MAY 2018

Leveraging Diversity for Global Leadership

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CSIS DIVERSITY AND LEADERSHIP IN
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Diversifying Global Leadership

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Preface and Acknowledgments

In October 2016, the Center for Strategic and International Studies (CSIS) partnership with the International Career Advancement Program Alumni Association (ICAPAA) launched the Diversity and Leadership in International Affairs (DLIA) project. The program brings the voices and policy recommendations of diverse experts to discussions of international affairs and aims to bring more diversity to senior leadership of U.S. organizations involved in international affairs.

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Leveraging Diversity for Global Leadership

Introduction

The Diversity and Leadership in International Affairs (DLIA) project prepared this paper to bring attention to the need for more diversity in the senior leadership of U.S. national security agencies and U.S. international affairs think tanks.

To protect its interests and effectively lead on the global stage, the United States must leverage one of its greatest assets: its population. The country's extraordinary array of cultures, backgrounds, and perspectives gives the United States a major advantage to understand international events and trends, interact with local leaders and populations, negotiate agreements, and promote ideas and values.[1] However, the senior leadership of key U.S. institutions, national security agencies, and U.S. international affairs think tanks does not reflect the diversity of the U.S. population and is not drawing on this asset.

This paper: 1) reviews the business case for diversity in the corporate sector and outlines a case for diversity in national security agencies and U.S. international affairs think tanks; 2) presents available information on general and senior workforce diversity in both sectors; 3) emphasizes the need to focus on talent management programs to increase diversity at the senior ranks; 4) reviews selected corporate best practices for leadership diversity;[2] and 5) provides recommendations.

The Business Case for Diversity

In the corporate sector, the business case for diversity is clear. Multiple research studies have demonstrated that companies with more diverse workforces perform better financially and that increased diversity leads to increased innovation. According to the 2015 McKinsey & Company Report, *Why Diversity Matters*, companies in the top quartile of racial and ethnic diversity were 35 percent more likely to have financial returns above their national industry median. For every 10 percent increase in racial and ethnic diversity on the senior executive team, earnings before interest and taxes (EBIT) rise by 0.8 percent.[3] In the 2015 Bersin by Deloitte study of 454 global organizations, those with mature diversity and inclusion talent management strategies had 2.3

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[1] Ambassador Reuben Brigety II wrote an article about the importance of diversity in national security agencies. The article helped set the tone for this paper: "Diversity and U.S. National Security," *Foreign Affairs,* December 8, 2016, https://www.foreignaffairs.com/articles/united-states/2016-12-08/diversity-and-us-national-security.
[2] For more information on how diversity drives innovation, review the *Forbes* study on this topic: Gianluigi Cuccuredde, "Diverse Workforce Drives Innovation," *Business Insider*, July 29, 2011, http://www.businessinsider.com /forbes-survey-diverse-workforce-to-drive-innovation-2011-7.
[3] Vivian Hunt, Dennis Layton, and Sara Prince, "Why diversity matters," McKinsey & Company, January 2015, http://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters.

times higher cash flow per employee over a three-year period.[4] In June 2017, the *CEO Action for Diversity and Inclusion* initiative was launched to advance diversity and inclusion in the workplace as a business and social imperative. The initiative includes the open sharing of ideas and best practices. To date, over 400 CEOs have joined the alliance.[5] The business case in the corporate sector has also been spurred by independent ranking organizations such as *Diversity Inc.*[6] and the *Corporate Equality Index*,[7] which affect hiring and retention.

Companies have also recognized the correlation between diversity and creativity. Work by Fiona MacFarlane, Diane Sinhuber, and Tanya Khan[8] suggests that workplace diversity can enhance creativity and problem solving. Staff with heterogeneous teams solve complex tasks better than homogenous teams, and diverse teams exhibit a higher level of creativity and broader thought process. A study of 45 teams from five high-tech firms in the United States demonstrated that teams composed of people with different functional specialties worked more effectively with other internal teams and showed a higher product innovation rate than teams composed of people with the same specialties.[9]

A business case has not been made systematically across national security agencies or across major U.S. international affairs think tanks. Though many do have diversity and inclusion program and plans, there is little evidence that they have examined the correlation between greater workforce diversity and organizational performance.

The basic elements for a business case include:

- Better decisionmaking and problem solving:

    o Maximizing the ability to collect and analyze information and intelligence

    o Increasing the range of innovative options for action on the international stage

- Increased institutional cohesiveness and effectiveness resulting from increased employee engagement and greater confidence in a leadership team that reflects the U.S. workforce

- Greater cultural and language competencies to manage foreign relationships

- Increased effectiveness and credibility abroad when engaging with local leaders and populations

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[4] Josh Bersin, "High Impact Talent Management," Bersin by Deloitte, July 20, 2007, http://blog.bersin.com/high-impact-talent-management/.
[5] CEO Action for Diversity & Inclusion, "A Challenge We Need to Act on Together," accessed April 19, 2018, https://www.ceoaction.com/about/.
[6] DiversityInc, "About the DiversityInc Top 50 Process," accessed August 25, 2017, http://www.diversityinc.com/about-the-diversityinc-top-50/.
[7] Human Rights Campaign, "Corporate Equality Index 2018," accessed August 25, 2017, http://www.hrc.org/campaigns/corporate-equality-index.
[8] Fiona Macfarlane, Diane Sinhuber, and Tanya Khan, *Diversity Briefing: Questions for Directions to Ask* (Toronto: Canadian Institute of Chartered Accountants, 2010).
[9] Ibid.

- Maintenance of a competitive edge in recruitment and retention, particularly given current U.S. demographic trends.[10]

The *2016 Governmentwide Inclusive Diversity Strategic Plan* issued by the Office of Management and Budget (OMB) called for the collection of performance data to "establish a business case for diversity and inclusion" in federal agencies. It also noted the need for collaboration "to create models for analyzing performance metrics in correlation with diversity and inclusion metrics." No guidelines for such analysis have, to our knowledge, been issued and the collection of such data has not been mandated.[11]

On October 5, 2016, President Barack Obama issued a presidential memorandum titled "Promoting Diversity and Inclusion in the National Security Workforce."[12] The memorandum called for the collection and publication of demographic data across national security agencies and departments. It also called for the expansion of training on unconscious bias. The memorandum has not been rescinded by the current administration. While an important step in requiring increased demographic data, the memorandum did not require information linking agency performance to workforce diversity.[13]

In April 2017, Sen. Ben Cardin (D-MD) along with Sens. Robert Menendez (D-NJ), Jack Reed (D-RI), Christopher Coons (D-DE), Jeanne Shaheen (D-NH), Cory Booker (D-NJ), and Brian Schatz (D-HI) introduced legislation to strengthen diversity in the national security workforce. The bill, titled The National Security Diversity and Inclusion Workforce Act of 2017, aimed to codify some of the requirements in the 2016 presidential memorandum.[14] Subsequently, the Senate Foreign Relations Committee with bipartisan support led by Sens. Bob Corker (R-TN) and Ben Cardin (D-MD) included similar language and a separate section on diversity in the FY18 State Department Authorization Bill.[15] The bill requires the Department of State to collect demographic data including information about promotions, promotion boards, and participation in professional development programs. The bill also requires the State Department to use the data to manage recruitment and talent management in the senior

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[10] D'Vera Cohen, and Andrea Caumont, "10 demographic trends that are shaping the U.S. and the world," Pew Research Center, March 31, 2016, http://www.pewresearch.org/fact-tank/2016/03/31/10-demographic-trends-that-are-shaping-the-u-s-and-the-world/. The rising generation of millennial leaders is the most racially diverse in American history: 43 percent identify as non-white. According to a 2014 PEW Report, by 2060, the U.S. population will be made up of 31 percent Hispanic/Latino, 13 percent Black, and 8 percent Asian: Paul Taylor, "The Next America," Pew Research Center, April 10, 2014, http://www.pewresearch.org/next-america/#Americas-Racial-Tapestry-Is-Changing.

[11] U.S. Office of Personnel Management, "Governmentwide Inclusive Diversity Strategic Plan—2016," July 2016, 1–11, https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/reports/governmentwide-inclusive-diversity-strategic-plan-2016.pdf.

[12] President Barack Obama, "Presidential Memorandum—Promoting Diversity and Inclusion in the National Security Workforce," The White House, October 5, 2016, https://obamawhitehouse.archives.gov/the-press-office/2016/10/05/presidential-memorandum-promoting-diversity-and-inclusion-national.

[13] Ibid.

[14] Ben Cardin, "Cardin Introduces Bill to Improve Diversity in U.S. National Security Workforce," Press Releases, April 25, 2017, https://www.cardin.senate.gov/newsroom/press/release/cardin-introduces-bill-to-improve-diversity-in-us-national-security-workforce.

[15] U.S. Congress, Senate, *S. 1631: Department of State Authorities Act, Fiscal Year 2018*, July 25, 2017, https://www.govtrack.us/congress/bills/115/s1631.

ranks. The bill does not address, nor was it designed to address, the correlation between workforce diversity and agency performance.[16]

Hampering the movement for making a business case for diversity is the lack of independent rankings of government agencies on diversity. The prevalent rating mechanism is the *Best Places to Work in the Federal Government*[17] prepared by the nonprofit, nonpartisan Partnership for Public Service. The survey ranks agencies based on an employee's perception of the agencies' support for diversity.[18] Respondents reply to three general questions about diversity in their workplace.[19] However, the survey falls short as it does not include measurement of agencies' workforce diversity and no questions are included regarding an employee's perception of his or her ability to rise in the organization.[20]

Certain key leaders, such as former secretary of state Rex Tillerson[21] and Sen. Ben Cardin[22] have made strong statements on the need for diversity in national security agencies. In August 2017, in a speech to State Department employees, then-Secretary Tillerson stated that the country needs a Department of State that "reflects the American people." He stressed the need for talent management, noting "a big part of developing our minority leadership is identifying qualified individuals five and ten years before they are ready to become senior leaders and managing and developing their careers, as we do others, so that they're undergoing preparations for those senior roles over time."[23] While Tillerson acted as secretary of state, he directed the special internal committee that reviews candidates for ambassadorships to ensure the inclusion of at least one minority candidate for any open position. In launching the National Security and Inclusion Workforce Act of 2017, Senator Cardin stated that "America's diversity is one of our greatest assets as a nation, and our national security agencies should reflect that reality."[24] However, thus far, strengthening the talent pool through diversity is not a major priority across

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[16] There have been multiple other efforts to add language on diversity in budget documents. For FY 2018, Senator Cardin recommended additional funding to the 150 Account for programs addressing diversity at the Department of State: Senate, *S. 1631: Department of State Authorities Act, Fiscal Year 2018.*

[17] Partnership for Public Service, "Best Places to Work in the Federal Government®," accessed August 25, 2017, http://bestplacestowork.org/BPTW/index.php.

[18] "The Best Places to Work in the Federal Government" poll is an annual survey based on the views of 421,000 civil servants on a range of workplace topics drawn primarily from OPM's *Federal Employee Viewpoint Survey*: Partnership for Public Service, "The Best Places to Work in the Federal Government."

[19] The three issues respondents address are 1) My superior is committed to a workforce representative of all segments of society; 2) Policies and programs promote diversity in the workplace; and 3) Supervisors work well with employees of different backgrounds. Partnership for Public Service, "The Best Places to Work in the Federal Government."

[20] The breakdown for "Agency Rankings by Category—Support for Diversity" is available at: Partnership for Public Service, "The Best Places to Work in the Federal Government," http://bestplacestowork.org/BPTW/rankings /categories/large/diversity.

[21] Then-Secretary Rex Tillerson, "Remarks Addressing State Department Student Programs and Fellowships Participants," U.S. Department of State, August 18, 2017, https://www.state.gov/secretary/remarks/2017/08/273527.htm.

[22] Cardin, "Cardin Introduces Bill to Improve Diversity in U.S. National Security Workforce"; Senate, *S. 1631: Department of State Authorities Act, Fiscal Year 2018.*

[23] Tillerson, "Remarks Addressing State Department Student Programs and Fellowships Participants."

[24] Cardin, "Cardin Introduces Bill to Improve Diversity in U.S. National Security Workforce."

the administration. Proposed budget cutbacks at State and USAID also do not bode well for attracting diverse talent.[25]

Within U.S. think tanks focused on international affairs, efforts have been made to expand recruitment and some have diversity and inclusion policies and programs. However, there is no mechanism to examine the link between organizational performance and diversity. The major rating index for think tanks, the University of Pennsylvania's *Global Go to Think Tank Index Report*, does not include information on workforce or leadership diversity.[26]

Current State of Affairs

National Security Agencies

An estimated 3 million people comprise the national security workforce.[27] As noted in the presidential memorandum from October 5, 2016, agencies in the workforce were less diverse, on average, than the rest of the federal government. Additionally, the leadership of all the national security agencies—Senior Executive Service (SES) or its equivalent—is less ethnically diverse than the workforces. The exceptions, according to the memorandum, are the Department of Defense (DoD) enlisted personnel and USAID Civil Service members.[28]

A review of select agencies gives a clearer indication of the problem.

U.S. Department of State

Overall, minorities make up 52.7 percent of the Department of State's workforce (defined here to include Civil Service and Foreign Service generalists). Hispanics make up 12.5 percent.[29]

In the Civil Service workforce, there is a relatively large percentage of minority employees (36.3 percent). Hispanics make up an additional 6.5 percent. However, these numbers drop significantly in the SES ranks: Minorities account for only 10.4 percent (African American, 3.8 percent; American Indian, 0.0 percent; Asian, 4.3 percent; Native Hawaiian, 0.0 percent; Multi-race, 2.3 percent).[30] Hispanics account for only 4.3 percent of the SES.

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[25] Daniel Lippman and Nahal Toosi, "Interest in U.S. diplomatic corps tumbles in early months of Trump," *Politico*, August 12, 2017, http://www.politico.com/story/2017/08/12/trump-state-department-foreign-service-interest-plummets-241551.

[26] Think Tanks and Civil Societies Program, University of Pennsylvania, accessed August 28, 2017, https://www.gotothinktank.com/.

[27] As stated in the October 2016 presidential memorandum, there are seven national security agencies: Department of State: Civil Service and Foreign Service, United States Agency for International Development (USAID): Civil Service and Foreign Service; Department of Defense (DOD): total force; Office of the Director of National Intelligence (ODNI); Department of the Treasury: Office of International Affairs and Office of Critical Infrastructure Protection; Department of Justice: National Security Division and Federal Bureau of Investigation; and Department of Homeland Security. Obama, "Presidential Memo on Diversity and Inclusion."
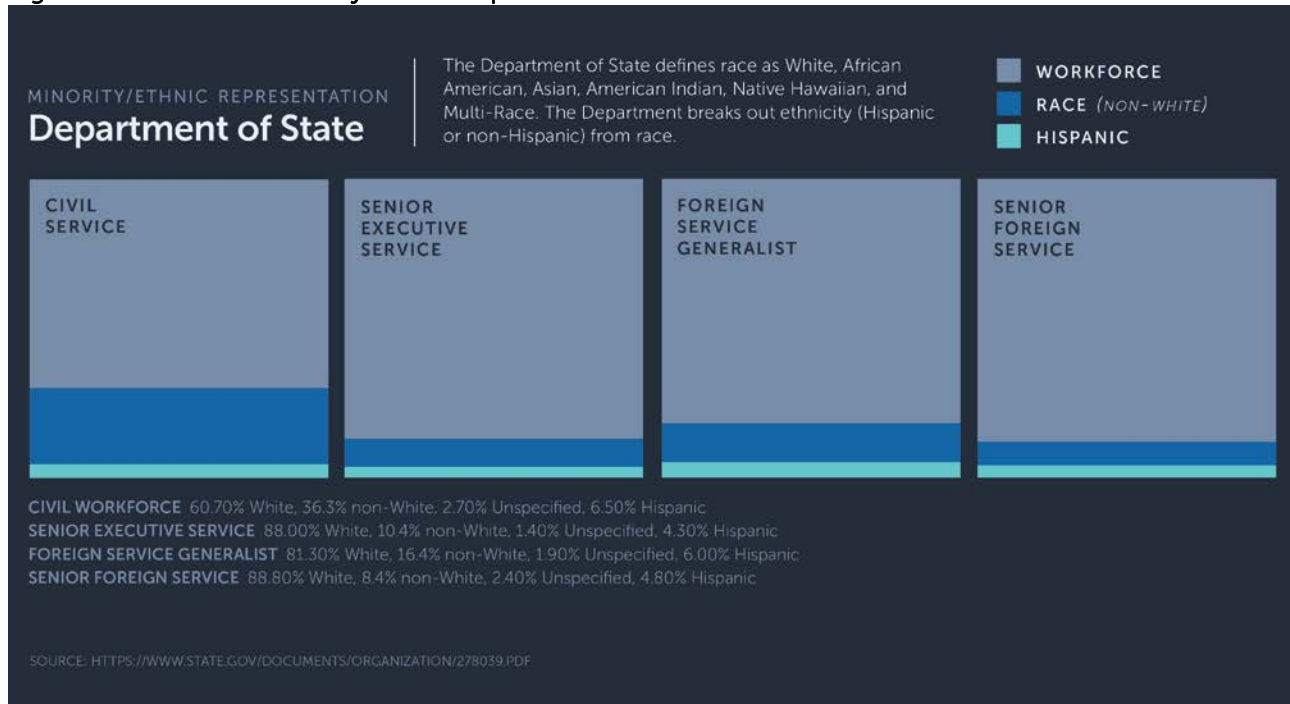
[28] Obama, "Presidential Memo on Diversity and Inclusion."

[29] Hispanics are considered an ethnic group in the figures provided by the Department of State: U.S. Department of State, "Full-time Permanent Workforce as of 3/31/18," April 19, 2018, https://www.state.gov/documents/organization/278039.pdf.

[30] Ibid.

Among Foreign Service generalists, minorities only account for 16.4 percent of employees. As in the case of the Civil Service, the rates drop significantly in the Senior Foreign Service (SFS), with minorities accounting for only 8.4 percent of the SFS officers (African American, 3.2 percent; American Indian, 0.1 percent; Asians, 3.3 percent; Native Hawaiian, 0.0 percent; Multi-race, 1.8 percent). The percentage of Hispanics also drops, from 6.0 percent to 4.8 percent.[31]

Figure 1: Review of diversity at the Department of State

MINORITY/ETHNIC REPRESENTATION
Department of State

The Department of State defines race as White, African American, Asian, American Indian, Native Hawaiian, and Multi-Race. The Department breaks out ethnicity (Hispanic or non-Hispanic) from race.

WORKFORCE
RACE (NON-WHITE)
HISPANIC

CIVIL SERVICE

SENIOR EXECUTIVE SERVICE

FOREIGN SERVICE GENERALIST

SENIOR FOREIGN SERVICE

CIVIL WORKFORCE 60.70% White, 36.3% non-White, 2.70% Unspecified, 6.50% Hispanic
SENIOR EXECUTIVE SERVICE 88.00% White, 10.4% non-White, 1.40% Unspecified, 4.30% Hispanic
FOREIGN SERVICE GENERALIST 81.30% White, 16.4% non-White, 1.90% Unspecified, 6.00% Hispanic
SENIOR FOREIGN SERVICE 88.80% White, 8.4% non-White, 2.40% Unspecified, 4.80% Hispanic

SOURCE: HTTPS://WWW.STATE.GOV/DOCUMENTS/ORGANIZATION/278039.PDF

U.S. Agency for International Development (USAID)

A similar trend can be seen in USAID. Overall the total workforce is composed of 30.2 percent minorities and 5.6 percent Hispanics.[32]

In the Civil Service workforce, the percentages of minorities in the workforce is quite large (41.1 percent). However, it drops dramatically at the SES level to 28.9 percent. Hispanics, however, have a better representation at the senior ranks, with the percentage rising from 6.2 percent to 8.9 percent.[33]

Among Foreign Service personnel, minorities make up 21.4 percent of the workforce and Hispanics 5.2 percent.[34] At the SFS level, these ratios decline significantly: minorities drop to 11.4 percent (Black or African American, 7.96 percent; Asian, 3.4 percent; Native Hawaiian or Pacific
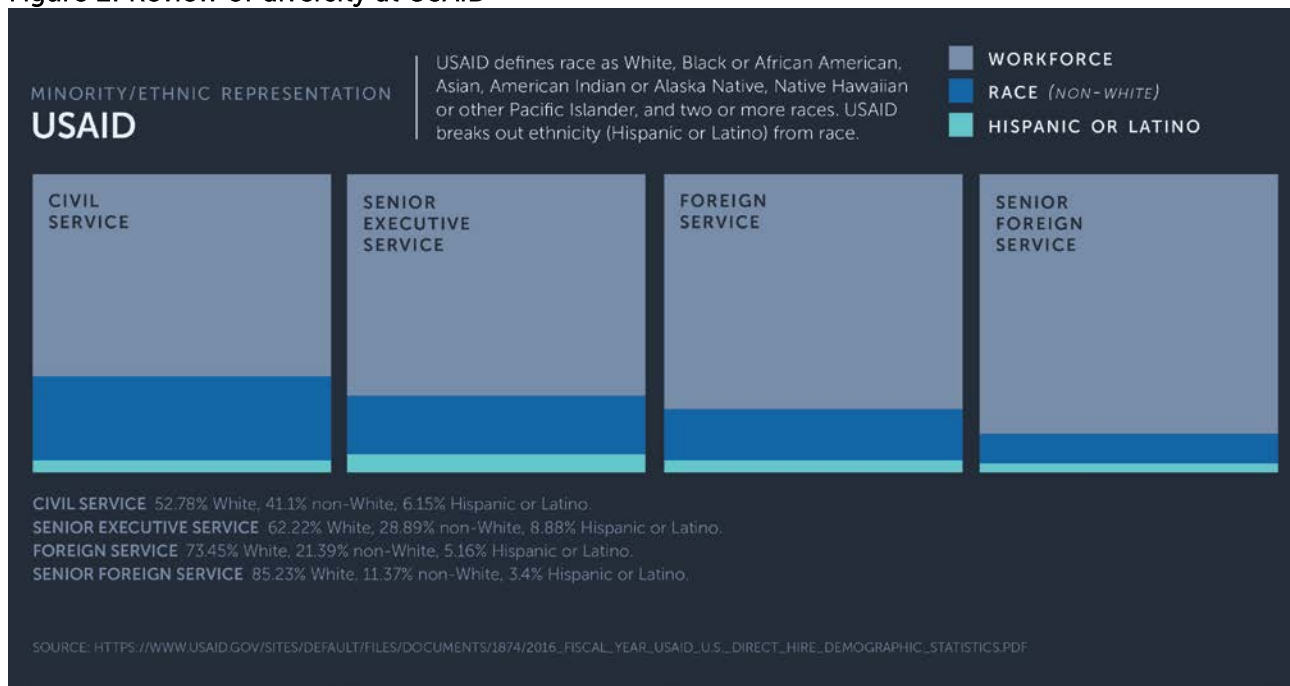
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[31] Ibid.
[32] U.S. Agency for International Development, "USAID U.S. Direct Hire Workforce Demographics," September 2016, 1–46, https://www.usaid.gov/sites/default/files/documents/1874/2016_Fiscal_Year_USAID_U.S._Direct_Hire_Demographic_Statistics.pdf.
[33] Ibid., 7.
[34] Ibid., 3.

Islander, 0.0 percent; American Indian or Alaska Native, 0.0 percent; Multi-race, 0.0 percent). Hispanics drop to 3.4 percent.[35]

Figure 2: Review of diversity at USAID

U.S. Department of Defense

The 2016 Demographics Report conducted by the Department of Defense (DoD)[36] indicates that the total military force[37] identify as follows: White, 70.6 percent; Black or African American, 17.1 percent; Asian, 4.2 percent; American Indian or Alaska Native, 1.1 percent; Native Hawaiian or Pacific Islander, 0.9 percent; Multi-racial, 2.5 percent. By ethnicity, 13.5 percent identified as Hispanic or Latino.[38]

For active duty enlisted members, 66.8 percent identified as White, 19.1 percent as Black or African American, 4.2 percent as Asian, 1.4 percent as American Indian or Alaska Native, and 1.2 percent as Native Hawaiian or Pacific Islander. By ethnicity, 15.0 percent of active duty members identified as Hispanic or Latino.[39]

For active duty officers, the percentage identifying as White increased to 77.0 percent. The percentage of those identifying as Black or African American drops significantly, to 9.0 percent. The percentage of those identifying as American Indian or Alaska Native drops to 0.6 percent

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[35] Ibid., 9.
[36] U.S. Department of Defense, "2016 Demographic: Profile of the Military Community," 2016, 1-217, http://download.militaryonesource.mil/12038/MOS/Reports/2016-Demographics-Report.pdf.
[37] Total military force is the total number of active duty and reserve and guard members from all branches of the DoD and the DHS Coast Guard, as well as the civilian personnel who support the DoD mission. The Army and Army reserve do not report multi-racial. U.S. Department of Defense, "2016 Demographics."
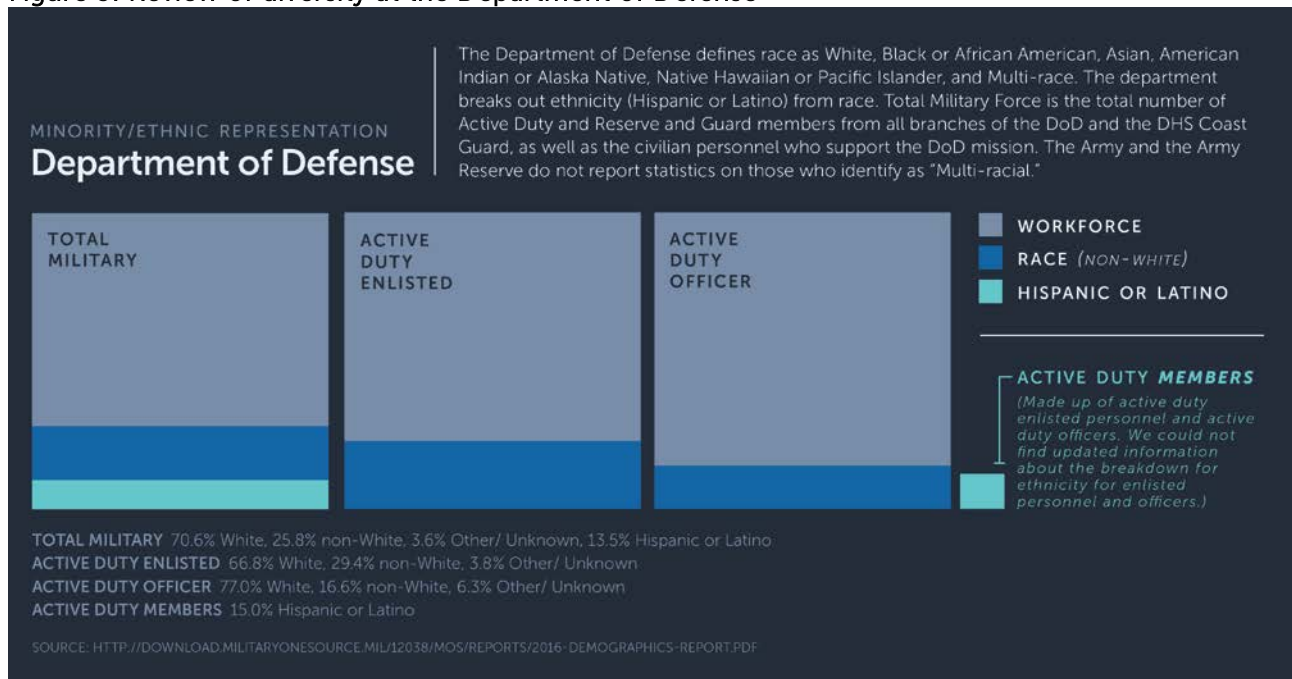[38] Ibid., 7–8.
[39] Ibid., 24–26.

and those identifying as Native Hawaiian or Other Pacific Islander drops to 0.5 percent. Only the group identifying as Asian rises to 4.9 percent.[40] As noted in a study conducted in 2011 by the Military Leadership Diversity Commission, "the demographic composition of the officer corps is far from representative of the American population and . . . officers are much less demographically diverse than the enlisted troops they lead."[41]

A 2012 RAND report by Beth Asch, Trey Miller, and Alessandro Malchiodi[42] tracked the promotion and retention of personnel entering the officer ranks. The research indicated that Black/African American, Hispanic/Latino, and other minority males were less likely than white males to be promoted, especially at higher levels.[43]

Figure 3: Review of diversity at the Department of Defense

U.S. Department of Homeland Security

Overall, the Department of Homeland Security's workforce is diverse, with 45.9 percent identifying with a diverse racial or ethnic group: Black or African American, 16.0 percent;

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40 Ibid., 25.

41 "Report: U.S. Military Leadership Lacks Diversity at Top," PBS *Newshour*, March 11, 2011, http://www.pbs.org/newshour/rundown/military-report/.

42 Beth Asch, Trey Miller, and Alessandro Malchiodi, *A New Look at Gender and Minority Differences in Officer Corps Career Progression in the Military* (Santa Monica, CA: RAND, 2012), https://www.rand.org/content/dam/rand/pubs/technical_reports/2012/RAND_TR1159.pdf.
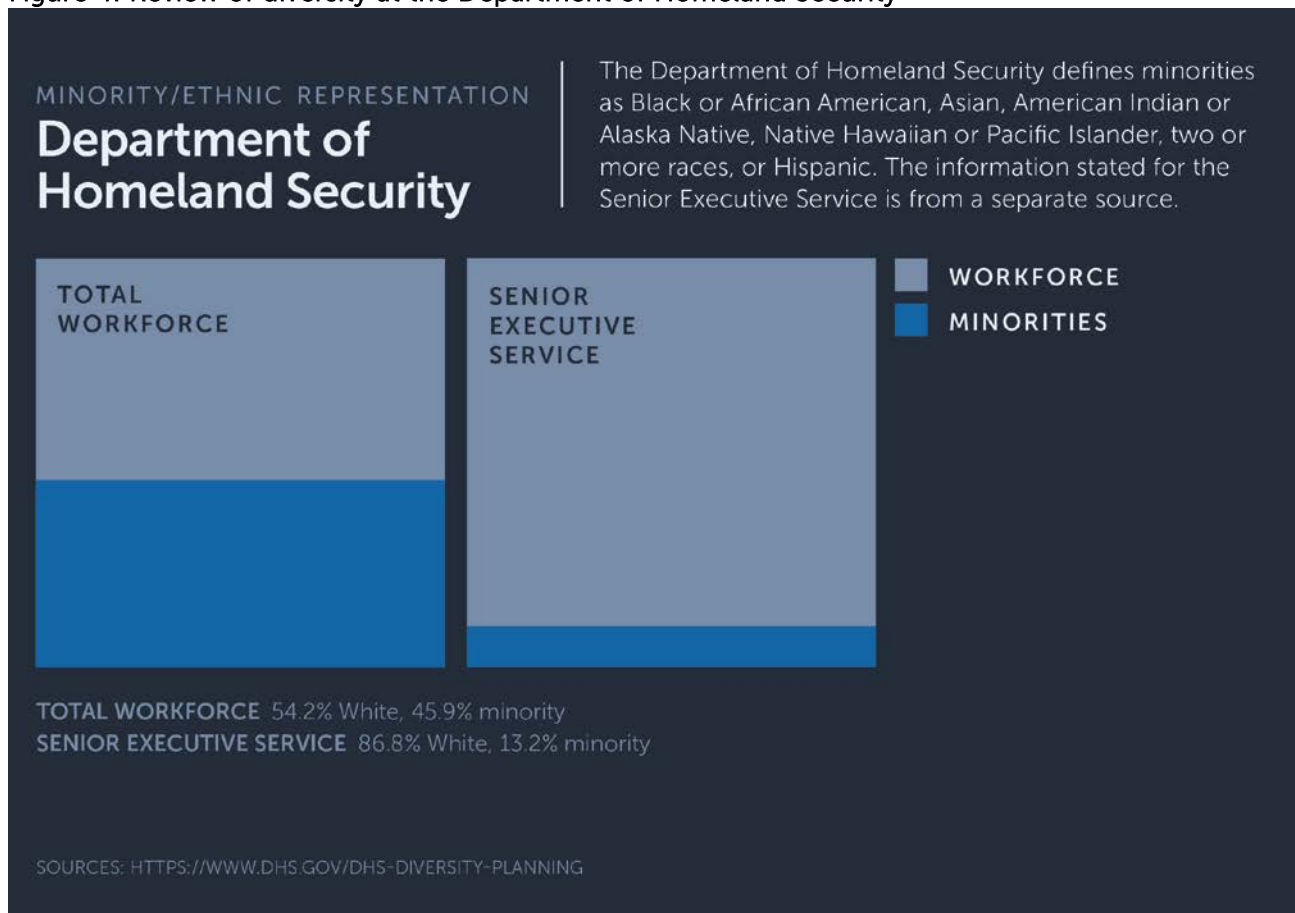
43 The study looked at both promotion and retention rates. In certain cases, they found that the longer retention rate offset the promotion effect. They did find that retention rates for minority male officers were somewhat greater than for white males. Ibid., 11–12.

Hispanic or Latino, 22.3 percent; Asian, 5.5 percent. Less than 3 percent identify as American Indian or Alaska Native, Native Hawaiian or Pacific Islander, or two or more races.[44]

For those minorities or ethnic candidates applying for the senior ranks at the agency, the rate of application far exceeds the rate of acceptance. As an example, in FY16, 30.2 percent of those applying for the SES Candidate Development Programs were Black or African American. Only 8.5 percent of those accepted were in that category.[45] Overall, 41.5 percent of those who applied were white, yet they made up 70.2 percent of those accepted.

According to a 2008 GAO Report to the Committee on Homeland Security, the diversity representation in the DHS SES was as follows: 6.2 percent identified as Black or African American, 0.6 percent as Asian or Pacific Islander, 0.3 percent as American Indian or Alaska Native, and 6.1 percent Hispanic or Latino.[46]

Figure 4: Review of diversity at the Department of Homeland Security

MINORITY/ETHNIC REPRESENTATION

Department of Homeland Security

The Department of Homeland Security defines minorities as Black or African American, Asian, American Indian or Alaska Native, Native Hawaiian or Pacific Islander, two or more races, or Hispanic. The information stated for the Senior Executive Service is from a separate source.

TOTAL WORKFORCE

SENIOR EXECUTIVE SERVICE

WORKFORCE
MINORITIES

TOTAL WORKFORCE 54.2% White, 45.9% minority
SENIOR EXECUTIVE SERVICE 86.8% White, 13.2% minority

SOURCES: HTTPS://WWW.DHS.GOV/DHS-DIVERSITY-PLANNING

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[44] U.S. Department of Homeland Security, "EEO Diversity Management," Equal Employment Opportunity and Diversity Division, December 21, 2017, https://www.dhs.gov/dhs-diversity-planning.

[45] U.S. Department of Homeland Security, "DHS FY16 FEORP Accomplishment Report," FY16 Federal Equal Opportunity Recruitment Program (FEORP) Report, February 9, 2017, https://www.dhs.gov/publication/fy16-feorp-report.

[46] George Stalcup, "Workforce Diversity Government Wide and at the Department of Homeland Security," Testimony Before the Committee on Homeland Security, House of Representatives, May 21, 2008, 8, http://www.gao.gov/new.items/d08815t.pdf.

Office of the Director of National Intelligence (ODNI)

A 2016 report conducted by ODNI[47] stated that 25.0 percent of ODNI's total workforce was made up of minorities (12 percent identified as Black, 6.1 percent as Hispanic, 4.2 percent as Asian, 1.9 percent as two or more races, 0.5 percent American Indian or Alaska Native, 0.2 percent Native Hawaiian or Pacific Islander). But, as in other agencies, the percentage of minorities at the senior levels dropped significantly, to 13.1 percent.[48]

Within the Central Intelligence Agency, according to a 2015 report commissioned by former CIA director John Brennan and conducted by Vernon Jordan, 23.9 percent of the agency's workforce was composed of ethnic minority officers. However, they accounted for only 10.8 percent of the Senior Intelligence Service (SIS), 21 percent of the GS-14s, and 15.2 percent of the GS-15s.[49] In the jobs most likely leading to the executive ranks (analyst, technical intelligence officers, and operations officers), minority representation was under 10 percent at the GS-15 level or above.[50]
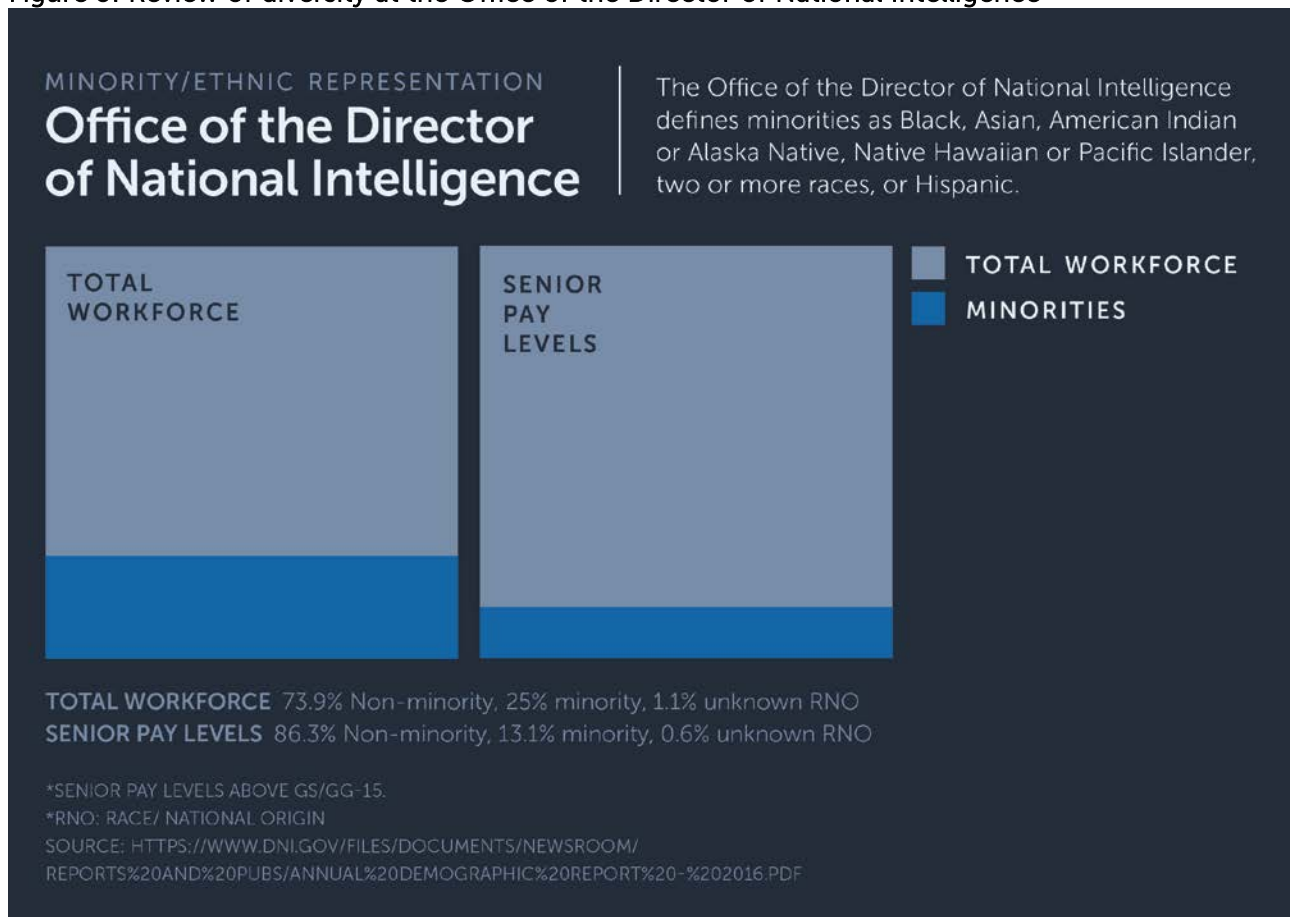
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[47] ODNI is made up of 17 intelligence organizations—ODNI, Central Intelligence Agency (CIA), Defense Intelligence Agency (DIA), National Security Agency (NSA), National Geospatial Intelligence Agency (NGA), National Reconnaissance Office (NRO), the intelligence components of the military branches, and the following: Department of Energy's Office of Intelligence and Counter-Intelligence; the Department of Homeland Security's Office of Intelligence and Analysis and U.S. Coast Guard Intelligence; the Department of Justice's Federal Bureau of Investigation and the Drug Enforcement Agency's Office of National Security Intelligence; the Department of State's Bureau of Intelligence and Research; and the Department of the Treasury's Office of Intelligence and Analysis. ODNI, "Members of the IC," accessed August 28, 2017, https://www.dni.gov/index.php/what-we-do/members-of-the-ic.
[48] Office of the Director of National Intelligence, "Annual Demographic Report: Hiring and Retention of Minorities, Women, and Persons with Disabilities in the United States Intelligence Community Fiscal Year 2016," 2016, 1–99, https://www.dni.gov/files/documents/Newsroom/Reports%20and%20Pubs/Annual%20Demographic%20Report%20-%202016.pdf.
[49] Vernon E. Jordan Jr., "Director's Diversity in Leadership Study: Overcoming Barriers to Advancement," Central Intelligence Agency, April 2015, 1–54, https://www.cia.gov/library/reports/dls-report.pdf.
[50] Ibid., 1.

Figure 5: Review of diversity at the Office of the Director of National Intelligence

MINORITY/ETHNIC REPRESENTATION

Office of the Director of National Intelligence

The Office of the Director of National Intelligence defines minorities as Black, Asian, American Indian or Alaska Native, Native Hawaiian or Pacific Islander, two or more races, or Hispanic.

TOTAL WORKFORCE

SENIOR PAY LEVELS

TOTAL WORKFORCE
MINORITIES

TOTAL WORKFORCE 73.9% Non-minority, 25% minority, 1.1% unknown RNO
SENIOR PAY LEVELS 86.3% Non-minority, 13.1% minority, 0.6% unknown RNO

*SENIOR PAY LEVELS ABOVE GS/GG-15.
*RNO: RACE/ NATIONAL ORIGIN
SOURCE: HTTPS://WWW.DNI.GOV/FILES/DOCUMENTS/NEWSROOM/
REPORTS%20AND%20PUBS/ANNUAL%20DEMOGRAPHIC%20REPORT%20-%202016.PDF

U.S. International Affairs Think Tanks

U.S. international affairs think tanks are often the source of policy recommendations for foreign affairs decisionmakers and of personnel for key appointments. It is therefore important that their workforce reflect the full U.S. population. As noted above, the major ranking index for think tanks does not include information on workforce diversity.[51] In 2016 a new group, the Diversity Tank, began an effort to examine gender diversity at top think tanks but it does not appear to have been sustained.[52] Beyond this, there is little information on workforce, senior leadership, and board member composition.[53]

To address the need for diversity, the Think Tank Diversity Consortium (TTDC) was founded in 2008 by Lois Rice and Strobe Talbott of the Brookings Institution. Currently, it is composed of

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[51] James G. McGann, "2016 Global Go to Think Tank Index Report," Think Tank Diversity Consortium, University of Pennsylvania, January 2017, 1–171, http://repository.upenn.edu/cgi/viewcontent.cgi?article= 1011&context=think_tanks.
[52] Think Tank Watch, "New Group Highlighting Diversity Problems at Think Tanks," February 22, 2016, http://www.thinktankwatch.com/2016/02/new-group-highlighting-diversity.html.
[53] Alyssa Sims, "What Is a Think Tank? First, We Should Ask Who Is a Think Tank?," *New America Weekly,* February 23, 2017, https://www.newamerica.org/weekly/edition-154/what-think-tank-first-we-should-ask-who-think-tank/.

15 think tanks.[54] The consortium meets bi-monthly (at the human resource director level) to discuss hiring and retention, share best practices, and hold annual events that feature panels on diversity and inclusion in the international affairs arena.[55]

New initiatives to address diversity have also been launched including the *Transatlantic Leadership Diversity and Inclusion Initiative* at the German Marshall Fund,[56] the *Diversity and Leadership in International Affairs Project* at CSIS,[57] the annual *Conference on Diversity in International Affairs* at the Council on Foreign Relations,[58] the *Equity and Inclusion for National Security (EIFNS) Coalition* at Open Society Foundation,[59] and the *WiSe Leadership Initiative* for young women at the American Security Project.[60]

For these efforts and others to have a meaningful impact, it is important that senior leadership reengage in regular TTDC meetings and that information on workforce diversity, including leadership, be regularly issued, either by each institution or as part of the annual University of Pennsylvania Global Think Tank index.

Recruitment vs. Talent Management

Many of the national security agencies operate closed personnel systems with top leaders chosen mainly from within. Therefore, these agencies typically focus on increasing diversity through recruitment. Most engage in extensive outreach to colleges and universities, community leaders, associations, and affinity groups. Some agencies have a presence throughout the country and provide scholarships, fellowships,[61] internships, and university grants.[62] For example, the *Diplomats in Residence Program* of the Department of State maintains a cadre of mid-level officials who engage in full-time recruiting and are based in

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[54] Members of the Think Tank Diversity Consortium include the Aspen Institute, Brookings Institution, Carnegie Endowment for International Peace, Center for a New American Security, Center for Strategic and International Studies, Chapin Hall (University of Chicago), Center for Naval Analyses, Council on Foreign Relations, German Marshall Fund of the United States, Pacific Council on International Policy, Peterson Institute for International Economics, RAND, Resources for the Future, International Institute for Strategic Studies, and Urban Institute.
[55] Zarina Durrani, phone call with author, May 11, 2017.
[56] German Marshall Fund of the United States, "Leadership Diversity & Inclusion," accessed August 25, 2017, http://www.gmfus.org/initiatives/leadership-diversity-inclusion.
[57] CSIS, "Diversity and Leadership in International Affairs Project," October 26, 2017, https://www.csis.org /programs/diversity-and-leadership-international-affairs-project.
[58] Council on Foreign Relations, "Diversity and Inclusion at CFR," Career Opportunities, accessed August 25, 2017, https://www.cfr.org/who-we-are/diversity-and-inclusion-cfr.
[59] Open Society, "Equity and Inclusion for U.S. National Security and Global Engagement," accessed April 26, 2018, https://opensocietypolicycenter.org/issues/u-s-national-security-human-rights/equity-and-inclusion-for-us-national-security-and-global-engagement/.
[60] American Security Project, "WiSe Leadership Initiative," accessed August 25, 2017, http://www.americansecurityproject.org/wiseprogram/.
[61] Such as the Pickering, Rangel, Payne Fellowships, and the Stokes Program, among others. Association of Professional Schools of International Affairs, "Fellowships & Scholarships," accessed August 25, 2017, https://apsia.org/fellowships-scholarships/.
[62] ODNI, "Annual Demographic Report."

major universities.[63] These programs have resulted in an increase in the number of women and minorities at entry levels.

U.S. think tanks in international affairs also engage in targeted recruitment efforts. Unlike national security agencies, they can recruit externally at all levels of the organization. On the other hand, as there is no "up or out" system as in some government agencies, there is less turnover in mid- to senior-level staff. While the organizations can attract qualified diverse candidates at the entry and junior-level staff, with few openings at the mid-level to senior ranks, they are likely to move to other organizations for advancement.[64]

National security agencies offer leadership training. Most also have diversity councils, mentoring programs, diversity training, and affinity/engagement groups. Few, however, have programs focused on addressing the need to foster the rise of diverse candidates to senior levels to bring about a change in senior leadership, though attempts have been made through legislation to require them.[65]

One exception is the CIA's Diversity and Inclusion Strategy 2016–2019, which calls for "weaving diversity and inclusion throughout the talent cycle."[66] Key actions called for in the report include preparing "a framework of assignment and experience to prepare a diverse pipeline for leadership positions" and ensuring assignment selections "consider the best mix of candidate skills and attributes for building diverse and effective teams." The plan also outlines key metrics to measure progress including a breakdown by diversity and gender of slates of candidates considered for senior positions and those selected for leadership development programs.[67]

Think tanks involved in international affairs offer programs to develop mid-level foreign affairs practitioners. The Center for New American Security (CNAS), for example, manages the *Next Generation National Security Fellows Program* aimed to ensure that the United States has a talented and diverse group of individuals dedicated to maintaining national security.[68] The Truman Center also identifies and trains rising diverse talent to serve in national security.[69] Many think tanks, including the Brookings Institution, the Council on Foreign Relation, and the Wilson Center, provide fellowship opportunities for foreign affairs practitioners. Only a few, however, manage internal talent management programs such as the Abshire-Inamori Leadership

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[63] U.S. Department of State, "Diplomats in Residence," Connect, accessed August 25, 2017, https://careers.state.gov /connect/dir/.

[64] Internships are often used as a recruitment mechanism. Those organizations that offer paid internships can attract a wider pool of talent.

[65] In May 2012, Senators Cardin (D-MD) and Gillibrand (D-NY) introduced (S. 3181) to require the secretary of defense to develop specific benchmarks to promote and recruit senior-level members who reflect the military's diverse population, including women and minorities. "Cardin, Gillibrand Push Defense Department to Promote Diversity Among Senior Military Ranks," Press Releases, May 16, 2012, https://www.cardin.senate.gov/newsroom/press/release /cardin-gillibrand-push-defense-department-to-promote-diversity-among-senior-military-ranks; Military Leadership Diversity Commission, "From Representation to Inclusion: Diversity Leadership for the 21st-Century Military," May 2011, http://diversity.defense.gov/Portals/51/Documents/Special%20Feature/MLDC_Final_Report.pdf.

[66] Central Intelligence Agency, "CIA Diversity and Inclusion Strategy (2016–2019)," Spring 2016, 1–9, https://www.cia.gov/library/reports/Diversity_Inclusion_Strategy_2016_to_2019.pdf.

[67] Ibid.

[68] Center for New American Security, "Next Generation National Security Leaders Fellowship," accessed August 25, 2017, http://bit.ly/2x9gydN.

[69] Truman Center, "Strategic Leaders for Changing the World," accessed August 25, 2017, http://trumancenter.org /ideas/strategic-leaders-for-a-changing-world/.

Academy[70] at CSIS that provides leadership training and foreign policy exposure to its young professionals. The Aspen Institute hosts the International Career Advancement Program (ICAP)[71] led by Dr. Thomas E. Rowe at the University of Denver, which provides executive-level training and mentoring to mid-career, international affairs experts from underrepresented groups.[72]

Corporate Practices on Talent Management

In contrast, in the corporate sector, an increasing number of companies are implementing talent management programs[73] and practices to draw specifically on the diversity of staff and foster their promotion to senior ranks. This is because many companies now incorporate diversity and inclusion (D&I) into strategic business plans. This section highlights some of the approaches and practices from Nielsen, P&G, Bank of America, Sodexo USA, Raytheon, 3M, and IBM.[74]

Nielsen Corporation[75] employs a D&I scorecard to track representation, retention, promotions, supplier diversity, diversity training, and engagement with employee resource groups. The scorecard is used to measure the progress of business units. The company also maintains a Diverse Leadership Network, an 18-month program that identifies, develops, and accelerates top diverse talent. Each participant is paired with a senior leader, including the CEO. Of the program's graduates, 100 percent have moved into new roles in the company with a 95 percent retention rate.[76]

At **P&G**,[77] the Global Diversity Council is chaired by the CEO and led by an executive who serves both as a line executive and as the company's chief diversity and inclusion officer. The 26-member council consists of heads of functional divisions, executive sponsors of the company's employee resource groups, and human resource experts. As noted by the CEO, "the addition of

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[70] Center for Strategic and International Studies, "Abshire-Inamori Leadership Academy," accessed August 25, 2017, https://www.csis.org/programs/abshire-inamori-leadership-academy.

[71] The Aspen Institute, University of Denver, "International Career Advancement Program," accessed August 25, 2017, http://www.icapaspen.org/.

[72] For more information about ICAP, see the appendix. The ICAP fellows have been successful in multiple sectors of international affairs. Based on an internal survey conducted from January to September 2017 of the 468 fellows, 6 have become ambassadors, 4 have become deputy chief of mission, 10 have become vice presidents of various organizations and companies, 14 have become deputy directors, 2 have served as deputy assistant secretaries, 17 have held political appointments including at the White House, 12 serve or have served as executive directors of NGOs and nonprofit organizations, 18 serve or have served as CEOs, presidents, or founders of NGOs and corporations, and 10 serve or have served as associate or adjunct professors at various universities or colleges.

[73] Talent management refers to the additional processes and opportunities that an organization makes available strategically to a pool of people who are deemed to have talent. Oliver Serrat, "A Primer on Talent Management," Cornell University ILR School, February 2010, 1–11, http://digitalcommons.ilr.cornell.edu/cgi /viewcontent.cgi?article=1112&context=intl.

[74] For more information on the top five lessons for diversity and inclusion from global companies, review Aperian Global's blog: http://www.aperianglobal.com/leaders-diversity-inclusion-5-lessons-top-global-companies/.

[75] Angela L. Talton, "Building a D&I Strategy Focused on Innovation and Impact" (presentation at the 4th Annual Inclusion Summit, Reston, VA, August 2016).

[76] Andrew McCaskill, "Nielsen Honored as Top Company for Diversity and Inclusion Advancing for the Fourth Consecutive Year," Nielsen Press Room, May 3, 2017, http://www.nielsen.com/us/en/press-room/2017/nielsen-honored-as-top-company-for-diversity-and-inclusion.html.

[77] Diversity Best Practices, "Case Study: P&G's Global Diversity Goals Set and Communicate Priorities," October 10, 2017, https://www.diversitybestpractices.com/case-study-pgs-global-diversity-goals-set-and-communicate-priorities.

the function heads . . . is important . . . because they are the ones that source, develop and advance the talent."[78] In 2016 the company placed special focus on the advancement of women: "we have really done a great job at retaining and recruiting women but advancing them to the senior levels of the organization has not occurred as quickly." The company holds regular town halls on D&I and the company does an annual survey for employees to comment on how the company is doing on diversity and inclusion.[79]

At **Bank of America**, D&I practices are led by the Global Diversity and Inclusion Council chaired by the CEO and includes senior executives of the company. Diversity is measured at every level.[80] Senior officers are asked to include specific diversity goals in their personal development plans. The company maintains both D&I scores and employee satisfaction scores. These surveys capture employee's individual performance and the results are factored into compensation.[81] Each year, the company identifies candidates for its Diverse Leader Sponsorship Program; each is paired with an executive sponsor over several months.[82] Results indicate that participants are twice as likely to be promoted compared to other employees.[83]

Sodexo USA's Diversity Leadership Council (DLC) is chaired by the CEO and is made up of C-suite executives. Each market segment has a vice president for diversity and executive team members are expected to serve as sponsors and mentors. The company has also developed a diversity scorecard that measures the success of managers in the recruitment, retention, promotion, and development of employees. Managers' bonuses are tied to the results of the scorecard.[84]

At **Raytheon**,[85] talent management is conducted both through the company's Employee Resource Groups (which foster professional development, networking, and help identify high-potential professionals) and through the company's Leadership Development Program (focused particularly on women and people of color), a multiyear rotational program where a candidate is supported by a mentor, an assignment manager, and a program manager.[86]

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[78] Ibid.

[79] Ibid.

[80] Cynthia Bowman, "Diversity and Inclusion Practices at Bank of America," phone interview with Ambassador Deborah McCarthy, Center for Strategic and International Studies, October 12, 2017.

[81] Ibid.

[82] Lou Whiteman, "Twice as likely to be promoted? How B of A's sponsorship program boosts diversity," *American Banker*, September 25, 2017, https://www.americanbanker.com/news/women-in-banking-top-teams-2017-bank-of-america.

[83] This is in line with the results of the May 2017 Working Mother report: Working Mother, "The Status of Men as Allies for Multicultural Women," May 15, 2017, http://www.workingmother.com/status-men-as-allies-for-multicultural-women.

[84] H. Dolezalek, "The path to inclusion (diversity training)," *Human Resource Management International Digest* 16, issue 7 (2008): 52–54, https://doi.org/10.1108/hrmid.2008.04416gad.002.

[85] Emanuel Brady, "Diversity and Inclusion Practices at Raytheon," interview with Ambassador Deborah McCarthy, Center for Strategic and International Studies, September 7, 2017.

[86] Raytheon, "Powerfully Different: Employee Resource Groups Embrace the Value of Diversity," last modified November 2, 2017, https://www.raytheon.com/news/feature/powerfully-different.html.

At **3M**, the CEO is directly engaged in diversifying leadership.[87] Among other programs, the company has focused on women's leadership through the "I'm in" campaign resulting in significant increases in the number of women at mid-level to senior ranks.[88]

IBM's Global Diversity Strategy evolved from eight Executive Task Forces for different internal demographic constituencies launched in 1995. Today, talent management is carried out by Constituency Councils. They include programs such as Elevate Plus, a 12-month female advancement program;[89] Tech Re-Entry, a 12-week reentry program where experienced technologists who have taken temporary leave reenter the workforce and are paired with a senior-level mentor;[90] and the IBM Corporate Service Corps Program, where the company's top performers go overseas for a month on special company projects.[91] The company has also used the power of technology for leadership development including through the use of the IBM Watson Career Coach program. For the promotion of LGBT+ talent, the company has used a combination of direct engagement by a senior vice president, self-identifying data given to Human Resources, and reverse mentoring (where LGBT+ employees mentor up to very senior executives).[92]

As briefly outlined in the examples above, the best practices for diversifying senior leadership and increasing the ability of diverse talent to rise in an organization include:[93]

1. **Full and consistent commitment by senior management:** In the companies with successful track records on D&I, the CEO is directly involved in linking D&I into the overall business strategy, chairs the Diversity and Inclusion Council (or its equivalent), and holds functional units responsible for advancing diversity and inclusion with regular reviews of metrics. In these companies, the D&I officer also has functional business responsibilities. This brings D&I into the C-suite, rather than remaining in the human resources division.[94]

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[87] Oliver Staley, "3M's CEO makes it his business to diversify leadership, even if it means bigfooting his own managers," *Quartz*, March 9, 2017, https://qz.com/928812/3ms-mmm-ceo-personally-intervenes-to-ensure-the-company-is-hiring-and-promoting-women/.

[88] Christine Gruene, "Creating a culture of inclusion at 3M," *HR Magazine*, June 15, 2017, http://www.hrmagazine.co.uk/article-details/creating-a-culture-of-inclusion-at-3m.

[89] Dara Jegede, "IBM is creating innovative, integrated business through inclusion," *Real Business*, May 31, 2017, https://realbusiness.co.uk/hr-and-management/2017/05/31/ibm-creating-innovative-integrated-business-through-inclusion/.

[90] IBM, "The IBM Tech Re-Entry Program," Re-Entry, accessed November 7, 2017, http://www-03.ibm.com /employment/jobs/women_at_ibm_reentry.shtml.

[91] IBM, "IBM Corporate Service Corps," Responsibility, accessed November 7, 2017, https://www.ibm.com /ibm/responsibility/corporateservicecorps/.

[92] Lianna Brinded, "An IBM chief explains how the tech giant has influenced the wider business world on LGBT+ diversity," *Business Insider*, October 14, 2016, http://www.businessinsider.com/ibm-vp-claudia-brind-woody-lgbt-diversity-policies-procedures-advocacy-and-impact-2016-10.

[93] For more information on building diversity practices, visit the American Psychological Association, Ethnic Minority Leadership: http://www.apa.org/pi/oema/resources/communique/2009/08/diversity.aspx.

[94] Michele E.A. Jayne and Robert L. Dipboye, "Leveraging Diversity to Improve Business Performance: Research Findings and Recommendations for Organizations," *Human Resource Management* (2004): 409–24.

2. **Senior Executive/Manager Accountability:** Many of the organizations have implemented systems that hold executives and managers accountable for achieving diversity and inclusion objectives, including through compensation.[95]

3. **Sponsorship Programs:** Companies that have seen tangible results in the advancement of diverse talent to the upper ranks often have formal sponsorship programs whereby senior executives are responsible formally for rising talent for an extended period.[96]

4. **D&I Metrics:** Many companies have developed company-wide metrics as mechanisms not only to measure talent recruitment, retention, and promotion but also to assess manager and company performance on D&I.

Recommendations to Increase the Diversity of Senior Leadership in International Affairs

- **Recommendation 1:** The U.S. Office of Personnel Management should begin to establish models to analyze performance metrics in correlation with D&I metrics in national security agencies, drawing on models from the private sector.

- **Recommendation 2:** Congress should continue efforts to expand legislative requirements to report metrics regarding efforts by national security agencies to increase the diversity of senior personnel, in addition to regular demographic reporting.[97]

- **Recommendation 3:** National security agencies should adjust their Diversity and Inclusion Councils to include: 1) direct reporting of the council to the agency head and 2) the addition of top senior/functional area executives who are responsible for hiring and promoting of diverse talent in their divisions.

- **Recommendation 4:** Establish formal sponsorship programs for rising talent. Pair senior officers/executive staff with rising diverse talented candidates for long-term sponsorship and establish a feedback mechanism to include such activity in the performance review of the senior mentor.

- **Recommendation 5:** Make diverse leadership a core competency in national security agencies. This would imply the adjustment of precepts in performance reviews and could require negotiations with unions, depending on the agency. Also require that all

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[95] Katherine Giscombe and Mary C. Mattis, "Leveling the Playing Field for Women of Color in Corporate Management: Is the Business Case Enough?," *Journal of Business Ethics* 37, issue 1 (April 2002): 103–19, https://link.springer.com /article/10.1023/A:1014786313354.

[96] Hugh Welsh, "Sponsorship Has More Promise for Executive Diversity Than Mentorship," *Entrepreneur*, May 27, 2016, https://www.entrepreneur.com/article/274525.

[97] An example can be found in Section 519 of the FY13 Defense Authorization P.L. 112-239, https://www.gpo.gov /fdsys/pkg/PLAW-112publ239/pdf/PLAW-112publ239.p-df.

leadership training include discussion of diversity dynamics and how to lead diverse teams.[98]

- **Recommendation 6:** Expand the Federal Employee Viewpoint Survey to include more questions on D&I and use results to develop a better matrix of agencies' diversity and inclusion efforts. Excellent examples abound in the private sector.[99]

- **Recommendation 7:** Expand the Global Go to Think Tank Index survey to include information on workforce and leadership diversity.

- **Recommendation 8:** Reconvene and expand the Think Tank Diversity Consortium at the CEO level. Develop and issue a diversity and inclusion strategy/plan for the TTDC to include concrete programs to bring more diversity to mid-level and senior ranks, to research programs/events, and to pool best practices.

Conclusion

The United States must draw on its entire population to maintain its leadership position in international affairs. At the moment, it is not leveraging its inherent comparative advantage: its own people. Senior decisionmakers in critical agencies and the policy circles that advise them neither reflect nor draw on the country's rich tapestry of talent.

There is a business imperative for more diversity: the United States will be more effective in advancing its interests through more informed decisionmaking, greater cultural and linguistic competence, and increased credibility and legitimacy.

Current efforts to address the need for diversity are heavily concentrated on recruitment. Equal efforts are required to address the critical need to foster the rise of qualified and diverse mid-level experts. Simply put, if top leadership continues to be dominated by one group, there is little incentive, despite strong professional commitment, for diverse, qualified specialists to enter, let alone remain and advance their careers, in international affairs. Retention and promotion are also key aspects of the business imperative for diversity.

There is also a societal and moral imperative for this change. The rising generation of millennial leaders demand and expect workplaces that reflect America's commitment to equality and inclusion. The complex tensions within the United States today require that workplaces create environments reflective and open to all.

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[98] The 2011 Military Leadership Diversity Committee (MLDC) Review has an excellent outline of the imperatives for adjusting all leadership training to include diversity. As it correctly points out, this is *not* about diversity training but about more effectively leading current and future workforces. MLDC, "From Representation to Inclusion."
[99] PwC, "Diversity and Inclusion Benchmarking Survey," accessed August 25, 2017, https://surveycenter1.pwc.com /Community/se/251137453B8987AC.

Appendix: An Example of a Talent Management Program in International Affairs: The International Career Advancement Program

For the past 20 years, the International Career Advancement Program (ICAP) has diversified the staffing of senior management and policymaking within government agencies, nonprofit organizations, and the private sector. This has been accomplished by investing in critical career coaching and relevant international training for highly promising mid-career international affairs experts from underrepresented groups. In 2015, ICAP was named to *The Economist's Global Diversity List—Top 10* ethnicity employee networks.[100] Two of ICAP's senior leaders, Ambassador Ruth Davis (ret.), a former director general of the U.S. Foreign Service and former director of the Foreign Service Institute, and Professor E. Thomas Rowe, founder and director of ICAP, were named to *The Economist's Top 50 Diversity Figures in Public Life* in 2016.[101]

Among ICAP's 500 fellows are ambassadors, deputy assistant secretaries, White House appointees, congressional Hill staff, and corporate and nongovernmental organization (NGO) leaders. ICAP fellows have spread their impact across many sectors, with 53 percent working in U.S. government agencies, 26 percent in nonprofit organizations and foundations, 6.4 percent in the private sector, 4.8 percent in state and local governments, and 3.8 percent in international and multilateral organizations.[102]

Through a one-week session, a group of 25 to 30 mid-career professionals complete a senior executive seminar and join a supportive career-long network of peers and advisers.[103] The networks are continued through the ICAP alumni association.

Following are the practices of the program with the most impact:

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[100] Global Diversity List, "Top 10 ethnicity employee networks," accessed August 24, 2017, http://www.globaldiversitylist.com/top-10-ethnicity-employee-networks.html.
[101] Global Diversity List, "Top 50 diversity figures in public life," accessed August 24, 2017, http://www.globaldiversitylist.com/top-50-diversity-figures-in-public-life.html.
[102] This information was obtained from a survey conducted in 2017. Two hundred forty ICAP fellows responded. The information was supplemented by biographical data of the alumni.
[103] ICAP, "International Career Advancement Program," accessed August 25, 2017, http://www.icapaspen.org/. The ICAP fellows are selected from applicants who have seven or more years of professional experience in international affairs, have educational credentials necessary for advancement (typically a master's, JD, or other advanced degree), have command of at least one language other than English, and have demonstrated the potential to serve in the highest levels of administration and policymaking. Out of 468 ICAP fellows, an estimated 33 percent (155) received undergraduate degrees from public universities, 41 percent (193) from private universities, and 11 percent (53) from Ivy League colleges. Note that there are some statistical discrepancies due to missing information on several ICAP fellows.

1. *Validating the Importance of Diversity in the U.S. Foreign Affairs Community:* By bringing together peers who are working across U.S. government agencies, NGOs, international organizations, and other institutions, ICAP fellows review their unique contributions to their fields, validated by more senior international affairs practitioners who become continuous mentors and sponsors.

2. *Conveying Leadership Skills*: Experts and senior executives impart key leadership skills, including a review of techniques and coping mechanisms to face and overcome obstacles at the top, whether related to color, gender, ethnicity, religion, or sexual orientation. Emphasis is also placed on how to mentor and bring others along.

3. *Providing Career-Long Access to Senior Sponsors/Advisors:* ICAP is unique among leadership programs for diverse professionals in maintaining a permanent network of senior sponsors/advisers who are leaders in foreign affairs and are available for access throughout the fellows' careers. This network, together with the relationships developed among program participants, has enabled ICAP fellows to:

   a. Find new positions to advance their careers;

   b. Have a sounding board for discussion of personal and professional challenges;

   c. Obtain further professional guidance and mentorship

4. *Bolstering Professional and Personal Fortitude*: ICAP fellows are guided through exercises and given individual counseling to determine their strengths, weaknesses, and passions to guide their future career and personal choices. After the Aspen seminar, many ICAP fellows move to other divisions within their organization or move to other institutions where their skills and interest better align. There are also conversations about the need for minority candidates to balance personal and professional lives, as there continues to be a wide perception that a minority professional must work harder to succeed, often at a personal expense.

5. *Teaching Successful Self-Marketing and Strategic Networking Techniques:* ICAP fellows are taught successful networking mechanisms, with an emphasis on strategically developing contacts outside their current organizations and beyond a cadre of other diverse foreign policy professionals. Special importance is also placed on seeking sponsors and not just mentors.

6. *Active Participation in Professional/ Networking Groups for Foreign Policy Professionals:* ICAP alumni and senior advisers support and encourage ICAP fellows' membership in key select foreign affairs organizations such as the Council on Foreign Relations, the Women's Foreign Policy Working Group, and the Latinos in Foreign Policy Association, among others.

About the Authors

Ambassador Deborah A. McCarthy is an international security strategist. Until November 2017, she was the executive director of the Diversity and Leadership in International Affairs Project at the Center for Strategic and International Studies (CSIS). She served as U.S. ambassador to Lithuania from 2013 to 2016. Previously, from 2010 to 2013, she was the principal deputy assistant secretary of state for economic and business affairs. Ms. McCarthy also served as deputy chief of mission at the U.S. embassy in Greece and the U.S. embassy in Nicaragua. In Washington, she served as deputy assistant secretary for narcotics and law enforcement, senior adviser for counterterrorism, and special coordinator for Venezuela. Other diplomatic assignments include consul general in Montreal, economic counselor at the U.S. embassy in Paris, financial economist at the U.S. embassy in Rome, and postings in the Dominican Republic and Haiti. Ms. McCarthy received a B.A. in economics from the University of Virginia and an M.A. in economics and M.S. in foreign service from Georgetown University.

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