's individual and organizational diversity measurement capabilities

Action 9.1 – Include a standard diversity and inclusion performance element in all employee plans.

Action 9.2 – Enhance the Agency's diversity scorecard to include a comprehensive set of qualitative and quantitative organizational measures for diversity (e.g., climate, training and education program effectiveness, senior leader activity and championship, and goals and actions from this plan).

Action 9.3 – Institutionalize consistent and frequent reporting of the NGA diversity scorecard to the Human Capital Management Board (HCMB) and Executive Leadership Group (ELG).



Implementing the Plan

The Diversity and Inclusion Strategic Plan represents our Agency's commitment to a diverse workforce and an inclusive working environment. The success of this initiative requires a steadfast focus on diversity, strong leadership to champion its implementation, and the commitment of all NGA employees. The vision, goals, and actions described in this plan will be achieved only through the dedication and collaboration of all members of the NGA community. Diversity is everybody's business, and its success is an Agency-wide responsibility.

This plan covers a five-year horizon and will guide NGA through many exciting developments. A more diverse and inclusive NGA will allow us to meet our GEOINT mission; it will provide an environment in which all members of the workforce are respected and appreciated; and it will be an NGA where we are proud of our values, our workforce, and our contributions to national security.



- Excellence** Be first rate in all that you do
- Accountability** Answer for your conduct, even when no one is looking
- Respect** Leverage diversity and creativity to perform as one NGA team
- Teamwork** Work together to achieve a common goal
- Honesty** Be truthful at all times





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