



▶ **DIVERSITY STRATEGIC PLAN**
JUNE 2004

MISSION • PEOPLE • LEADERSHIP

NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY



► MESSAGE FROM THE DIRECTOR



To meet the challenges of the 21st century, NGA will continue to transform by focusing on our most important asset, our people. As outlined in the National System for Geospatial-Intelligence (NSG) Statement of Strategic Intent, one of our core values is our commitment to the culture of partnership, diversity, collaboration, creativity, risk-taking and mutual trust and respect. Our cadre of diverse, highly skilled and motivated people is our strategic edge, and NGA remains committed to ensuring it maintains a quality workforce that is second to none in the field of geospatial intelligence.

Our Diversity Management Initiative is our method of choice to ensure ALL employees are valued and appreciated. Because we incorporate inclusive organizational processes, we are striving to be known as an employer of choice, therefore able to recruit, hire, retain and develop the best and the brightest. The Diversity Initiative also supports my goal of achieving organizational excellence through effective leadership and maintaining a competent, competitive, and qualified workforce. It identifies aspects of NGA's culture that are exclusive and diversity-resistant and works to root out ineffective management techniques and processes that do not support an inclusive work environment. The Diversity Initiative also develops and implements evaluation and assessments to illuminate and eliminate workforce barriers that adversely impact recruitment, hiring, development, and retention.

We recognize that diversity is a force multiplier in the overall geospatial intelligence mission, and we have developed partnerships with the other Intelligence Community (IC) Diversity Management Offices. Together, we are working as one team to identify best practices for recruitment and retention, highlight IC success in achieving a more diverse workforce, and identify key factors affecting the implementation of effective Community-wide workforce management programs. Diversity is not an adjunct – it is an integral part of our mission, and the Diversity Management Initiative provides the oversight to ensure its success.

Achieving a truly inclusive environment requires the personal commitment and support of each and every NGA employee. I strongly encourage you to support this Agency's diversity efforts by treating everyone with respect, being open to the ideas and perspectives of others and learning more about diversity. It is through our collective efforts in diversity and other key initiatives that NGA will continue to grow in significance as it takes on an even larger role in defending the United States by "Knowing the Earth and Showing the Way."

JAMES R. CLAPPER, JR.
Lieutenant General, USAF (Ret.)

► DIVERSITY LEADERSHIP COMMITMENT STATEMENT

The National Geospatial-Intelligence Agency (NGA) is proud of its commitment to promote diversity and provide an environment where each individual is respected, honored, supported, and rewarded on the basis of personal achievement and contribution. We strive to ensure our people work in an atmosphere that is open, creative, and inspires the best in terms of effort and results. At NGA, each individual has equal opportunity and is encouraged to achieve his or her full potential. Human and cultural differences do not interfere with our ability or willingness to recognize, support and reward. We prize cooperation and teamwork and the benefits reaped through individual personal growth and contribution.

Our organization draws its strength from our commitment to common values and willingness to improve recognition of the benefits of a diverse workforce. We consider individual staff officers equals in our pursuit of common goals, with no individual more or less protected, entitled, or worthy of personal respect than another. Our goal is to ensure NGA and its employees achieve the highest standards of performance and potential.

We will achieve this goal by:

- Providing each individual every opportunity to develop their potential
- Ensuring our hiring processes are inclusive
- Instituting plans at the individual, division, office and directorate level to identify and remove the barriers preventing us from embodying NGA's core values
- Soliciting diverse viewpoints to improve the quality of our decisions
- Embracing and respecting the differences inherent in all of us
- Making it a practice to solicit input, listen, and hear from those different from us, and collectively establish a bond based upon trust and teamwork
- Developing meaningful and relevant training that ensures Diversity and Equal Employment Opportunity principles become second nature to us.

► **DIVERSITY
MANAGEMENT
VISION**

A premier, inclusive environment in which all employees fully utilize their skills and perspectives to “Know the Earth....Show the Way.”

► **DIVERSITY
MANAGEMENT
MISSION**

The Office of Diversity Management leads NGA’s culture change initiative that is focused on optimal mission accomplishment through an effectively led, competent, competitive and diverse workforce.

► **NGA
CORE VALUES**

In NGA, we are committed to...

Customers... both as a National Intelligence and a Combat Support Agency—from the highest level to the tactical, as well as international partners

People...their personal integrity, professionalism, growth, leadership, and accountability

Culture...partnership, diversity, collaboration, creativity, risk-taking, and mutual trust and respect

...Excellence in all we do

MISSION ACCOMPLISHMENT

Goal 1: Help employees view diversity from its broadest perspective as a business imperative that facilitates mission accomplishment.

1.1 Model, foster and communicate the business case for diversity.

1.2 Provide world-class diversity management products and services that encourage inclusive actions and behaviors in the performance of our mission.

1.3 Embed diversity principles in business practices, policies, decision-making processes and business plans to reinforce a high-performance culture.

PEOPLE

Goal 2: Encourage processes and systems that support the growth, development, and competitiveness of our people.

2.1 Influence strategies for recruiting, hiring and retaining a diverse workforce.

2.2 Identify and work to eliminate obstacles to an inclusive work environment.

2.3 Benchmark and implement best practices in diversity management.

2.4 Develop and provide a dynamic diversity training curriculum that provides all personnel with the education, skills and competencies to function successfully in an inclusive work environment.

LEADERSHIP EXCELLENCE

Goal 3: Engage management and employees in an active partnership to foster inclusive leadership skills across all levels of the organization.

3.1 Recognize and reward managers and employees who demonstrate exceptional commitment to and leadership in diversity practices.

3.2 Solicit feedback to identify and address areas of concern.

3.3 Facilitate knowledge of what every employee can do individually and collectively to build a more inclusive work environment.

**► DEMONSTRATE
YOUR PERSONAL
COMMITMENT TO
DIVERSITY**

Communicate

Collaborate

Continuously Learn

Understand Yourself as a Person of Diversity

Articulate and Champion Diversity

Network

Integrate Perspectives

Build Trust



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