

OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE
ANNUAL DEMOGRAPHIC REPORT
FISCAL YEAR
2020

Hiring and Retention of Minorities, Women, and Persons with
Disabilities in the United States Intelligence Community



This report was prepared by the Office of Intelligence Community Diversity, Equity,
and Inclusion (IC DEI) in the Office of the Director of National Intelligence (ODNI).
Please direct inquiries regarding this report to the ODNI Office of Legislative Affairs at
(703) 275-2474.

OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE
ANNUAL DEMOGRAPHIC REPORT
FISCAL YEAR
2020

Hiring and Retention of Minorities, Women, and Persons with
Disabilities in the United States Intelligence Community



PURPOSE



This report was prepared in response to the National Security Act of 1947, Section 114 [50 U.S.C. 3050] as amended, and Congressional directive under Public Law 116-92, section 5704,¹ which requires the Director of National Intelligence to submit an annual demographic report on the employment of minorities, women, and persons with disabilities (PWD). This report summarizes the aggregate representation of individuals employed in the Intelligence Community (IC), pay grade representation, hiring, promotion, and attrition of minorities, women and PWD within the IC during Fiscal Year (FY) 2020 (October 1, 2019 to September 30, 2020). The IC's Annual Demographic Report has been published publicly since 2016 to provide transparency into the IC's progress and ongoing efforts to increase demographic diversity.

THE UNITED STATES INTELLIGENCE COMMUNITY

The Office of the Director of National Intelligence (ODNI) leads the IC in intelligence integration. The following agencies are considered the “Big Six” and comprise the majority of the total IC workforce:

- | | |
|---|---|
| ▶ Central Intelligence Agency (CIA) | ▶ National Geospatial-Intelligence Agency (NGA) |
| ▶ Defense Intelligence Agency (DIA) | ▶ National Reconnaissance Office (NRO) |
| ▶ Federal Bureau of Investigation
Intelligence Branch (FBI/IB) | ▶ National Security Agency (NSA) |

¹ The IC's mission is described in a number of foundational documents including the National Security Act of 1947, Executive Order 12333, and the Intelligence Reform and Terrorism Prevention Act of 2004, as amended. Key intelligence consumers include the President of the United States, the National Security Council, members of Congress, the military, policymakers, federal law enforcement agencies, and their partners.

The remaining IC elements are all subcomponents of larger organizations whose missions are broader than conducting intelligence activities:

- ▶ Drug Enforcement Administration (DEA), Office of National Security Intelligence (ONSI)
- ▶ Department of Energy (DOE), Office of Intelligence and Counterintelligence (IN)
- ▶ Department of Homeland Security (DHS), Office of Intelligence and Analysis (I&A)
- ▶ Department of State (DoS), Bureau of Intelligence and Research (INR)
- ▶ Department of Treasury (USDT), Office of Intelligence and Analysis (OIA)
- ▶ United States Air Force (USAF), Intelligence Surveillance Reconnaissance (ISR)
- ▶ United States Army (USA), U.S. Army Intelligence
- ▶ United States Coast Guard (USCG), Coast Guard Intelligence (CGI) (part of DHS)
- ▶ United States Marine Corps (USMC), Marine Corps Intelligence Activity (MCIA)
- ▶ United States Navy (USN), Naval Intelligence Activity (NIA)
- ▶ United States Space Force (USSF)²

Figure 1: Intelligence Community Elements

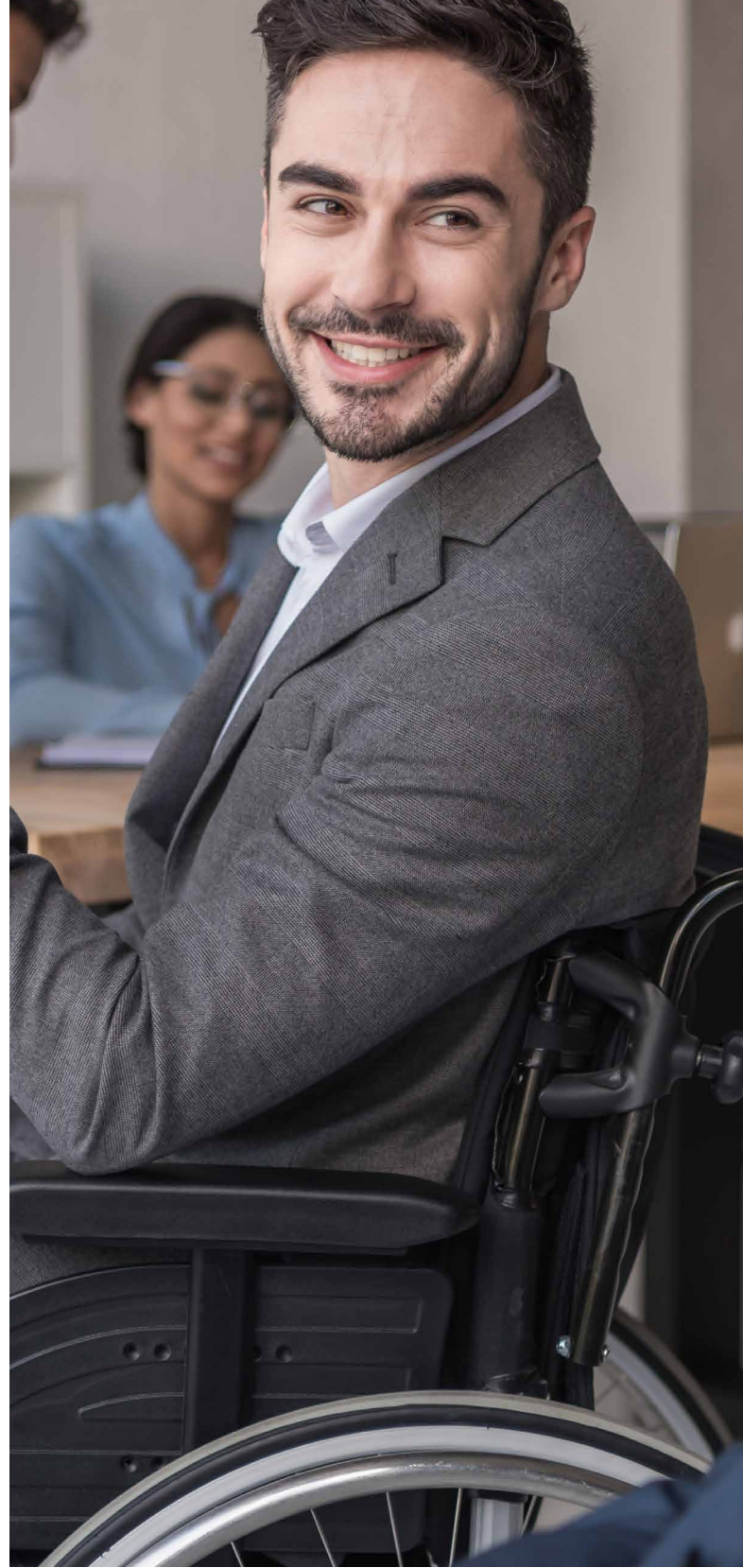


² The United States Space Force became a member of the Intelligence Community on January 8, 2021. The agency's data will not be included in this FY 2020 report.

ODNI is charged with leading a coalition of agencies and organizations (elements) by providing intelligence integration for the Intelligence Community (IC). The elements fall within the Executive Branch of the United States government and work both independently and collectively to gather and analyze the intelligence necessary to conduct foreign relations and national security activities.

The IC's mission is to provide timely, insightful, objective, and relevant intelligence to inform decisions on national security issues and events.³ Members of the IC provide the nuanced, independent, and unvarnished intelligence that policymakers and warfighters need to protect American lives and interests anywhere in the world.⁴ Global threats are projected to expand and diversify, to include cyber threats, election threats, weapons of mass destruction and proliferation, terrorism, counterintelligence, and emerging and disruptive technologies. Artificial intelligence, biotechnology, space and counterspace, environment and climate change, global health, and human displacement are among the topics vital to U.S. intelligence interests. The IC's workforce must have the skills to understand these threats, including the relevant cultural, historical, and linguistic expertise relevant to country and regional threats from China, Russia, North Korea, and Iran; and regions such as South Asia, the Middle East, Europe, North Africa, and the Western Hemisphere.

The skills required in the IC's workforce vary greatly and are aligned to IC elements' focus areas — science, technology, engineering, the arts, mathematics, law, computer science, human resources, business, cybersecurity, accounting, acquisition, communications, public affairs, language, regional expertise, finance, and liberal arts.



³ The IC's mission is described in several foundational documents including the National Security Act of 1947, Executive Order 12333, the *National Intelligence Strategy of the United States of America (2019)*, and the Intelligence Reform and Terrorism Prevention Act of 2004, as amended.

⁴ "Statement for the Record, Worldwide Threat Assessment of the U.S. Intelligence Community", January 29, 2019.



CONTENTS

- Purpose..... V
- The United States Intelligence Community V
- Executive Summary 1
- Introduction 3
- Demographic Diversity in the IC 5
 - Minorities..... 6
 - Women 10
 - Persons with Disabilities 14
- Diversity in Leadership..... 17
- Comparing the Six Largest Elements to the Remaining IC Elements 18
 - Minorities..... 18
 - Women 18
 - Persons with Disabilities 19
- Joint IC Initiatives 20
- IC Workforce Development Activities 23
- IC Student Opportunities..... 26
- Joint Strategy to Advance Equal Employment Opportunity, Diversity, and Inclusion
 - within the United States Intelligence Community, 2020–2023 28
- IC Best Practices 30
- Appendix A: Background Information 34
- Appendix B: Acronyms 36
- Appendix C: List of Figures 38

PAGE INTENTIONALLY LEFT BLANK

EXECUTIVE SUMMARY



BY THE NUMBERS⁵

In Fiscal Year (FY) 2020, the number of Intelligence Community (IC) professionals who identify as minorities or persons with disabilities (PWD) increased slightly, and the percentage of women remained the same. Key trends in the FY 2020 reporting period appear below:

MINORITIES

In FY 2020, the percentage of minorities in the IC's civilian workforce increased to 27.0% from 26.5% in FY 2019, continuing steady improvement since FY 2016. Among the minority demographic groups within the IC, most identified as Black or African American (12.3%), followed by Hispanic (7.0%), Asian (4.3%), two or more races (2.7%), American Indian/Alaska Native (0.3%), and Native Hawaiian/Pacific Islander (0.2%). Race or national origin (RNO) was not reported by 1.1% of the civilian workforce.

WOMEN

In FY 2020, the percentage of women in the IC's civilian workforce remained at the same level as FY 2019 (39.3%), plateauing after showing incremental gains in FY 2018 and FY 2019. From FY 2014 to FY 2017, women composed 38.5% of the IC's workforce as attrition losses offset hiring gains. Gains in employment outpaced attrition and women's representation increased to 38.8% of the IC's workforce in FY 2018.

PERSONS WITH DISABILITIES

In FY 2020, the percentage of PWD in the IC's civilian workforce increased to 11.9% from 11.5% in FY 2019. Representation of PWD has steadily increased each year since FY 2014 (7.3%). The representation of persons with targeted disabilities (PWTD) in the IC's civilian workforce increased from 1.6% in FY 2019 to 1.8% in FY 2020.

⁵ All percentages are rounded to the first decimal place, resulting in variance between 0.1% and 0.2% +/-.

BEYOND THE NUMBERS

Diversity in IC Leadership

The rate of demographic diversity decreases significantly in the IC civilian workforce from GS/GG-13 through the senior ranks. The FY 2019 report⁶ identified this disparity as a persistent challenge. The IC took steps in FY 2020 to increase diversity at the GS/GG-13 and higher grades by targeting diversity recruitment efforts to hire more attorneys, engineers, and STEM (Science, Technology, Engineering, and Mathematics) professionals because they tend to be placed in higher grades than GS/GG-12; encouraging the employee resource groups (ERGs) and IC Affinity Networks (ICANs) to engage in efforts to help members better prepare for promotion opportunities; and adding diversity and inclusion indicators to existing performance measurement to hold leaders at all levels to account for their diversity efforts.

The Gap Between Recruiting and Hiring Minorities

In FY 2020, eight IC elements collected applicant demographic data, reporting that 43.3% of their applicants identified as minority. However, for those elements only 32.5% of new hires identified as minority. Efforts are underway to track applicant flow data across the IC. In addition, more formal barrier analysis efforts may help identify root cause of disparities.

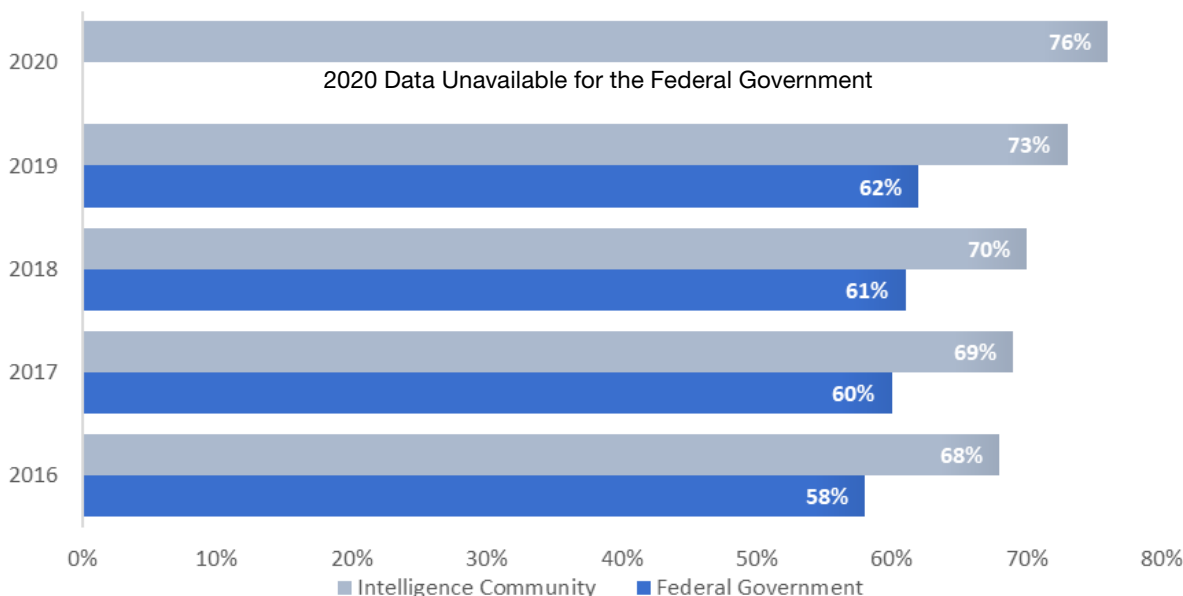
Best Places to Work Ranking

The IC was recognized once again as an employer of choice in FY 2020. The Partnership for Public Service and Boston Consulting Group awarded the IC a “Most Improved Award.”⁷ In the latest report issued for 2019, the IC was ranked as the #3 large federal agency in their “Best Places to Work in the Federal Government®” report.

Inclusion Quotient

The Inclusion Quotient⁸ consists of 20 questions that assess employee perceptions of fairness (whether employees feel that they are treated equitably), openness (whether management supports diversity in all ways), cooperation (whether management supports communication and collaboration), support (whether supervisors value their employees), and empowerment (whether employees have the resources and support needed to excel) in the workplace. The IC-wide Inclusion Quotient score has improved steadily over the past five years, with 76.0% of respondents expressing positive views about the IC’s inclusiveness in FY 2020. Historically, the IC has achieved higher Inclusion Quotient scores than the federal government average.

Figure 2: Inclusion Quotient (IC Workforce vs. Federal Workforce) FY 2016 – FY 2020



⁶ Office of the Director of National Intelligence, *Annual Demographic Report Fiscal Year 2019: Hiring and Retention of Minorities, Women, and Persons with Disabilities in the United States Intelligence Community* (July 2020).

⁷ Partnership for Public Service and Boston Consulting Group, “2019 Best Places to Work in the Federal government® Rankings Show Modest Drop in Employee Engagement”, https://bestplacetowork.org/wp-content/uploads/sites/2/2019/12/2019-Best-Places-to-Work-Rankings-Press-Release_Clean-Final.pdf. Last accessed March 18, 2021.

⁸ Office of Personnel Management, “New Inclusion Quotient”, <https://www.opm.gov/policy-data-oversight/data-analysis-documentation/employee-surveys/results/2018-employee-survey-results>. Last accessed May 7, 2021.



INTRODUCTION

The IC must attract, retain, and advance a more diverse, inclusive, and expert workforce to optimize our nation's security, deliver innovation, improve insight, and provide the highest quality intelligence to our decision-makers. The IC's ability to leverage the talent and perspectives that demographic diversity and diversity of viewpoints offer is critical in a rapidly changing global threat environment. To lead our nation's intelligence mission most effectively, the IC's workforce must reflect the country's diversity and the global communities to which we are connected.

Diversity encompasses the full range of experiences, perspectives, and affiliations that individuals share. These individual attributes help IC elements pursue organizational objectives efficiently and effectively, and include characteristics such as national origin, language, race, color, mental or physical abilities, ethnicity, age, religion, sex, sexual orientation, gender identity or expression, socioeconomic status, veteran status, and family structure.⁹

Inclusion describes a culture that connects each employee to the organization; encourages collaboration, flexibility, and fairness; and leverages diversity throughout the organization so that all individuals can participate and contribute to their full potential.¹⁰

This report focuses on the IC civilian workforce's demographic composition based on information reported by each IC element, including the representation of minorities, women, and persons with disabilities in FY 2020. It highlights:

- demographic trends;
- aggregate demographic data by grade, rank, attrition, and promotion rates;
- validated inclusion metrics;
- applicant flow data;
- participation in professional development programs; and
- comparisons to the civilian labor force and the federal workforce.

⁹ "Guidance for Agency-Specific Diversity and Inclusion Strategic Plans (2011), <https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/reports/diagency-specific-strategic-planning-guidance.pdf> and *2019 National Intelligence Strategy of the United States of America*, <https://www.dni.gov/index.php/newsroom/reports-publications/item/1943-2019-national-intelligence-strategy>.

¹⁰ "Guidance for Agency-Specific Diversity and Inclusion Strategic Plans (2011), <https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/reports/diagency-specific-strategic-planning-guidance.pdf> and *2019 National Intelligence Strategy of the United States of America*, <https://www.dni.gov/index.php/newsroom/reports-publications/item/1943-2019-national-intelligence-strategy>.

Impact of the 2020 Pandemic

On March 11, 2020, the World Health Organization declared the 2019 novel coronavirus (COVID-19) outbreak a global health pandemic. Subsequent closures of in-person universities and institutions of higher education followed. According to the National Conference of State Legislatures, freshman enrollment in fall 2020 declined by an unprecedented 13.1%,¹¹ and the National Student Clearinghouse reported a 2.5% decrease in overall postsecondary enrollment. Traditional in-person recruitment events gave way to more virtual engagements and outreach activities. The IC adopted new approaches that quickly built upon ongoing virtual outreach and recruitment efforts, increased workforce flexibilities, and placed greater emphasis on targeted diversity outreach through strategic partnerships.

The COVID-19 pandemic's impact on IC demographics is likely to be evident in the upcoming *FY 2021 Annual Demographic Report*. We will study whether the pandemic had a disproportionate impact on women, minorities, and PWD in the IC civilian workforce despite efforts by IC Human Capital elements to provide resources and maximum flexibility to mitigate challenges.

Joint Strategy to Advance Equal Employment Opportunity, Diversity, and Inclusion Within the IC, 2020–2023

IC diversity and equal employment opportunity principals from 17 IC elements signed the *Joint Strategy to Advance Equal Employment Opportunity, Diversity, and Inclusion within the U.S. Intelligence Community, 2020–2023 (Joint Strategy)*. The *Joint Strategy* establishes four goals with underpinning objectives to focus IC efforts on cross-cutting IC challenges. The strategy will increase transparency and accountability.

Improving Outreach

The IC recognizes that there is still more work to be done to improve outreach and recruitment in under-represented and underserved communities. Adoption of new tools and technologies promises to improve these efforts — both in-person and virtually. Partnerships with industry, academia, government, and the private sector are being leveraged to accelerate success in diversity and inclusion outcomes. Also, increased focus on the talent pool beginning with K–12 students holds the potential for greater long-term success in ensuring the IC will have the ability to attract, develop, and retain a more diverse workforce.

GAO Audit

In FY 2020, the Government Accountability Office (GAO) began an audit of IC diversity, publishing its findings the next fiscal year in a December 2020 report.¹² “Over the past several years, the Intelligence Community has demonstrated its commitment to diversity by taking steps to increase the proportion of women, racial and ethnic minorities, and persons with disabilities,” the report read. It provided recommendations for all IC elements and emphasized the need for greater accountability. Integrating the GAO recommendations with the *Joint Strategy* goals and objectives presents a unique opportunity for the IC to focus efforts on workforce diversity over the next two years.

Comparison to the National Labor Market

This report will show some increases in the representation of minorities and women in the IC. This increase should be viewed compared to the September 2020 national employment data, which indicated 251 metropolitan areas had year-over-year decreases in nonfarm payroll employment, and 138 were essentially unchanged.¹³ The IC hiring rate continues to exceed the rate of IC attrition, whereas job losses exceeded job gains in 46 states and D.C. from December 2019 to March 2020.¹⁴

¹¹ National Conference of State Legislatures, “Higher Education Responses to Coronavirus, (COVID-19)”, <https://www.ncsl.org/research/education/higher-education-responses-to-coronavirus-covid-19.aspx>. Last accessed March 5, 2021.

¹² Government Accountability Office, *Intelligence Community: Additional Actions Needed to Strengthen Workforce Diversity Planning and Oversight* (December 2020).

¹³ For the year ending September 2020, 251 out of 389 metropolitan areas had decreases in employment. U.S. Bureau of Labor Statistics, *Economics Daily, The*. <https://www.bls.gov/opub/ted/2020/251-out-of-389-metropolitan-areas-had-decreases-in-employment-for-the-year-ended-september-2020.htm>. Last accessed February 4, 2021.

¹⁴ Job losses exceeded job gains in 46 states and D.C. for the quarter ended in March 2020. U.S. Bureau of Labor Statistics, *Economics Daily, The*. <https://www.bls.gov/opub/ted/2020/251-out-of-389-metropolitan-areas-had-decreases-in-employment-for-the-year-ended-september-2020.htm>. Last accessed February 4, 2021.

DEMOGRAPHIC DIVERSITY IN THE IC — FY 2020

The IC ranked as one of the “Best Places to Work” in FY 2020.

IC WORKFORCE DEMOGRAPHIC COMPOSITION AT A GLANCE

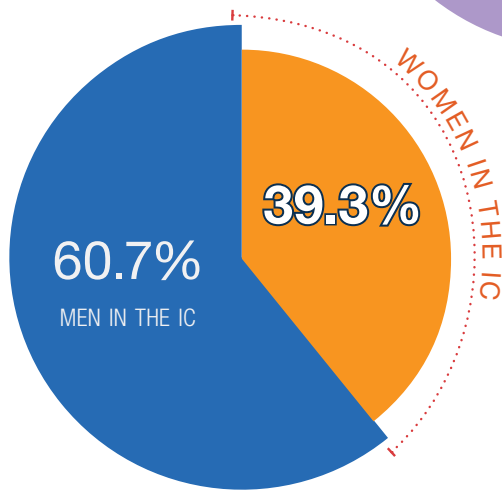
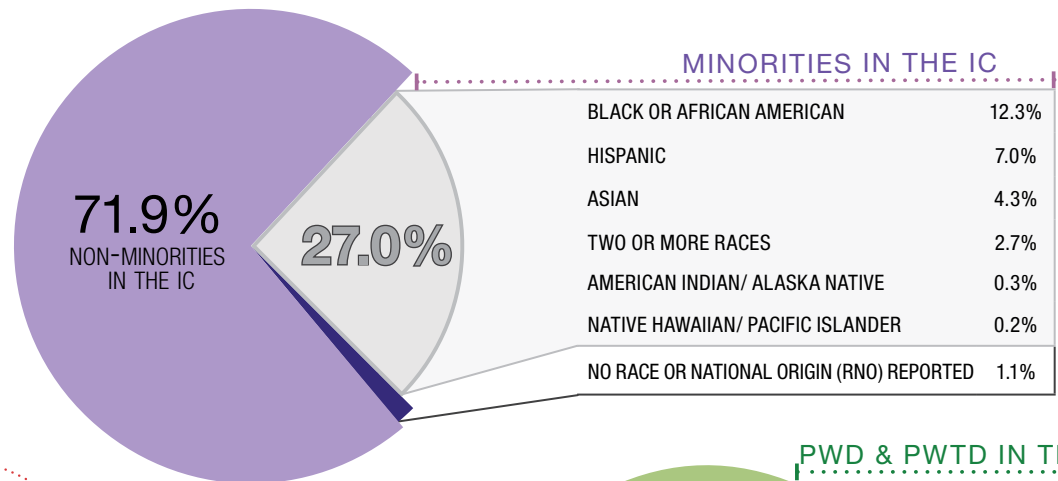
In FY 2020, the number of IC staff across the elements who identify as minorities or PWD increased slightly, while the percentage of women remained the same.

MINORITIES:

Total IC civilian workforce representation **increased** from 26.5% to 27.0%.

Percentage of new hires **increased** from 28.3% to 29.1%.

Percentage of minorities serving as managers and supervisors **increased** from 23.5% to 24.4%.

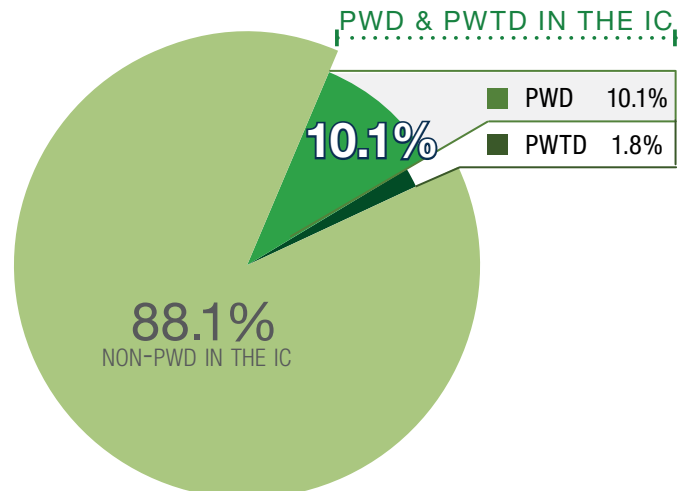


WOMEN:

Total IC civilian workforce representation remained **constant** at 39.3%.

Percentage of new hires **increased** from 40.9% to 41.0%.

Percentage of women serving as managers and supervisors **increased** from 36.2% to 36.6%.



PERSONS WITH DISABILITIES:

Total IC civilian workforce representation **increased** from 11.5% to 11.9%.

Percentage of new hires **decreased** from 14.3% to 12.4%.

Promotion shares remained **unchanged** at 8.6%.

Percentage of PWD serving as managers and supervisors was 10.0%.

During this reporting period, areas requiring particular focus emerged:

Of the employees that departed the IC, the percentage of minorities **increased** from 25.4% in FY 2019 to 26.2% in FY 2020. The percentage of minority applicants was **higher** than the percentage of minority new hires.

The percentage of attrition **increased** for women from 37.4% in FY 2019 to 40.2% in FY 2020.

Of the total IC attrition, the percentage of PWD who departed the IC **decreased** from 12.3% in FY 2019 to 12.1% in FY 2020.

Although the IC did see a slight **increase** in the GS/GG-13 and GS/GG-14 grade levels and SES positions for minorities and women, the increases still lag behind other demographic segments and there was no increase with respect to PWD. One of the key reasons for resignations noted in exit surveys for FY 2019 was limited opportunities for promotion.

MINORITIES



The percentage of employees identifying as minorities in the IC civilian workforce increased from 26.5% in FY 2019 to 27.0% in FY 2020. The percentage who identify as Black or African American, Hispanic, and Asian increased. The percentage of those identifying as Native Hawaiian/Pacific Islander (NHPI), and American Indian/Alaska Native (AIAN) remained unchanged. Those identifying as having Two or More Races declined insignificantly. Minority representation in the IC remains lower than the percentage of minorities in the Federal Workforce (37.7%).¹⁵

Figure 3: Minority Representation in the IC Workforce FY 2016 – FY 2020¹⁶

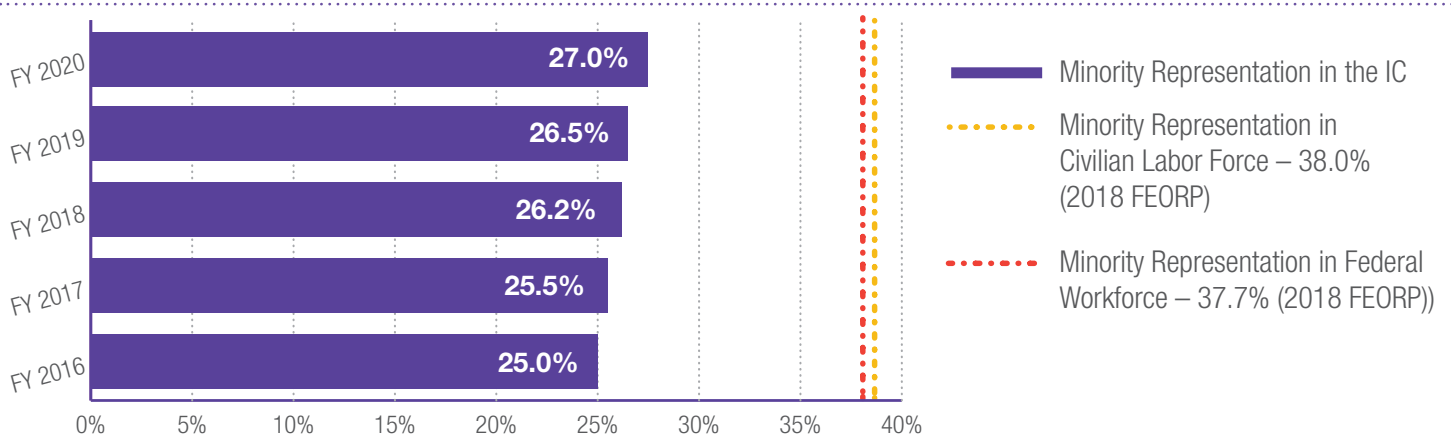


Figure 4: Composition of IC as Compared to Federal Workforce¹⁷

	IC (FY 2020)	Federal Workforce (FEORP FY 2018)
Black or African American	12.3%	18.7%
Hispanic	7.0%	9.1%
Asian	4.3%	6.1%
Two or More Races	2.7%	1.7%
American Indian/Alaska Native	0.3%	1.6%
Native Hawaiian/Pacific Islander	0.2%	0.5%
White	71.9%	62.3%

¹⁵ Office of Personnel Management, “Federal Equal Opportunity Recruitment Program (FEORP) for FY 2018”, (December 2020). <https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/reports/feorp-2018.pdf>. Last accessed May 19, 2021.

¹⁶ Office of Personnel Management, “Federal Equal Opportunity Recruitment Program (FEORP) for FY 2018”, (December 2020).

¹⁷ Office of Personnel Management, “Federal Equal Opportunity Recruitment Program (FEORP) for FY 2018”, (December 2020).

PROMOTIONS

Minorities comprised 27.4% of all IC promotions in FY 2020. This is an increase of 0.8% from the prior year. This is a continuation of the five-year trend where the share of promotions for minorities has increased from FY 2016 (24.1%). As noted in the *Diversity and Inclusion: Examining Workforce Concerns within the Intelligence Community* (2017), underrepresented groups likely experience further potential barriers to advancement, including smaller mentor groups, unconscious bias in promotion boards, and limited opportunities due to physical accommodations. To address this finding, IC elements have taken steps to enhance mentorship programs, engage the workforce to understand and breakdown barriers to advancement, develop guides to ensure fair and equitable protocols are followed, and work closely with employees to develop more competitive promotion assessment packages.¹⁸

Figure 5: Five-Year Trend of Minority Promotions in the IC FY 2016 – FY 2020¹⁷

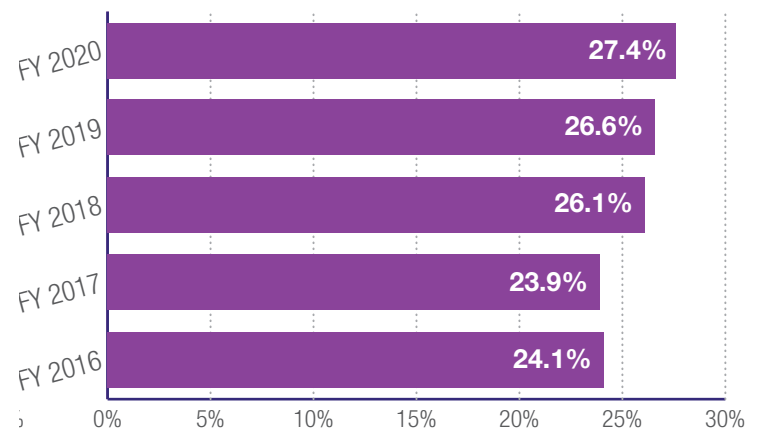
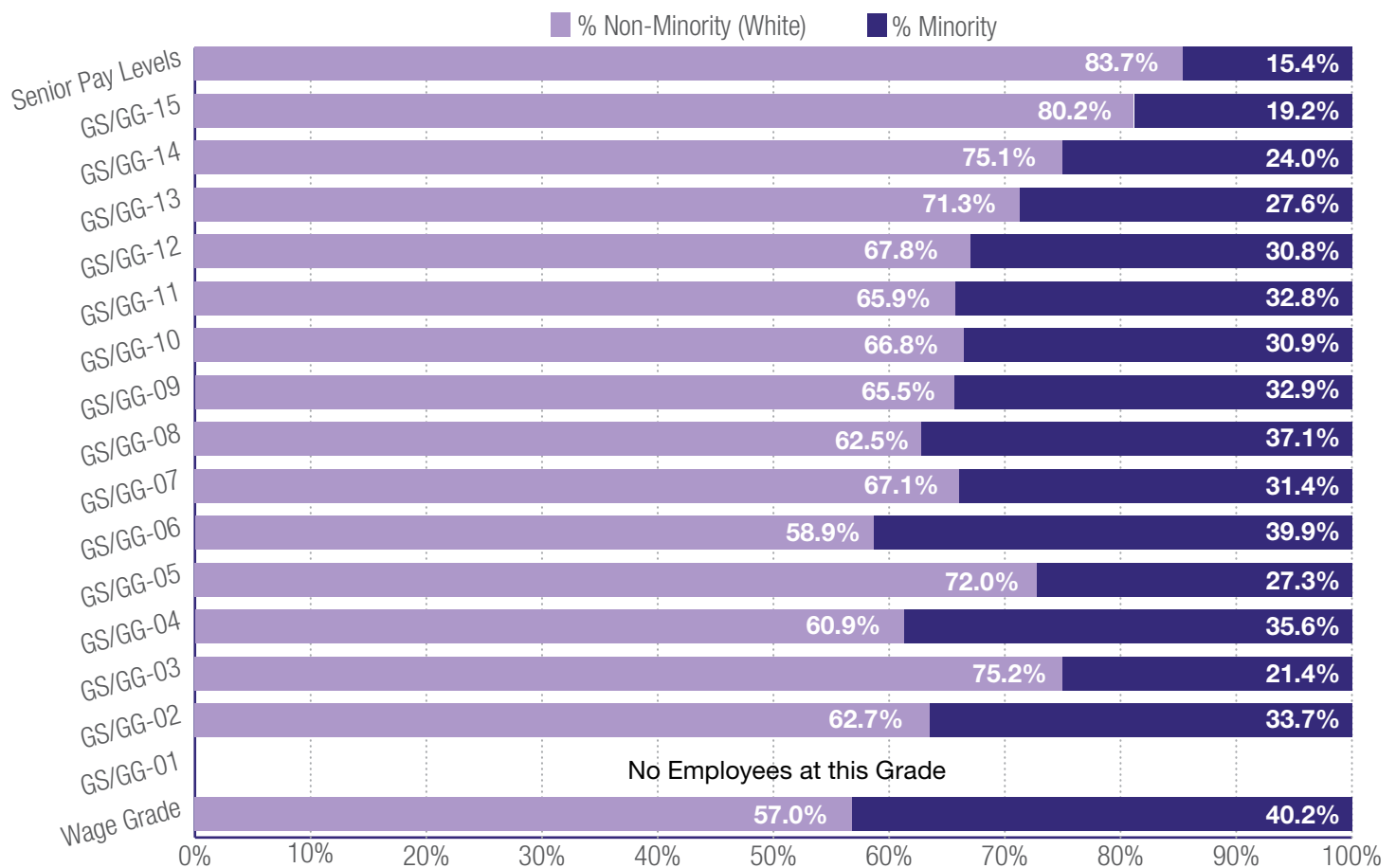


Figure 6: GS/GG Pay Grades and Senior Pay Levels by Race and National Origin in the IC FY 2020

PAY PLAN AND GRADE	AMERICAN INDIAN/ ALASKAN NATIVE	ASIAN	BLACK OR AFRICAN AMERICAN	HISPANIC	NATIVE HAWAIIAN/ PACIFIC ISLANDER	NO RACIAL OR NATIONAL ORIGIN REPORTED	TWO OR MORE RACES	NON-MINORITY (WHITE)
SENIOR PAY LEVELS	0.4%	3.1%	6.5%	3.5%	0.2%	0.8%	1.7%	83.7%
GS/GG-15	0.4%	3.6%	8.5%	4.5%	0.1%	0.7%	2.1%	80.2%
GS/GG-14	0.3%	4.4%	10.8%	5.6%	0.2%	0.9%	2.6%	75.1%
GS/GG-13	0.3%	4.5%	12.5%	7.2%	0.2%	1.1%	2.8%	71.3%
GS/GG-12	0.3%	4.3%	14.4%	8.5%	0.2%	1.4%	3.0%	67.8%
GS/GG-11	0.4%	4.5%	15.3%	9.2%	0.3%	1.3%	3.1%	65.9%
GS/GG-10	0.4%	4.5%	14.6%	8.9%	0.2%	2.3%	2.4%	66.8%
GS/GG-09	0.2%	5.0%	16.1%	8.3%	0.2%	1.6%	3.2%	65.5%
GS/GG-08	0.2%	4.9%	16.4%	11.9%	0.4%	0.4%	3.3%	62.5%
GS/GG-07	0.4%	4.0%	13.5%	9.8%	0.3%	1.5%	3.5%	67.1%
GS/GG-06	0.0%	2.5%	17.1%	13.3%	1.9%	1.3%	5.1%	58.9%
GS/GG-05	0.0%	2.8%	14.0%	7.0%	0.0%	0.7%	3.5%	72.0%
GS/GG-04	0.0%	3.4%	16.1%	11.5%	0.0%	3.4%	4.6%	60.9%
GS/GG-03	0.0%	0.7%	13.8%	5.5%	0.0%	3.4%	1.4%	75.2%
GS/GG-02	0.0%	6.0%	15.7%	4.8%	0.0%	3.6%	7.2%	62.7%
GS/GG-01	No Employees at this Grade							
WAGE GRADE	0.0%	0.9%	33.6%	5.6%	0.0%	2.8%	0.0%	57.0%
WORKFORCE COMPOSITION	0.3%	4.3%	12.3%	7.0%	0.2%	1.1%	2.7%	71.9%

¹⁸ Office of the Director of National Intelligence, *Diversity and Inclusion: Examining Workforce Concerns within the Intelligence Community*, https://www.dni.gov/files/documents/Newsroom/IC_EEOD_Barriers_Analysis.pdf. Last accessed February 18, 2021.

Figure 7: GS/GG and Senior Pay Grade by Minority Representation in the IC FY 2020



APPLICANTS

The elements reporting applicant demographic data in FY 2020 found that 43.3% of applicants identified as minority.

NEW HIRES

The elements reporting applicant demographic data in FY 2020 found that 29.1% of new hires identified as minority.

ATTRITION

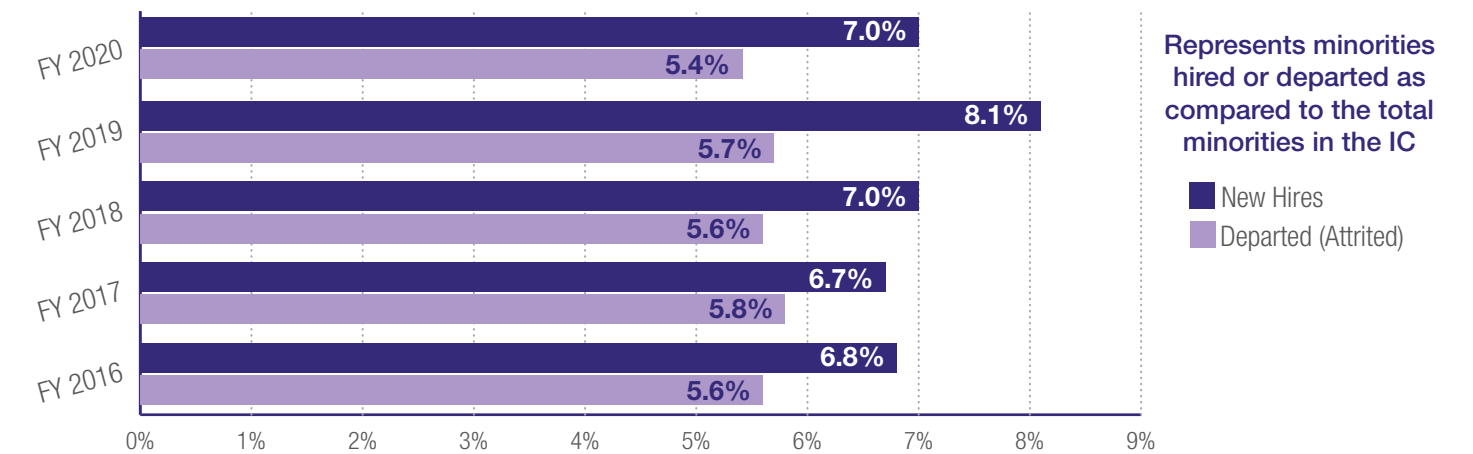
Minorities accounted for 26.2% of all personnel who left an IC element in FY 2020, an increase of 0.8% from FY 2019 (25.4%). In FY 2020, 45.3% of the minorities that departed retired and 47.4% resigned. Of those minorities that departed,¹⁹ 23.5% completed fewer than five years of service. Exit survey results of those who resigned cited the primary reason for leaving across all demographic segments was limited promotion opportunities. Most of those resigning departed for opportunities outside of the government or transferred to another federal agency.

¹⁹ Those employees that have departed no longer work for the reporting IC element, including resignation, termination, and death.

ATTRITION RATE FOR MINORITIES²⁰

In FY 2020, the rate of attrition for minorities was 5.4%, a decrease of 0.3% from FY 2019. The rate is calculated by comparing the total number of minorities departing in FY 2020 against the total composition of minorities in the IC. The rate of attrition of all employees, minority and non-minority, was 5.6% for FY 2020.

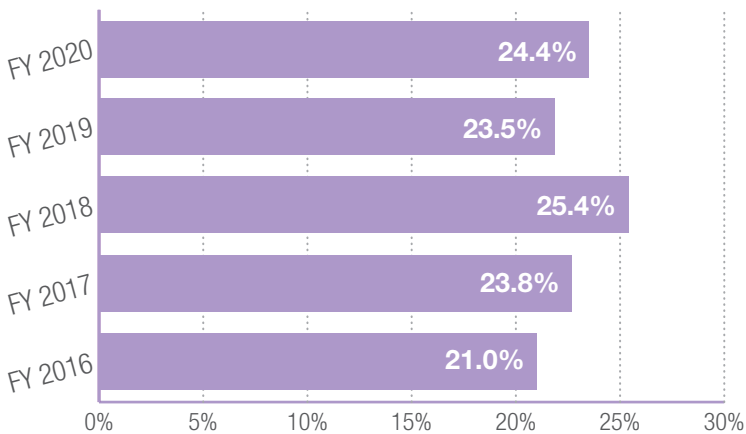
Figure 8: Minority: Hiring Rate vs. Attrition Rate FY 2016 – FY 2020²¹



MANAGERS AND SUPERVISORS.

The percentage of managers and supervisors that identify as minority increased from 23.5% in FY 2019 to 24.4% in FY 2020. However, as figures 5 and 6 illustrate, minority representation decreases at the more senior pay levels.

Figure 9: Five-Year Trend of Minority Managers and Supervisors FY 2016 – FY 2020



²⁰ This report examines two related measures of attrition: 1) the attrition rate, and 2) share of overall attrition. Measures of attrition provided in Appendix A.

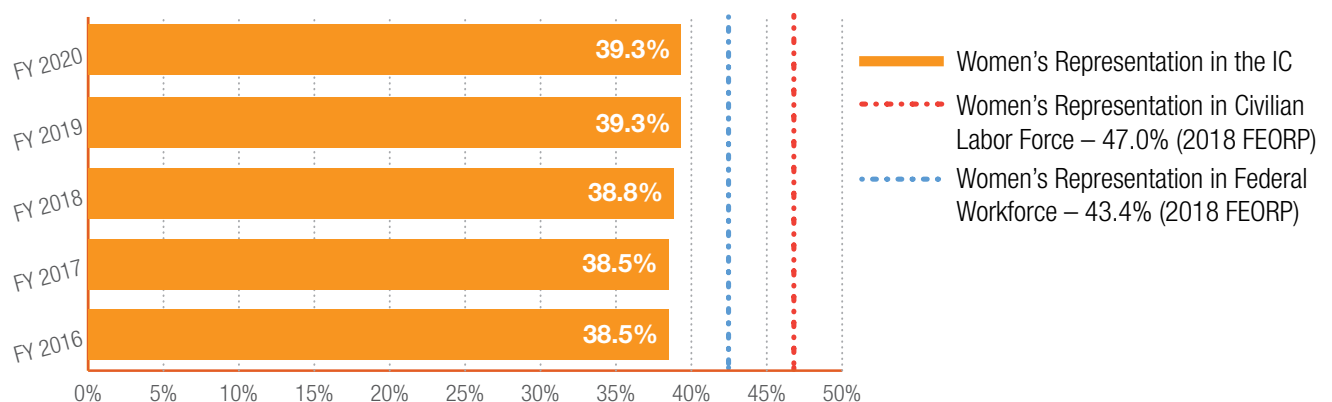
²¹ The formula for this chart is the number of minorities departed divided by the total number of minorities in the IC.

WOMEN

The percentage of women in the IC civilian workforce remained constant from FY 2019 to FY 2020 (39.3%). As noted in Figure 10, the overall representation of women in the IC trails behind the Federal Workforce, which is 43.4%,²² and 2018's Civilian Labor Force level of 47.0%.²³



Figure 10: Women's Representation in the IC FY 2016 – FY 2020



²² Office of Personnel Management, "Federal Equal Opportunity Recruitment Program (FEORP) for FY 2018", (December 2020).

²³ Office of Personnel Management, "Federal Equal Opportunity Recruitment Program (FEORP) for FY 2018", (December 2020).

APPLICANTS

The elements reporting applicant demographic data in FY 2020 found that women comprised 37.7% of applicants to the IC.

NEW HIRES

The percentage of new hires that were women increased incrementally from 40.9% in FY 2019 to 41.0% in FY 2020.

ATTRITION

Women represented 40.2% of employees that departed an IC element in FY 2020, an increase of 2.8% from FY 2019 (37.4%). In FY 2020, of the women that departed the IC, 53.4% retired and 41.5% resigned. Of the women departing, 44.0% served 15 years or more.

ATTRITION RATE FOR WOMEN

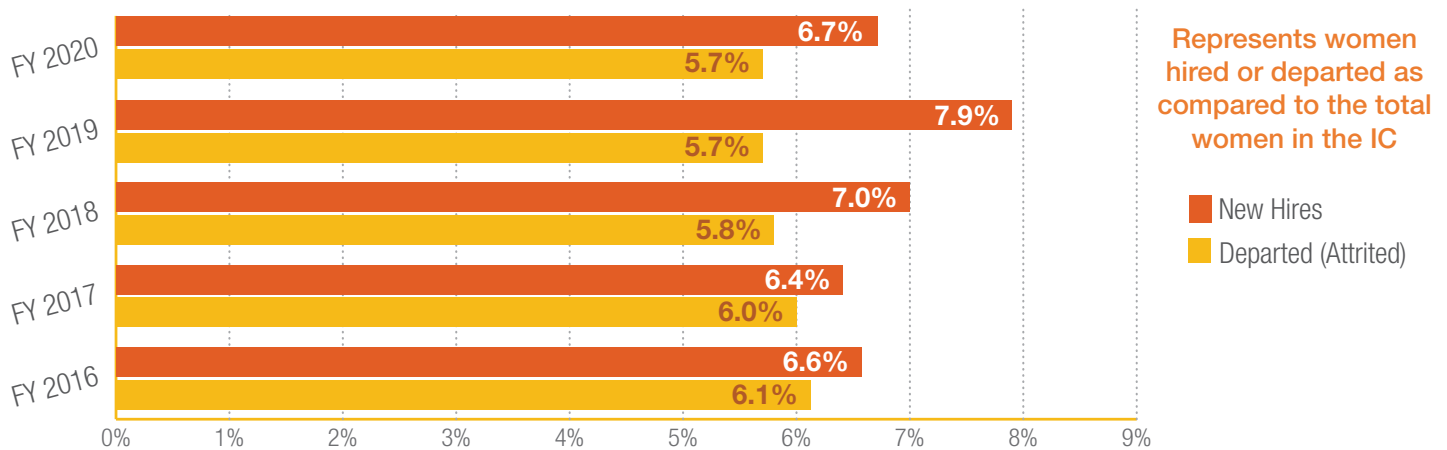
In FY 2020, the rate of attrition for women remained unchanged from FY 2019 at 5.7%. The rate is calculated by comparing the total number of women departing in FY 2020 against women's total composition in the IC.

Despite reports predicting that COVID-19 could have a greater impact on women leaving the workforce,²⁴ women in the IC departed at the same rate as FY 2019 and 0.4% lower than FY 2016. However, this is an area where the IC must increase focus. According to Lean In and McKinsey & Company's *Women in the Workplace 2020*,²⁵ "more than one in four women are contemplating what many would have considered unthinkable just six months ago: downshifting their careers or leaving the workforce completely." There are significant efforts across the IC to improve workplace flexibility, encourage collaboration, and share information and resources to support IC parents and caregivers as they face unprecedented challenges.

Figure 11: Comparison of Representation by Gender in the IC to Federal Workforce (2018 FEORP)

	IC (FY 2020)	Federal Workforce (FEORP FY 2018)
Men	60.7%	56.6%
Women	39.3%	43.4%

Figure 12: Women: Hiring Rate vs Attrition Rate in the IC FY 2016 – FY 2020



²⁴ Karageorge, Eleni X., "COVID-19 recession is tougher on women", *Monthly Labor Review: U.S. Bureau of Labor Statistics* (September 2020), [www.bls.gov](https://www.bls.gov/opub/mlr/2020/beyond-bls/covid-19-recession-is-tougher-on-women.htm). Last accessed January 19, 2021.

²⁵ Lean In and McKinsey & Company, *Women in the Workplace 2020*, <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace>. Last accessed December 19, 2020. This comprehensive study of the state of women in corporate America comprises data from 317 companies and surveyed more than 40,000 people.

PROMOTIONS

The representation of women among those who were promoted decreased by 0.1%, from 45.1% in FY 2019 to 45.0% in FY 2020. The IC continues to promote women in higher percentages than their overall representation (39.3%). In the national labor force, for every 100 men promoted to manager, only 85 women were promoted. Since men significantly outnumber women at the manager level, there are far fewer women to hire or promote to senior management, and the number of women decreases at each subsequent level. As such, even as hiring and promotion rates improve for women at senior levels of the national workforce, women's representation continues to lag.²⁶

Although women comprised 39.3% of the overall IC workforce, they represented a smaller percentage of the workforce at the senior pay levels (31.3%). At the same time, women comprised a greater than expected share of the workforce at GS/GG-12 and below. For example, 61.8% of GS/GG-08 employees are women.

**Figure 13: Five-Year Trend of Women's Promotions
FY 2016 – FY 2020**

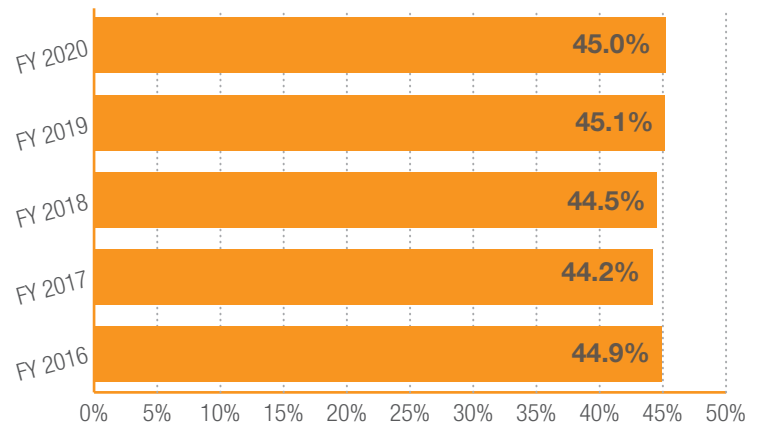
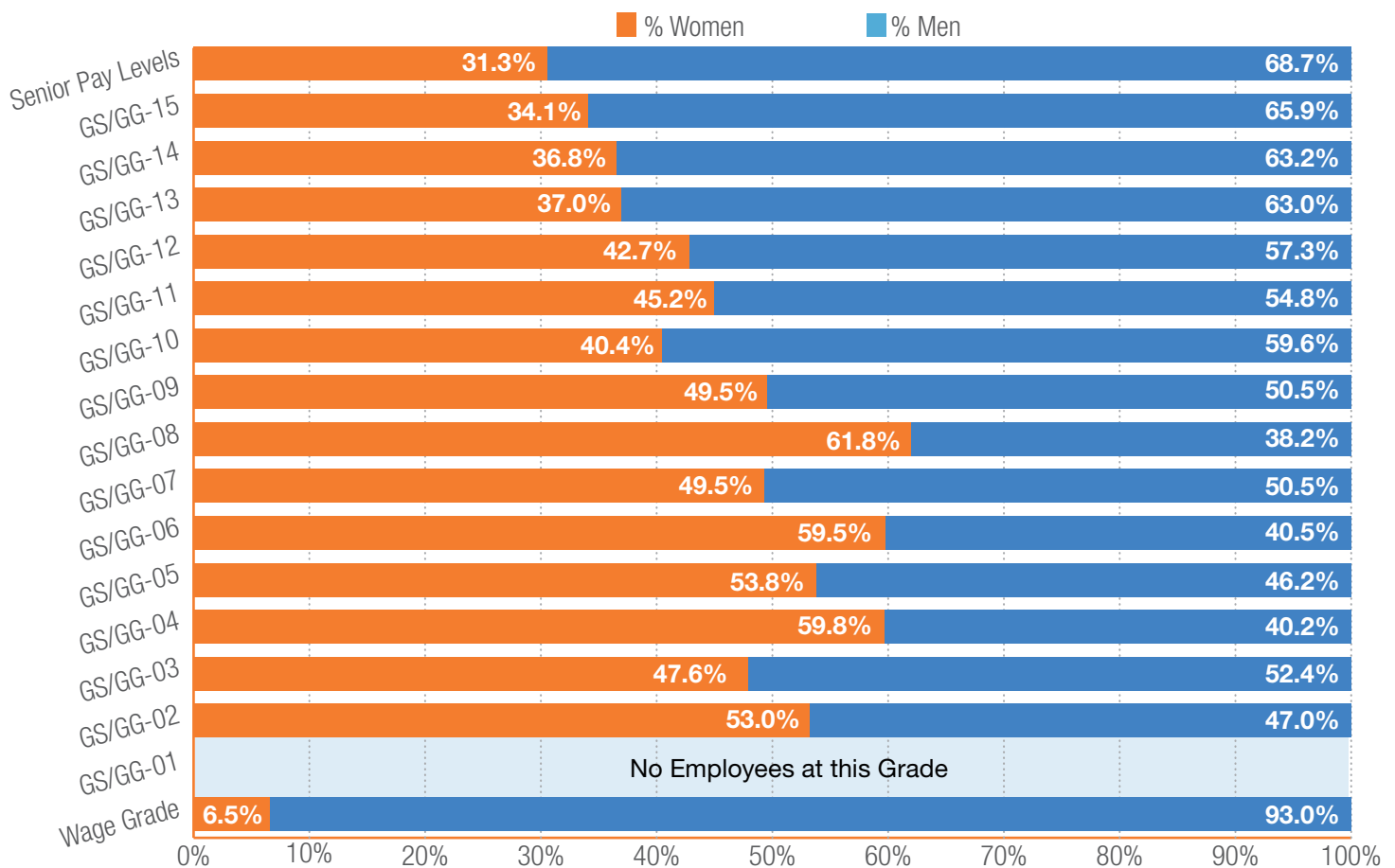


Figure 14: GS/GG and Senior Pay Grade by Gender in the IC FY 2020

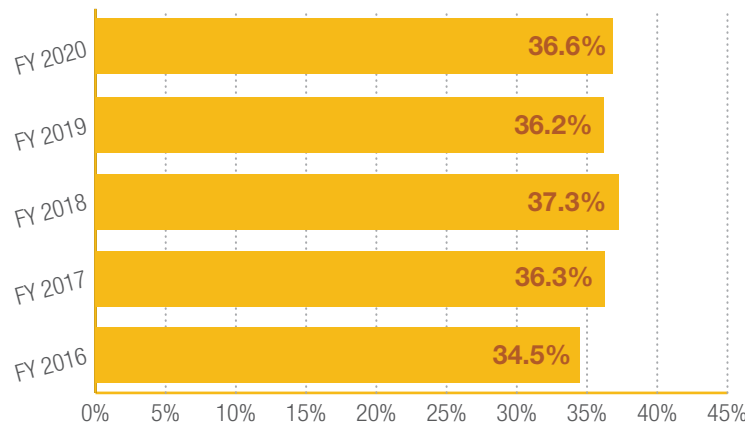


²⁶ Lean In and McKinsey & Company, "Men are promoted more often than women at entry level — even though women have more college degrees" (n.d.), <https://leanin.org/women-in-the-workplace-report-2020/the-state-of-the-pipeline>. Last accessed February 4, 2021.

MANAGERS AND SUPERVISORS

The percentage of women managers and supervisors increased from 36.2% in FY 2019 to 36.6% in FY 2020.

Figure 15: Five-Year Trend of Women Managers and Supervisors FY 2016 – FY 2020



PERSONS WITH DISABILITIES



The combined percentage of PWD²⁷ and PWTD in the IC civilian workforce increased by 0.4%, from 11.5% in FY 2019 to 11.9% in FY 2020. The percentage of PWTD²⁸ increased from 1.6% to 1.8% over the same period. By comparison, PWD comprised 3.9% of the Civilian Labor Force in 2019.²⁹

Figure 16: PWD Representation in the IC Civilian Workforce — FY 2016 – FY 2020

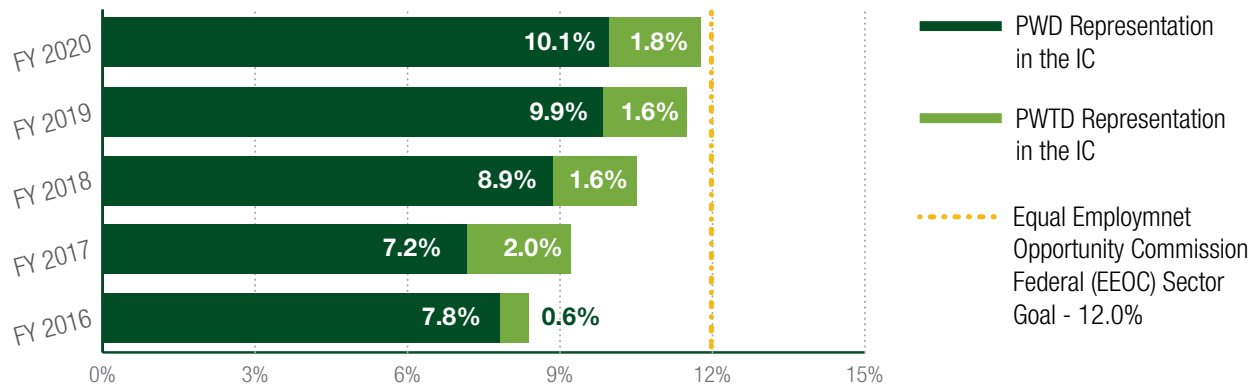
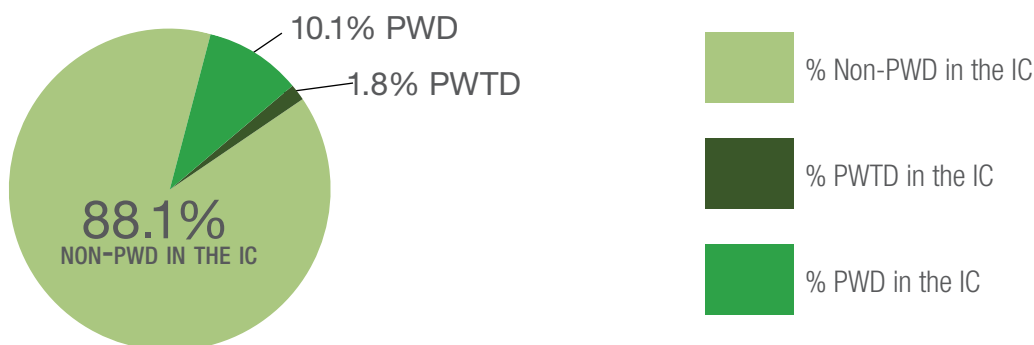


Figure 17: PWD Representation in the IC Workforce FY 2020



²⁷ The count of persons with disabilities included the employees who selected “I do not wish to identify my disability or serious health condition” on the SF 256: “Self-Identification of Disability”. This form is used by Executive Branch agencies to request self-identification of disabilities.

²⁸ These are the most severe disabilities including blindness, deafness, partial and full paralysis, missing extremities, dwarfism, epilepsy, intellectual disabilities, and psychiatric disabilities. Individuals with these disabilities typically have the greatest difficulty finding employment. As a matter of policy, the federal government has a special emphasis on recruiting, hiring, and retaining people with targeted disabilities. Office of Personnel Management, “Policy, Data, Oversight: Disability Employment”, <https://www.opm.gov/policy-data-oversight/disability-employment/reference-materials/#url=Glossary>. Last accessed January 22, 2021.

²⁹ Bureau of Labor Statistics, “Matching People with Disabilities with Jobs” (2019), <https://www.bls.gov/spotlight/2020/matching-people-with-disabilities-with-jobs/pdf/matching-people-with-disabilities-with-jobs.pdf>. Last accessed January 21, 2021.

APPLICANTS

In the first year of collecting applicant flow data on this demographic group, only 1.3% of applicants to the IC identified as PWD. This percentage is based on reporting from 6 of the 17 elements.

NEW HIRES

In FY 2020, 12.4% of new hires to the IC civilian workforce identified as PWD. The hiring rate was 6.7%, a drop from FY 2019's rate of 9.4%. The hiring rate is the number of PWD hired divided by the total number of PWD in the IC.

ATTRITION

PWD represented 13.2% of people that departed an IC element in FY 2020, an increase from FY 2019 (12.3%). For FY 2020, 53.1% of the PWD that departed, retired, and 38.6% resigned. Of PWD departing the IC, 15.8% completed between 10 and 15 years of service.

ATTRITION RATE FOR PWD

In FY 2020, the rate of attrition for PWD was 5.7%, a decrease of 0.7% from FY 2019. The rate is calculated by comparing the total number of PWD departing in FY 2020 against the total composition of PWD in the IC.

Of the total IC attrition, PWD accounted for 13.2% of those that left in FY 2020.

While the rate of federal disability hiring has increased steadily since 2010, one report found that nearly 40.0% of PWD stayed in government for less than one year, and another 19.0% left within two years.³⁰ In the IC, 5.8% of PWD departed within the first year and 12.8% departed within two years of service.

Figure 18: PWD: Hiring Rate vs. Attrition Rate FY 2016 – FY 2020

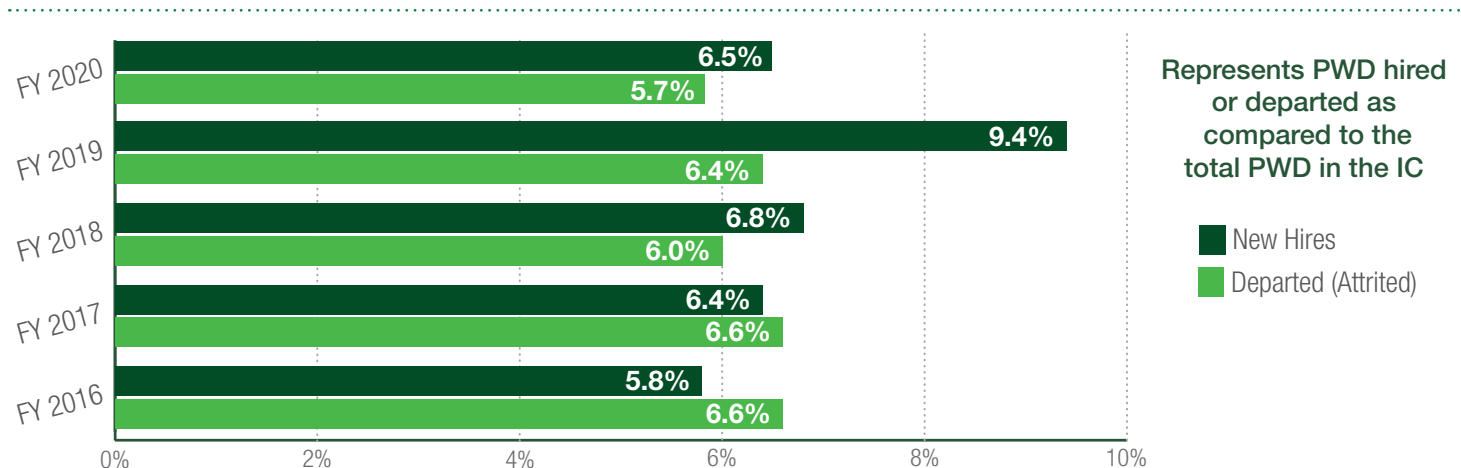
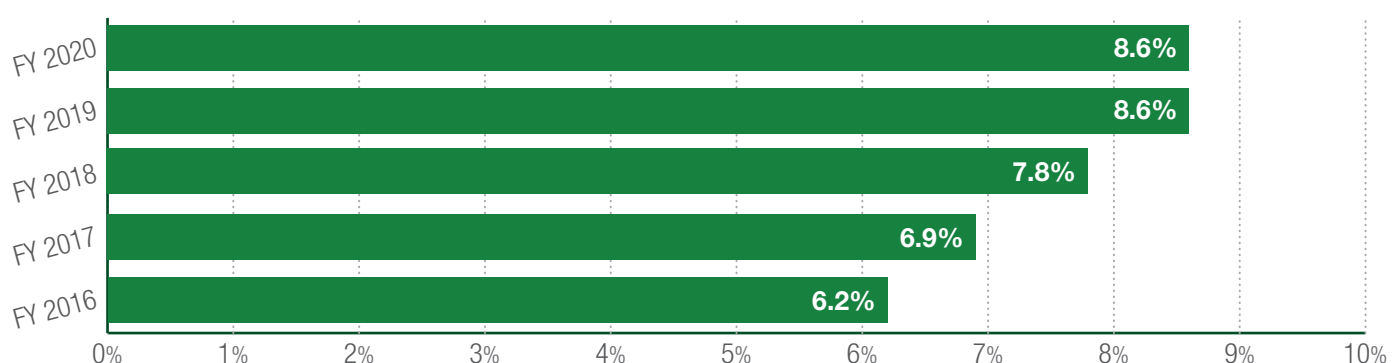


Figure 19: Five Year Trend of PWD Promotions FY 2016 – FY 2020



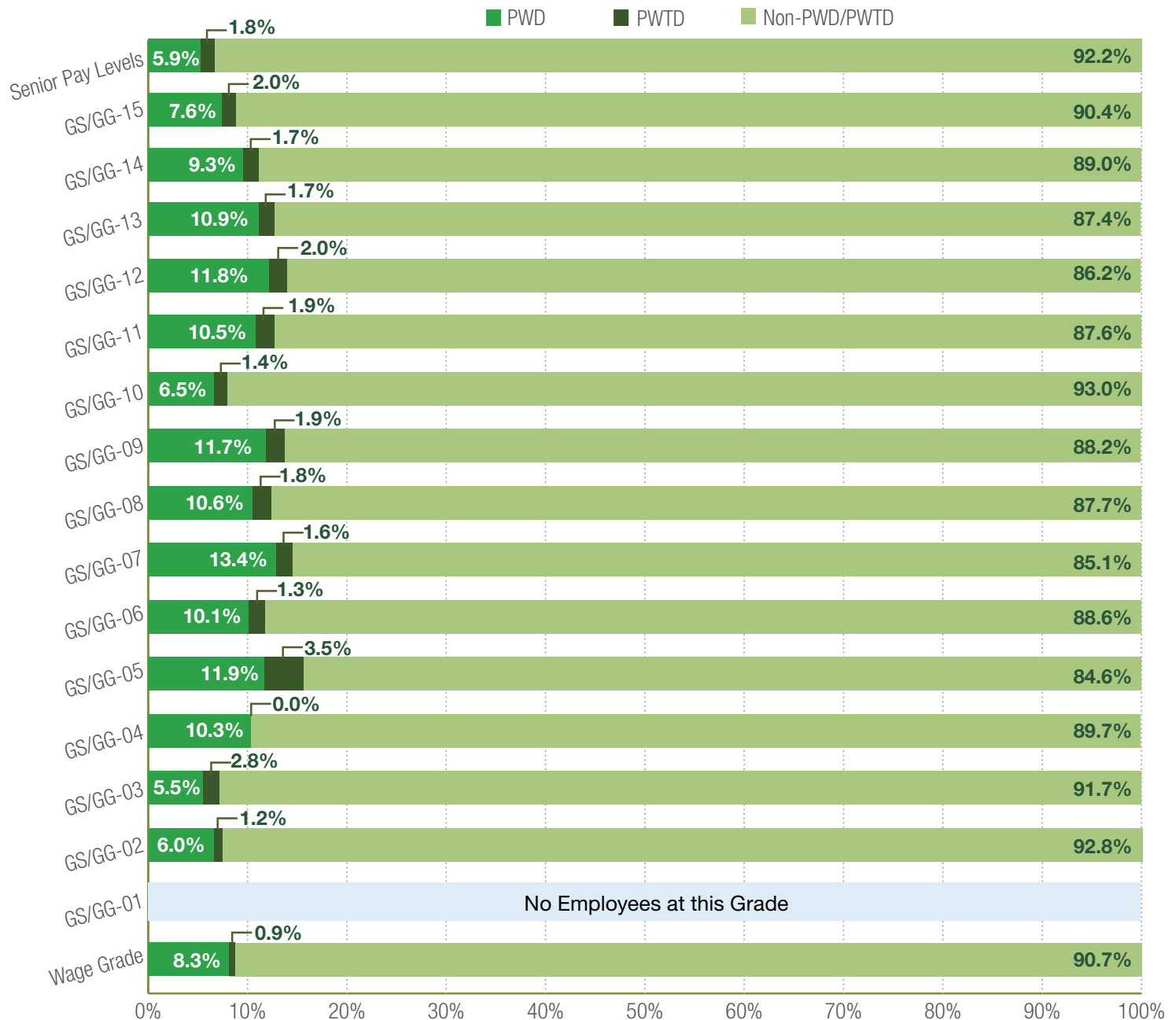
³⁰ Katz, Eric, "More than 60.0% of Recent Federal Employee Hires Left Within Two Years", *Government Executive* (June 12, 2020), <https://www.govexec.com/management/2020/06/more-60-recent-federal-employee-hires-left-within-two-years/166131/>. Last accessed February 7, 2021.

PROMOTIONS

The percentage of PWD promotions in FY 2020 remained at 8.6%. Although there were increases in promotions of PWD over the past five years, this remains an area for continued improvement.

There was a slight increase in PWD representation at the senior executive level — from 6.7% to 7.7% between FY 2019 and FY 2020. PWD representation at the GS/GG-11, GS/GG-12, and GS/GG-13 levels (12.4%, 13.8%, and 12.6% respectively) exceeds their overall representation in the IC community (11.9%).

Figure 20: GS/GG and Senior Pay Grade by PWD in the IC FY 2020



MANAGERS AND SUPERVISORS.

In FY 2020, 10.0% of managers or supervisors were PWD. FY 2020 was the first year the IC collected data related to PWD who are managers and supervisors.



DIVERSITY IN LEADERSHIP

Minorities, women, and PWD continued to be less represented at pay grades above GS/GG-13. There were slight increases in GS/GG-13, GS/GG-14, and the Senior Executive Service (SES).

MINORITIES AND THE SENIOR RANKS

Minorities at the SES levels represented 15.5%, which was an increase from 14.9% in FY 2019. In particular, Asian, Black or African American, and Native Hawaiian/Pacific Islanders' representation increased. At the GS/GG-15 grade level, representation of minorities at the GS/GG-15 pay grade increased from 18.1% in FY 2019 to 19.2% in FY 2020, while their representation at the GS/GG-14 pay grade increased from 22.8% in FY 2019 to 23.9% in FY 2020. Among federal employees, 21.1% of minorities were at the SES level in FY 2018.³¹

There was a 6.9% increase in the number of minorities selected for a competitive Selective Education Program (SEP)³² in FY 2020 (22.9%), compared to FY 2019 (16.1%). Of minorities promoted in FY 2020 to GS/GG-14 grade level to SES, 26.4% participated in a SEP.

WOMEN AND THE SENIOR RANKS

Women at the SES levels represented 31.3%, which was an incremental increase from 31.2% in FY 2019. At the GS/GG-14 grade level, representation of women increased from 36.3% in FY 2019 to 36.8% in FY 2020, while women's representation at the GS/GG-13 grade level increased from 36.2% in FY 2019 to 37.0% in FY 2020. Among the entire federal workforce, 33.8% of women were in SES positions.³³

There was a significant increase in the number of women selected for SEPs in FY 2020 (33.2%), compared to FY 2019 (26.7%). Of those promoted in FY 2020 to the GS/GG-14 grade level and higher, 34.0% participated in a SEP.

According to *Women in the Workplace 2020*,³⁴ there is a steady increase of women in leadership roles as companies see the value in having more women in leadership positions, but the report noted there needs to be more focus on developing the feeder pool to provide the opportunities to reach those leadership ranks.

PWD AND THE SENIOR RANKS

PWD at the SES levels increased from 6.7% in FY 2019 to 7.7% in FY 2020. At the GS/GG-15 grade level, representation of PWD and PWTD increased from 8.9% in FY 2019 to 9.6% in FY 2020. And, at the GS/GG-14 grade level, representation increased from 10.6% in FY 2019 to 11.0% in FY 2020.

³¹ Office of Personnel Management, "Federal Equal Opportunity Recruitment Program (FEORP) for FY 2018", page 2 (December 2020).

³² Sponsored by prestigious military organizations, universities, and private sector organizations, Selective Education Programs offer intelligence professionals training in leadership development, IC integration and collaboration, international relations, and national security. Selected candidates learn in an interagency context, deepen their expertise, and expand their professional networks, offering potential for continued improvement and career development.

³³ Office of Personnel Management, "Federal Equal Opportunity Recruitment Program (FEORP) for FY 2018", page 79 (December 2020).

³⁴ Lean In and McKinsey & Company, *Women in the Workplace 2020*, <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace>. Last accessed December 19, 2020.

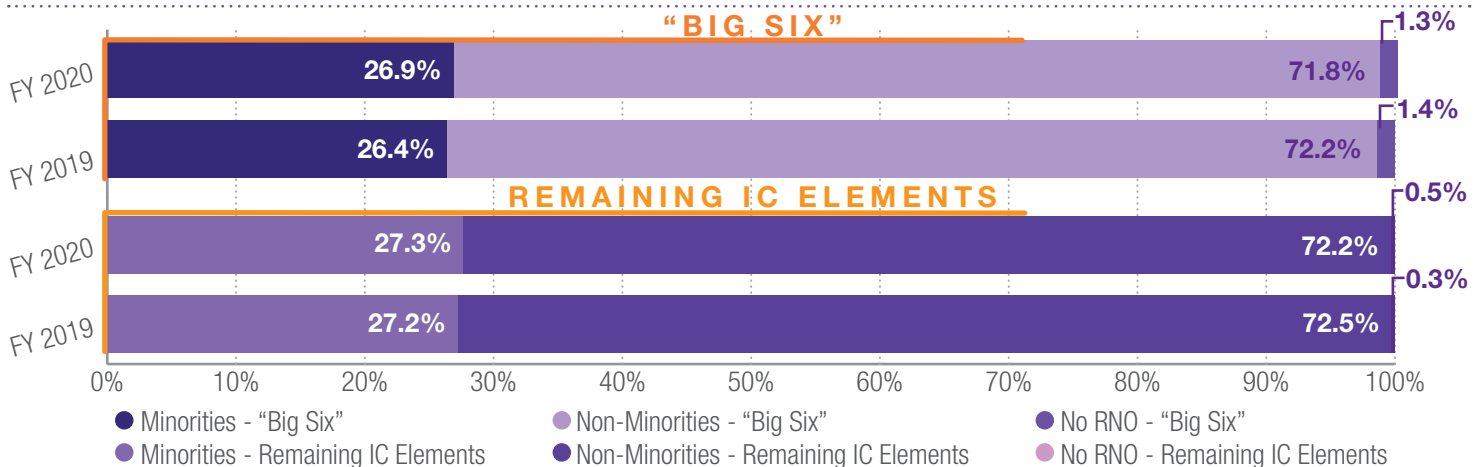
COMPARING THE “BIG SIX” TO



MINORITY REPRESENTATION

Representation of minorities in the “Big Six” increased by 0.5% between FY 2019 (26.4%) and FY 2020 (26.9%). Minority representation increased by 0.1% in FY 2020 (27.3%) for the remaining IC elements.

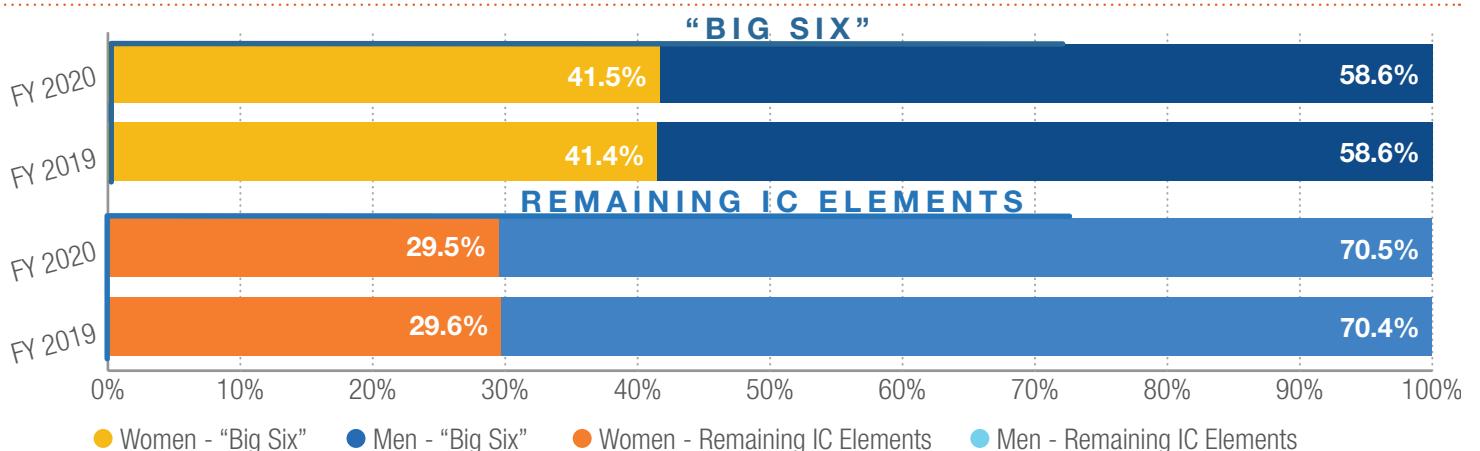
Figure 21: Comparing Minority representation in the “Big Six” Elements to Remaining IC Elements FY 2019–2020



WOMEN’S REPRESENTATION

Representation of women in the “Big Six” increased by 0.1% in FY 2020 (41.5%), whereas it decreased slightly by 0.1% in the remaining IC elements to 29.5%.

Figure 22: Comparing Women in the “Big Six” Elements to Remaining IC Elements FY 2019–2020



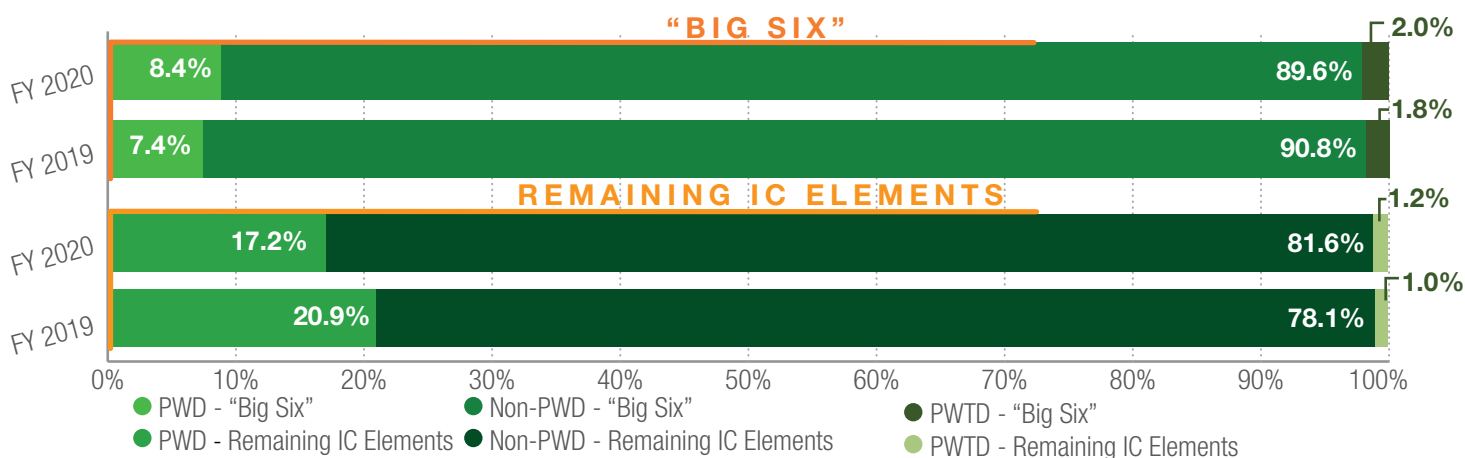
THE REMAINING IC ELEMENTS



PERSONS WITH DISABILITIES REPRESENTATION

PWD representation in the six largest IC elements in FY 2020 was 8.4% of the workforce and PWTD represented 2.0%, which were increases of 1.0% and 0.2%, respectively. Within the remaining IC elements PWD represented 17.2%, a decrease of 3.7%. PWTD represented 1.2% of employees in the remaining IC elements, an increase of 0.2%.

Figure 23: Comparing PWD & PWTD in the “Big Six” Elements to Remaining IC Elements FY 2019–2020



JOINT IC INITIATIVES TO INCREASE DIVERSITY

The IC's progress in implementing strategic initiatives was reported to Congress in 2020. Our progress is strengthened by external outreach and community-wide programs to increase hiring, promotion, and retention of minorities, women, and PWD within the IC workforce.

Each IC element invests in numerous efforts to attract and retain a more diverse and inclusive workforce. Joint efforts that span all IC elements have demonstrated tremendous value as they increase the ability to brand the IC as a community of professionals who enjoy varied and enriching careers with opportunities to move among IC elements over the course of time. Under the theme, "As One Community", IC elements joined together to participate in outreach and recruitment activities, a few of which are described in this report. In addition, the IC launched a "One IC" advertising campaign focused on student outreach and recruitment.

Across the IC, initiatives and activities are strategically aligned through advisory bodies, such as the IC Equal Employment Opportunity and Diversity (IC EEO) Council, comprised of EEO and diversity senior principals from each IC element, and the IC Recruitment Committee (ICRC), which consists of human capital representatives from each IC element.

Outreach to underrepresented communities and targeted recruitment is critical to increasing minorities, women, and PWD in the IC. Through expanding outreach activities, the IC deepened relationships with non-profits, the private sector, academia, and professional and student organizations to increase access to a more diverse talent pool with the critical skills needed to advance the IC's mission. Diversity and human capital professionals partnered with ERGs, interagency IC Affinity Networks (ICANs), and stakeholders to conduct outreach and recruitment.

IC elements embraced the unity of effort and broadened the scope of outreach, recruitment, and hiring opportunities across the nation. In-person events placed IC professionals in regions with broad demographic diversity. Throughout the year, the IC actively hosted, sponsored, and participated in diversity-focused events to increase the IC's access to talent across various critical skills to include language, law, and STEM.

Simultaneously, the use of technology and virtual platforms expanded the IC's reach to rural and underserved populations. The IC uses the Handshake platform, which provides access to more than 1,000 colleges and universities to help connect students with job opportunities within the IC. Handshake focuses on assisting students in connecting with employers, making the road to recruiting easier for both employers and students. The platform works with employers to recruit students, providing them access to jobs and internships not available anywhere else. Handshake also allows IC recruiters to directly message students with event invites and job opportunities.



OUTREACH EVENTS

Black Engineer of the Year Award (BEYA) Conference³⁵

Engagement with BEYA increased visibility among under-represented STEM talent pools and broadened the IC's exposure. NSA was recognized as a "2020 Top Supporter of Historically Black Colleges and Universities in Engineering." Through the 2020 BEYA Conference, IC recruiters and outreach professionals gained direct access to over 10,000 STEM attendees from underserved communities through networking, panel discussions, and multimedia platforms.

Women of Color in STEM Conference

The annual event highlighted the IC as an employer of choice. This conference delivered various workshop tracks, including leadership, professional skills, professional development, diversity, pre-professional, corporate signature, jobs certification, and healthy living. At the pinnacle event, the 2020 Women of Color Gala Ceremony, two IC Executives were recognized.

- Dr. Stacey A. Dixon, the first African American female Deputy Director of the NGA, spent her career championing change and innovation in the IC. Her unique career path includes science-focused leadership positions at NRO and NGA, as well as jobs supporting IC oversight committees on Capitol Hill.
- Ms. La'Naia Jones, the former Deputy IC Chief Information Officer, demonstrated commitment to a career in public service, working her way up through positions of increasing responsibility in the DoD as a technical expert and leader in information technology.

2020 Virtual National Historically Black College University (HBCU) Week and Conference

The IC played increasingly active roles in the White House Initiative (WHI) on HBCUs and WHI on Educational Excellence for Hispanics Federal Interagency Working Groups (FIWG). Participation in FIWGs allows the IC to gain insight into federal government efforts to create more favorable conditions for engagement with underserved communities, build expansive networking to strengthen strategic partnerships with the public and private sectors, and adopt proven industry practices that drive innovation. The IC was a sponsor of the Annual HBCU Week Conference, planned under WHI on HBCU's leadership with input from the President's Board of Advisors on HBCUs and conference sponsors. The conference provided a forum to exchange information and share innovations among and between institutions. Federal agencies, private sector companies, philanthropic organizations, and other stakeholders provided an overview of successful engagements that, if replicated, could improve instruction, degree completion, and the understanding of federal policies that shape and support higher education.³⁶ The event highlighted tangible opportunities for improving student outcomes by sharing elements necessary for successfully competing for top opportunities in national and global markets.

Alfred Street Baptist Church (ASBC) Foundation

The 18th Annual ASBC Foundation's HBCU Festival is the largest event in the country connecting students and parents to HBCUs. Over 70 HBCUs and 10,000 students, professionals, and college officials participated in the 2020 Festival. As a corporate sponsor, the IC used the opportunity to develop relationships, educate, and increase awareness of the IC's mission, programs, internships, and educational opportunities, such as camps, seminars, and grant programs. The IC participated in a meet and greet with HBCU Presidents to discuss additional support to HBCUs, and sponsored a workshop, entitled "Secure Your Future: Scholarships, Internships, and Careers", to provide insight into opportunities available to high school and college students in all fields of study.

National Centers of Academic Excellence in Cybersecurity (NCAE-C)

Managed by the National Cryptologic School at NSA, NCAE-C's federal partners include the Cybersecurity and Infrastructure Security Agency (CISA), FBI, National Institute of Standards and Technology (NIST)/National Initiative on Cybersecurity Education (NICE), National Science Foundation (NSF), DoD Office of the Chief Information Officer (DoD-CIO), and U.S. Cyber Command (USCYBERCOM). NSA established the program in 1998 to inspire academic institutions to develop programs to produce the type of workforce needed for IC operations in information security with a vision of creating an inclusive, progressive, and collaborative environment that provided the epitome of excellence in cybersecurity education. The program has grown rapidly — from 190 designated schools in 2015 to 335 in 2020 — of which 68 are Minority Serving Institutions.

³⁵ "U.S. Black Engineer Magazine Releases 2020 Top Supporters List", *US Black Engineer* (n.d.). <https://www.blackengineer.com/news/us-black-engineer-magazine-releases-2020-top-supporters-list/>. Last accessed January 22, 2021.

³⁶ White House Initiative on Historically Black Colleges and Universities, "National HBCU Week Conference" (n.d.). <https://sites.ed.gov/whhbcu/hbcu-week-conference/>. Last accessed February 3, 2021

National Bar Association (NBA) Annual Convention and American Bar Association (ABA) Annual Conference

EEO-ICD sponsored the 95th NBA virtual conference. One of the largest gatherings of African-American lawyers, judges, and law students in the United States, the NBA conference provided an opportunity to recruit a more diverse professional cadre across the IC, particularly in the legal workforce. In addition, EEO-ICD sponsored the ABA annual conference. The ABA has a membership of over 400,000. EEO-ICD coordinated across the community, resulting in more than 40 recruiters and attorneys participating in a virtual platform with NBA and ABA conference attendees to learn about the IC as an employer of choice and its professional legal opportunities. The IC will also be able to deliver continuing legal education (CLE) content to NBA members and will likely target attorneys who may be interested in appropriations law work. Sponsorship of these conferences is part of a larger effort to build relationships that help the IC recruit diverse talent into more highly-skilled fields to meet IC needs.

Prospanica Annual Conference

EEO-ICD led IC corporate outreach during the annual Prospanica Conference, “Sin Fronteras: New Leaders, NextGen Ideas”, which highlighted the intersection of the future with innovation. Prospanica has served as a platform to empower and enable Hispanic professionals to reach their full educational, economic, and social potential since 1988. The IC hosted “Authentic Executive Presence”, a professional development seminar focused on preparing professionals for senior positions.

Advancing Minorities Interest in Engineering (AMIE)

The IC’s newly established partnership with AMIE connects the IC directly to the Accreditation Board for Engineering and Technology (ABET) accredited engineering schools at top-rated HBCUs. As a new AMIE member, the IC works with the AMIE coalition to increase support to HBCUs and achieve greater diversity in engineering fields. HBCUs make up just 3 percent of colleges and universities, yet they produce 27 percent of African American graduates with degrees in STEM fields.³⁷

Out & Equal Summit

Each year, more than 5,000 executives, ERG leaders and members, experts, and human resources, diversity and inclusion professionals, convene at the Out & Equal Workplace Summit, the largest Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ)-focused conference in the world. The Summit has grown to become the preferred place to network, and share strategies and best practices that help create workplaces inclusive of all sexual orientations, gender identities, and gender expressions — workplaces where everyone belongs and where LGBTQ employees can be out and thrive.

IC Day on the Hill

EEO-ICD, in collaboration with the IC Chief Human Capital Officer, led IC engagement with Congressional Representatives by sponsoring the inaugural IC “Day on the Hill”. Featuring a panel of diverse IC senior executives and officers, the event was designed to inform Congressional Representatives, their staffers, and support personnel of the IC’s myriad missions and capabilities, and the career paths of the panelists.

American Indian Science and Engineering Society (AISES) Convention

AISES is a national, non-profit organization focused on substantially increasing the number of Indigenous peoples of North America and the Pacific Islands in STEM studies and careers. The IC hosted the AISES government Relations Council meeting in the Washington, D.C. area, where the IC’s Chief Diversity Officer provided the keynote address. In addition, the IC was a corporate sponsor of the 2020 AISES National Convention, including participating in the opening plenary session, career fair, and student programs.

National Society for Black Engineers (NSBE)

With more than 500 chapters and nearly 22,000 active members in the U.S. and abroad, NSBE is one of the largest student-governed organizations based in the United States. NSBE, a 501(c)(3) nonprofit organization founded in 1975, supports and promotes the aspirations of collegiate and pre-collegiate students and technical professionals in engineering and technology. The IC partners with NSBE to build bridge programs to IC careers from K12 and beyond; provide resources and training to collateral duty professionals in support of IC diversity outreach; and build partnerships and expand networks to inform and educate HBCUs on the unique mission and priorities of the IC, and dispel myths the IC’s mission and workforce.

USA Science & Engineering Festival (SciFest)

EEO-ICD sponsored SciFest, the largest science festival in the U.S. Catalyzed by Science Spark, a nonprofit 501(c)(3) organization, in collaboration with more than 750 of the nation’s leading science and engineering organizations, SciFest draws approximately 350,000. It features nationwide school programs, including their popular “Nifty Fifty” science speaker program and X-STEM Symposium, and “hands on” activities. The festival enabled the IC to connect with approximately 50,000 K–12 and college students and professionals.

³⁷ U.S. Department of Education, “Fact Sheet: Spurring African-American STEM Degree Completion” (2016), <https://www.ed.gov/news/press-releases/fact-sheet-spurring-african-american-stem-degree-completion>. Last accessed December 31, 2020.

IC WORKFORCE DEVELOPMENT ACTIVITIES

IC Affinity Networks

ICANs are employee-led, voluntary organizations whose efforts align with the IC's best practices, *Joint Strategy*, and promote mission outcomes. They foster workplace inclusion while encouraging collaboration, flexibility, and fairness in organizations. ICANs represent the cross-cutting interests of the IC elements and work in partnership with employee and agency resource groups. Chartered under ODNI's EEO-ICD office, ICANs' leaders often brief senior IC leadership and raise concerns regarding workforce issues.

The IC continued to engage its six affinity networks in FY 2020: Latino Intelligence Network (LINK), Women's Intelligence Network (WIN), Asian American and Pacific Islander Affinity Network (APAN), African American Affinity Network (AAAN), IC Lesbian, Gay, Bisexual, and Transgender Affinity Network (IC Pride), and the Deaf and Hard of Hearing IC Affinity Network (DHH ICAN). These organizations actively supported IC outreach, recruitment, hiring, onboarding, mentoring, and career development of employees and employment candidates, and enlisted the involvement of leaders at all organizational levels.





WORKFORCE SUMMITS

The IC hosts affiliation-based workforce summits and sponsors events to provide leadership training, skills development, and networking opportunities. All IC professionals are encouraged to participate in the community-wide annual summits. The FY 2020 summits convened hundreds of employees from across the Community to learn from external experts and senior professionals who were invested in growing a more diverse leadership pipeline within the IC. Highlights of summits included peer-to-peer mentoring, individual development planning, substantive workshops, and skills-building activities. Each IC summit increased the visibility and transparency of IC missions and career opportunities, including representatives from the National Intelligence University, the IC Joint Duty Office, and affinity network organizations.

4th Annual IC African American and Hispanic Leadership Summit

EEO-ICD hosted nearly 400 IC officers at the 4th Annual IC African American and Hispanic Leadership Summit. Featuring the theme “Control-ALT-Delete: Refresh Your Career,” the Summit focused on how employees can reassess their careers, connect with more expansive networks, and develop career progression strategies. Summit participants engaged in a day of discussions, workshops, and networking sessions to enhance personal and professional focus and productivity, develop impactful employee resource groups, and enhance communication and leadership skills.

2nd Annual IC Women’s Retreat

WIN, with support from EEO-ICD, hosted 100 officers at the 2nd Annual IC Women’s Retreat. “Taking Your Seat at the Table” featured a panel of senior IC leaders sharing personal stories on how they have overcome obstacles and leveraged opportunities to reassess career priorities, re-tool their skills, and practice resilience. Participants separated into five cohorts, which will continue to meet and develop nine-month plans to address improving the IC culture for women officers with regards to: 1) Imposter Syndrome; 2) Putting Emotional Intelligence to Work; 3) Soliciting Effective Feedback; 4) Exploring Women in the Workplace; and 5) Leadership. This event coincided with WIN’s formal establishment as an IC Affinity Network under EEO-ICD sponsorship.

IC Asian American and Pacific Islander (AAPI) Leadership Summit

EEO-ICD partnered with APAN to host “Trailblaze: Achieving New Heights”, the inaugural AAPI Leadership Summit. Nearly 300 IC professionals attended, ranging from entry through senior levels from across the IC. The IC AAPI Leadership Summit brought together IC officers from across the Community to set the strategic direction for APAN, the newest ICAN. Participants engaged in a day of discussions, workshops, and networking sessions to enhance professional and personal focus and productivity, leverage skills and experiences, and connect with more expansive networks. The summit and other networking and mentoring opportunities demonstrate best practices in promoting a more diverse and inclusive workforce.

IC Pride Security Town Hall

IC Pride, EEO-ICD, and The National Counterintelligence and Security Center (NCSC) hosted a virtual Security Town Hall for LGBTQ officers and their allies to address security issues and practices related to sexual orientation and gender identity. NCSC panel members addressed security clearance questions and concerns raised by the IC LGBTQ community members. This topic surfaced during the IC Pride introductory meeting with Acting DNI Richard Grenell. Attended by over 240 IC professionals, the event was supported by sign language interpreters, closed-captioned, and recorded for availability to personnel who could not attend.

IC-Wide EEO Case Law Training

EEO-ICD coordinated with the EEO Commission (EEOC) to provide an IC-wide a virtual EEO Case Law Update training. This training represented a continuation of EEO-ICD’s efforts to support EEO Compliance professionals across the IC by sharing best practices, advocating common solutions to EEO problem sets, and collaborating to develop uniform practices in engaging with the EEOC. In addition to the legal update from EEOC, the IC EEO Compliance Support Group also discussed obstacles to executing the EEO complaints process in the IC during the COVID-19 pandemic.

WIN Town Hall

WIN, under EEO-ICD sponsorship, hosted a virtual IC-wide Town Hall for Supervisors to share information and resources to support parents and caregivers as they face an unprecedented school year. Attendees gained a better understanding of the challenges for IC parents, learned about telework best practices, and Office of Personnel Management (OPM) provided information about policies and resources to maximize workforce flexibility. Over 2,100 IC professionals attended this event, which was supported by sign language interpreters and recorded for availability to personnel who could not attend.

IC EEO Council Offsite

EEO-ICD demonstrated its commitment to continued professional development of EEO and diversity professionals by hosting the IC EEO Council Offsite focused on enabling EEO and diversity professionals to develop a roadmap for advancing diversity, inclusion, and EEO throughout the IC. During the offsite, EEO-ICD presented a draft outline for the *Joint Strategy* and discussed how initiatives enable the strategic plan. During the offsite, several topics generated significant discussion: minority career development, retention, and promotion; executive level diversity and inclusion (D&I) development program and core competencies (D&I is mission imperative); timeliness of EEO investigations; and length of time to onboard newly hired employees.

IC-Wide Small Steps to Inclusion Campaign

The EEO-ICD office launched the Small Steps to Inclusion Campaign following a research-based approach to mitigate individual bias and cultivate a culture of inclusion. Endorsed by the IC Deputy Executive Committee, IC elements participated in a series of IC-wide Small Steps Working Groups and created training courses around the campaign. Small Steps provides a suite of tools and a framework that each IC element can modify and incorporate in its inclusion practices. The curriculum maintains the Campaign’s characteristics with embedded flexibility to allow each IC element to tailor the program to their needs while aligning to the four pillars: 1) Awareness; 2) Exposure; 3) Action; and 4) Social Accountability. The intent of the process is to facilitate self-reflection and introduce the concept of collectively affecting change through the Small Steps Journey Model.

IC STUDENT OPPORTUNITIES

The IC is committed to growing the next generation of intelligence professionals by offering students a variety of temporary employment and scholarship opportunities. The IC's job portal contains extensive information on student and career opportunities at www.IntelligenceCareers.gov.

Louis Stokes Educational Scholarship Program

The Louis Stokes Educational Scholarship Program (Stokes), established by Title 50 U.S.C. 3614, is an undergraduate and graduate training program designed to facilitate recruitment of individuals, particularly minority high school students, with a demonstrated capability to develop critical mission skills. Stokes scholars are particularly sought for mathematics, computer science, engineering, and foreign language skills. Students are offered tuition assistance to accredited colleges or universities, challenging summer work assignments, and full-time employment after graduation.

Stokes candidates must be high school seniors or college freshmen at the time of their application and must demonstrate financial need. Selected students begin working as they receive security clearances in the summer before their freshman or sophomore year in college.

In FY 2020, minority representation in the Stokes Program decreased to 72.1% from 75.7% in FY 2019, and women's representation increased to 44.2% from 39.6% in FY 2019.

Figure 24: Stokes Minority Representation FY 2016–2020

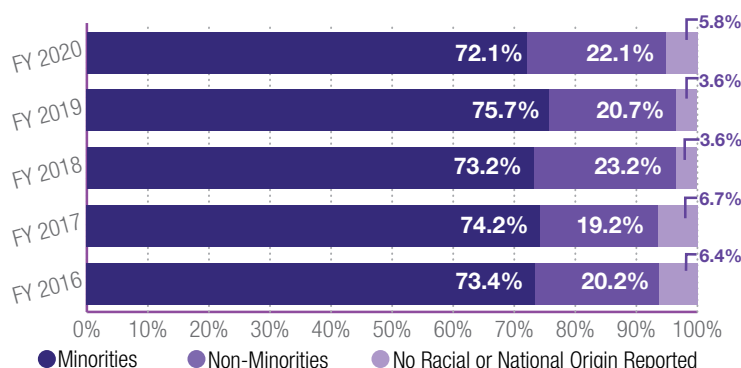
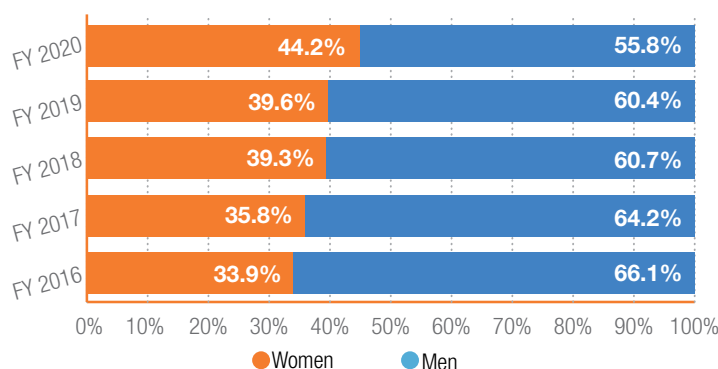


Figure 25: Stokes Women's Representation FY 2016–2020



Pat Roberts Intelligence Scholars Program

The Pat Roberts Intelligence Scholars Program (PRISP) is designed to recruit and train individuals with foreign language, regional and cultural expertise, STEM, and other skills critical to IC missions. Minority representation in the PRISP increased for the third year in a row to 22.1%, with minority participation having grown by 5.2% since FY 2018. Women's participation in PRISP also increased for the third year in a row to 45.2%, with participation having grown 3.9% since FY 2018.

Figure 26: PRISP Minority Representation FY 2016–2020

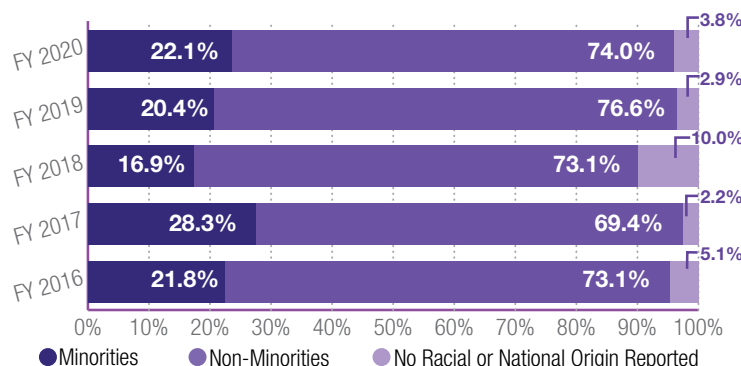
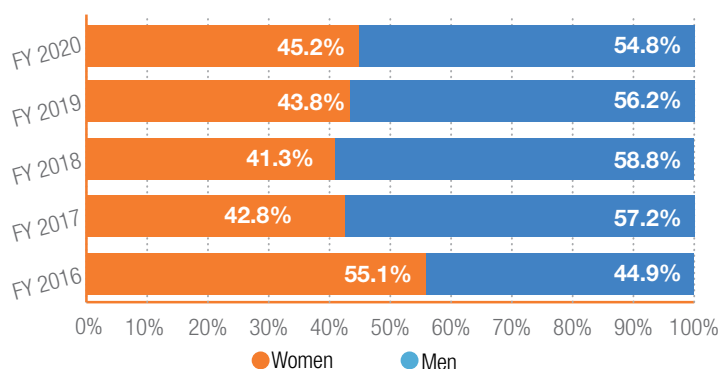


Figure 27: PRISP Women's Representation FY 2016–2020



STUDENT OPPORTUNITIES AND SCHOLARSHIPS

GenCyber

Administered by the NSA, GenCyber seeks to ignite and sustain cybersecurity interest in youth at primary and secondary grade levels to build a competent, diverse, and adaptable cybersecurity workforce pipeline through alignment with the National Centers of Academic Excellence in Cybersecurity. The associated cyber camps provide age-appropriate cybersecurity awareness learning opportunities in a standards-based and organized curriculum promoting the GenCyber Concepts and/or First Principles, online safety, and ethics.

From 2015 to 2019, 15,545 students and 3,711 teachers participated in the GenCyber program. A five-year evaluation of 7,160 GenCyber students who have graduated from high school revealed 1,350 pursued cybersecurity, with some directly entering the workforce upon graduation while others pursued cybersecurity as a major or minor degree. In addition, GenCyber has improved teaching methods for delivering cybersecurity content in K-12 curricula. Of the 2,664 teachers who attended camp from 2017 to 2019, 36.5% reported teaching cybersecurity or cyber safety the following school year as a result of attending GenCyber.

In FY 2020, the program initially funded 154 camps in 44 states, plus the District of Columbia and Puerto Rico. ODNI's partnership with NSA provided grants to 18 additional HBCUs and minority serving institutions across the U.S. This partnership will allow the program to expand its outreach efforts, camp availability, and continuous teacher engagement.

Boren Scholarship

Boren Scholarships provide U.S. undergraduate students with the resources and encouragement needed to acquire skills and experiences in areas of the world critical to our nation's future security. These scholarships offer up to \$20,000 for an academic year abroad.

Boren Fellowships

Boren Fellowships offer study abroad opportunities for graduate students interested in geographic areas, languages, and other fields of study underrepresented in study abroad programs and critical to U.S. national security broadly defined. Students propose their plans for language study (required), research, or internship, and must commit to at least one year of federal government service following graduation from their program of study. The maximum award is \$30,000 for up to two years of study.

IC Centers of Academic Excellence (CAE)

The IC Centers of Academic Excellence (IC CAE) Program is managed by ODNI and provides long-term IC partnerships with U.S. colleges and universities through competitively awarded grants. Established in 2005, the program was designed to increase awareness of the IC mission and culture throughout ethnically and geographically diverse communities. IC CAE institutions develop or enhance their curricula to build skill sets needed in the IC, host workshops and colloquia on national security or intelligence topics, and encourage language proficiency and cultural awareness. The IC CAE Program Office cultivates enduring partnerships between the IC and academia, who will prepare and hire the next generation of diverse IC professionals, becoming an essential component of the IC's hiring strategy.

National Security Education Program (NSEP)

The National Security Education Program (NSEP) sponsors several programs to study critical languages and foreign cultures. All funding for these programs requires award recipients to seek employment in the federal government and serve for at least one year in DoD, DoS, or DHS, an element within the IC, or in another federal position with national security responsibilities.

STARTALK

STARTALK's mission is to increase the number of U.S. citizens learning, speaking, and teaching critically needed foreign languages. The program offers teachers, students, K-12 and college, of these languages creative and engaging summer experiences, language education, and language teacher development.



JOINT STRATEGY TO ADVANCE EQUAL EMPLOYMENT OPPORTUNITY, DIVERSITY, AND INCLUSION WITHIN THE U.S. INTELLIGENCE COMMUNITY (2020-2023)

The *Joint Strategy to Advance Equal Employment Opportunity, Diversity, and Inclusion within the United States Intelligence Community, 2020-2023* was signed and adopted by the IC EEO and Diversity Council, which is comprised of senior principals from each IC element responsible for leading diversity, inclusion, and equal employment opportunity programs. To maintain a global competitive advantage through its workforce, the IC will emphasize the following goals:

GOAL 1: PROMOTE PEOPLE-CENTRIC LEADERSHIP AT ALL LEVELS

Bridge the gap between hiring talented individuals and ensuring all people feel connected to the mission and one another within a culture of inclusivity.

- A. Educate supervisors, middle managers, and aspiring leaders using experiential learning techniques that build community through difficult conversations, challenge assumptions and bias, and invite constructive conflict.
- B. Model leadership training emphasizing empathy and other aspects of emotional intelligence within the framework of people-centered communication skills.
- C. Proactively develop workplace assessments to evaluate whether coaching, feedback, developmental assignments, and mentoring are equitably available within work units.
- D. Increase the transparency of diversity and inclusion performance objectives, assessments, and notable accomplishments.

GOAL 2: STRENGTHEN COMPLIANCE WITH LAWS AND ELIMINATE DISCRIMINATORY BEHAVIOR

Promote workplace equality by ensuring the right resources and trained personnel are in place to eliminate barriers to equal access and swiftly respond to allegations of employment discrimination and harassment, wherever it occurs.

- A. Maintain the momentum and implement the 2019 IC Directors' A Pledge to Our People to:
 - i. Issue and enforce IC policy guidance, explicitly addressing harassment;
 - ii. Publish results of management actions taken in response to discrimination and harassment findings, maintaining privacy to the greatest extent possible;
 - iii. Deliver anti-harassment training, emphasizing tools for bystander intervention; and
 - iv. Measure program effectiveness through climate and pulse surveys.
- B. Partner with IC mission managers, industry leaders, and customers to create technology solutions that integrate accessibility standards and tools for persons with disabilities.
- C. Adopt IC standards for EEO and diversity professionals to articulate career competencies and developmental pathways for sustained expertise in these fields (e.g., research, data analysis, writing, public speaking, facilitation, conflict resolution, and curriculum design).

GOAL 3: LEVERAGE EXTERNAL PARTNERSHIPS TO INCREASE ACCESS TO DIVERSE TALENT

Strategically invest in proven programs to accelerate hiring success. Establish new relationships and programs in partnership with academia, professional organizations, think tanks, government, and private sector organizations.



- A. Build bridge programs to IC careers from K–12 and beyond, with special emphasis in STEM and professional fields.
- B. Partner with diversity, human resources, security, and innovation partners to measurably increase hiring of women and minorities across the IC, with a goal of at least 2.0% by the end of fiscal year 2022.
- C. Provide resources and training to collateral duty professionals in support of IC diversity outreach, including ERGs, alumni networks, and ICANs.
- D. Develop and launch marketing campaigns and activities to more effectively brand the IC in targeted demographic markets, and increase education, awareness, and understanding of IC missions and career opportunities.












GOAL 4: INVEST IN WORKFORCE READINESS






Provide opportunities for all IC professionals to have the flexibility, tools, access, and experiences needed to contribute fully to the IC's mission.

- A. Communicate beyond performance management systems to facilitate dialogue, relationship building, and expansive networking through a culturally competent lens.
- B. Integrate pulse surveys, exit interviews, and retention inquiries to understand the experiences and drivers of workforce satisfaction and engagement.
- C. Identify cross-cutting challenges, opportunities, and solutions through multidimensional teams, and implement effective workplace programming utilizing ERGs and ICANs.
- D. Offer personal development opportunities through workplace summits, workshops, cohorts, and formal training programs using in-person and on-demand content delivery.
- E. Provide professional developmental opportunities for the entire workforce, focusing on groups with less than expected representation, such as minorities, women, PWD, people age 40 and over, and LGBTQ+ employees.

IC BEST PRACTICES

CAREER DEVELOPMENT	 USAF	USAF's Career Development and Advancement program used mentors and supervisors at the Major Command level and below to engage civilian workforce members. Featuring the mentors and supervisors, the Intelligence Career Field Team leveraged webinars, e-mail, and other communication methods to promote Civilian Developmental Education opportunities.
	 DOE	DOE's Women in Leadership Forum provided an opportunity for women in leadership positions to discuss how to break barriers and serve as change agents and influencers within their respective fields. Women of various cultures, grade levels, and backgrounds within and outside of the IC shared their perspectives on serving as leaders in male-dominated fields.
	 NSA	NSA hosted reviews of draft employee promotion packages that involved the African American ERG partnering with other ERGs — English As a Second Language ERG, Hispanic Latino ERG, Islamic Cultural ERG — to help increase more competitive promotion packages in FY 2020. Participants were paired with a more senior reviewer to provide a thorough Employee Promotion Assessment review.
	 DOE	DOE's Office of Intelligence and Counterintelligence developed an interview panel guide to increase protections against discrimination based on gender, sex, race, sexual orientation, disability status, and religious beliefs. This guide assisted panel members with observing, recording, and evaluating candidate's responses to ensure fair and equitable protocols were followed.
	 DIA	DIA elevated diversity and inclusion to a mission-impact performance criterion by adding a diversity and inclusion performance objective in all Senior Executive performance plans to increase accountability through Agency leadership.
	 FBI	FBI's Cross-Cultural Mentoring and Sponsorship Program (CCMS) was implemented in April 2017 to mitigate selection disparities and increase the pipeline of female and minority candidates for senior leadership and SES positions. The program intentionally pairs mentors with a mentee of a different gender, ethnicity, or race to create a cross-cultural mentoring component. Previously, the program was open only to employees in the GS/GG-14 and GS/GG-15 grade levels. The program expanded in March 2020 to serve employees in the GS/GG-12 through GS/GG-15 grade levels.
	 CIA	The CIA incorporated diversity and inclusion in the talent cycle to increase supervisors' and managers' cultural competency, provide transparency in the performance management systems, and improve the diversity pool for critical development opportunities. Diversity and inclusion was woven throughout learning for first-time supervisors, middle managers, and newly promoted Senior Intelligence Service Officers (SIS). The agency created a pre-interview worksheet for panel members designed to reduce bias and standardize feedback. And, diversity and inclusion were part of SIS Competencies and Key Job Expectations (KJE) to create, promote, and support workforce diversity, inclusion, and equal employment policies and programs.
	 NIA	NIA produced the Diversity in Leadership Series, quarterly articles to raise awareness by featuring interviews with diverse personnel in leadership at NIA, and encourage the NIA workforce to promote diversity and inclusion for future NIA leaders.

OUTREACH	 USAF	USAF's Annual WISE (Women in Science and Engineering) Symposium highlighted the value gender diversity brings to the STEM workforce. The conference allowed women to connect and network, and encouraged STEM students to attend, contributing to diversity and equity in the STEM career field.
	 NSA	NSA continued to sponsor Dakota State University's CybHER program, designed to promote K-12 women in the field of cyber sciences and to promote collegiality among like-minded people. NSA launched a "Women in STEM" marketing and outreach campaign to highlight women's criticality in STEM and to the vital mission and benefits of working at the agency. The campaign delivered more than three million digital impressions of an NSA Careers advertisement, resulting in over 69,000 clicks on an advertisement re-directing visitors to the IntelligenceCareers.gov website.
	 NGA	NGA established mentoring and coaching programs at local middle and high schools to spark interest among young minority students in STEM, geological intelligence and other IC fields. Participating students became interested in STEM fields, and ultimately, in working for NGA and the IC in the future.
PERSONS WITH DISABILITIES	 DOE	DOE incorporated Americans with Disabilities Act (ADA)-compliant doors and facilities into a new Sensitive Compartmented Information Facility to comply with ADA regulations and increase inclusivity and equity.
	 CIA	CIA created and implemented an enterprise-wide accessibility strategy that strengthened the agency's Accessibility Program, streamlined its Reasonable Accommodation (RA) process, and enabled accessibility at every stage of the talent cycle. In addition, the agency established a new Ability Talent Broker position. The combined efforts increased support for and engagement with PWDs through the application and onboarding process, and decreased the RA delivery timeline from 80 days in FY 2019 to 35 days in FY 2020.
	 NGA	NGA established the Sign Language Interpretation Operations Center (SLIOC), a centralized video remote interpreting hub in which NGA's sign language interpreters can remotely provide interpreting services for DHH employees across the agency. Based on industry best practices, SLIOC is the first of its kind in the IC.
	 ODNI	ODNI provided sign language interpreter and captioning services in virtual platforms ensuring virtual events maintained the same level of accessibility as in-person events.
	 USAF	USAF enacted color vision deficiency labeling to remove barriers and foster inclusion.
	 DIA	The DIA Equal Employment Opportunity and Chief Information offices collaborated to develop a baseline for RA equipment, allowing for the RA team to maintain a catalog outlining a wide array of standard in-stock information technology hardware that will benefit persons with visual, hearing, learning, motor, and other disabilities. The program reduced the waiting period for PWD when requesting equipment for RAs.
	 NRO	NRO engaged in internal stakeholder meetings to strengthen relationships within the agency, allowing for ongoing communications in expressing the requirements needed for RAs.
	 NSA	NSA provided information sessions to numerous participants of the PWD community, and others wanting additional knowledge, on methods to make the workplace more inclusive for persons with disabilities and strategies to develop resiliency when encountering obstacles.

RECRUITMENT, HIRING AND RETENTION	USAF 	USAF expanded the standard recruitment area of consideration for vacancy announcements from Air Force-wide to DoD-wide. This initiative enabled managers to boost recruitment to all external sources, including 30% or more disabled veterans.
	DHS 	DHS I&A developed a successful internship program, which fed into its entry-level pipeline. Recruiters created a database to quickly search candidates from the IC Virtual Career Fair, resulting in an intern cadre of about 50:50 male to female, a rate which exceeds the representation of women in the workforce.
	USAF 	USAF targeted recruitment at IC CAE universities, increasing collaboration to positively impact career field diversity metrics for the FY 2020 – FY 2021 recruitment cycle. IC CAE programs are deliberately located at rural and racially and ethnically diverse universities. Academic requirements included critical intelligence skill sets such as STEM, language, and data analytics.
	NSA 	NSA ERGs engaged with Human Resources and Recruiting to ensure equal canvassing of diverse schools for STEM recruiting. This canvassing included ERG members who attended and presented at the Society for Advancement of Chicanos/Hispanics and Native Americans in Science conference to engage and recruit Native American and Hispanic/Latino STEM students and professionals.
	USAF 	The USAF established the Women's Leadership Group, which hosted 17 discussions on navigating work-life balance, and assisted 32 members with avocation tools.
	DIA 	DHS I&A demonstrated a 5.0% increase in OPM's IC Inclusion Quotient Climate survey between FY 2019 and FY 2020.
	USAF 	The USAF hosted an Interactive Unconscious Bias Workshop provided by a global diversity subject matter expert. Extremely positive feedback from the workshop resulted in expanded sessions planned for FY 2020. The agency also rebooted its ERG for Women in STEM.

PAGE INTENTIONALLY LEFT BLANK

APPENDIX

APPENDIX A – BACKGROUND INFORMATION

Attrition Measures

This report examines two related measures of attrition: 1) the attrition rate and 2) the share of overall attrition.

Measures of Attrition

Term	Definition	How it is Used	How it is Calculated	Implications
Attrition Rate	Compares the number of attritions in a subset with the total number in the subset, expressed as a percentage.	Used within group analyses. Answers questions such as <i>“What percentage of the minority workforce left the agency in a FY?”</i>	Calculation: Minorities who left/all minorities. Example: If 20 minorities left the element and there were 200 minorities total, the attrition rate would be 20/200, or 10.0%.	An increasing attrition rate within an organization could be an indication of problems if the attrition occurs in one specific group or is unexpected based on human capital plans and activities.
Share of Overall Attrition	Compares the number of attritions in a subset to the total number of attritions in the organization, expressed as a percentage.	Used to compare attrition to overall representation in the workforce or overall hiring, for example. Answers questions such as <i>“Of all employees who left the agency in a FY, what percent was female?”</i>	Calculation: Women who left/all employees who left. Example: If 400 employees left the element and 100 were women, the female share of overall attrition would be 100/400, or 25.0%.	An increasing share of overall attrition within an organization can be indicative of a larger trend and worth exploring if it affects one group over others.

Disability

Disability information is generally captured on the federal government Standard Form 256: “Self-Identification of Disability” (SF 256) dated 2016 or current employees can self-identify through the personnel system. The SF 256 defines an individual with a disability as person who (1) has a physical or mental impairment that substantially limits one or more major life activities; (2) has a record of such an impairment; or (3) is regarded as having such an impairment. This definition is provided by the Rehabilitation Act of 1973, as amended (29 U.S.C. 701, et seq.).

Grades and Senior Positions

For the purposes of this report, “higher pay grades” refers to General Schedule/General Grade (GS/GG) levels 13 through 15 — the “feeder” grades for senior positions. “Senior” positions refer to positions higher than GS/GG-15. These are defined by each IC element’s executive service system and senior professional populations (e.g., DoD’s Defense Intelligence Senior Executive Service (DISES), DoD’s Defense Intelligence Senior Level (DISL), CIA’s Senior Intelligence Service (SIS), or ODNI’s Senior National Intelligence Service (SNIS).

Percentages of Small Populations May Be Misleading

Within small population counts, percentages can fluctuate significantly if there is a one or two person change. For example, data points relating to participation in senior service schools could appear to be unusually high, but it is important to understand that such calculations are based on small numbers relative to the IC workforce as a whole.

Race and National Origin (RNO) Categories

The FY 2019 RNO data was collected in accordance with the race and ethnicity reporting requirements in the U.S. Equal Employment Opportunity Commission (EEOC) Management Directive-715 (MD-715). Under this directive, employees who selected “Hispanic or Latino” as their ethnicity were counted as “Hispanic or Latino”, regardless of race. In addition, EEOC data for individuals of NHPI origin were reported separately from individuals of Asian origin. In some figures and tables, RNO categories are abbreviated as follows: “AIAN” for American Indian/Alaska Native and “NHPI” for Native Hawaiian/Pacific Islander. In addition, “white” or “non-minority” refers to non-Hispanic whites throughout the report. In the figures and tables, African Americans are referred to as Black or African American.

Statistical Reporting

Results are expressed as percentages of the IC workforce.

Targeted Disabilities

The federal government has recognized that qualified individuals with certain disabilities, particularly manifest disabilities, face significant barriers to employment above and beyond the barriers faced by people with the broader range of disabilities. The federal government calls these “targeted disabilities”. Targeted disabilities as defined by the Equal Opportunity Employment Commission and listed on OPM’s SF 256 are:³⁸

- ▶ Developmental Disability, for example, autism spectrum disorder;
- ▶ Traumatic Brain Injury;
- ▶ Deaf or serious difficulty hearing, benefiting from, for example, American Sign Language; Communication Access Realtime Translation (CART); hearing aids; a cochlear implant and/or other supports;
- ▶ Blind or serious difficulty seeing even when wearing glasses;
- ▶ Missing extremities (arm; leg; hand and/or foot);
- ▶ Significant mobility impairment, benefiting from the utilization of a wheelchair; scooter; walker; leg brace(s) and/or other supports;
- ▶ Partial or complete paralysis (any cause);
- ▶ Epilepsy or other seizure disorders;
- ▶ Intellectual disability;
- ▶ Significant Psychiatric Disorder, for example, bipolar disorder, schizophrenia, Post Traumatic Stress Disorder (PTSD), or major depression;
- ▶ Dwarfism; and
- ▶ Significant disfigurement, for example, disfigurements caused by burns, wounds, accidents, or congenital disorders.

³⁸ Office of Personnel Management, Form SF 256: “Self-Identification of Disability” (October 2016), https://www.opm.gov/forms/pdf_fill/sf256.pdf.

APPENDIX

APPENDIX B – ACRONYMS

AAAN	African American Affinity Network	DoD	Department of Defense
ABA	American Bar Association	DoD-CIO	Department of Defense Office of the Chief Information
ABET	Accreditation Board for Engineering and Technology	DOE-IN	Department of Energy, Office of Intelligence and Counterintelligence
ADA	Americans with Disabilities Act	DoS	Department of State
ADAAA	ADA Amendments Act	EEO	Equal Employment Opportunity
AIAN	American Indian/Alaska Native	EEO-ICD	Equal Employment Opportunity and Intelligence Community Diversity
AISES	American Indian Science and Engineering Society	EEOC	Equal Employment Opportunity Commission
AMIE	Advancing Minorities Interest in Engineering	EEOD	Equal Employment Opportunity and Diversity
APAN	Asian American/Pacific Islander Affinity Network	EO	Equal Opportunity
BEYA	Black Engineer of the Year Award	EoD	Entrance of Duty
CAE	Centers of Academic Excellence	ERG	Employee Resource Group
CART	Communication Access Realtime Translation	FBI/IB	Federal Bureau of Investigation, Intelligence Branch
CCMS	Cross-Cultural Mentoring and Sponsorship Program	FEORP	Federal Equal Opportunity Recruitment Program
CHCO	Chief Human Capital Officer	FIWG	Federal Interagency Working Groups
CIA	Central Intelligence Agency	FY	Fiscal Year
CISA	Cybersecurity and Infrastructure Security Agency	GAO	Government Accountability Office
CYBERCOM	U.S. Cyber Command	GS	General Schedule
D&I	Diversity and Inclusion	GG	General Grade
DEA	Drug Enforcement Administration	HACU	Hispanic Association of Colleges and Universities
DHH	Deaf and Hard of Hearing	HBCU	Historically Black Colleges and Universities
DHS	Department of Homeland Security	HR	Human Resources
DIA	Defense Intelligence Agency	I&A	Office of Intelligence and Analysis
DISL	Defense Intelligence Senior Level	IC	Intelligence Community
		ICAN	IC Affinity Network
		ICRC	IC Recruitment Committee

IN	Office of Intelligence and Counterintelligence	OPM	Office of Personnel Management
INR	Bureau of Intelligence and Research	PRISP	Pat Roberts Intelligence Scholars Program
INSCOM	Intelligence and Security Command	PTSD	Post Traumatic Stress Disorder
ISR	Intelligence Surveillance Reconnaissance	PWD	Persons with Disabilities
KJE	Key Job Expectations	PWTD	Persons with Targeted Disabilities
LGBTQ	Lesbian, Gay, Bisexual, Transgender, and Allies	RA	Reasonable Accommodation
LGBTQ	Lesbian, Gay, Bisexual, Transgender, and Queer (or Questioning)	RNO	Race and National Origin
LINK	Latino Intelligence Network	SEP	Selective Education Program
MCIA	Marine Corps Intelligence Activity	SES	Senior Executive Service
MSI	Minority Serving Institutions	SIS	Senior Intelligence Service
NCAE-C	National Centers of Academic Excellence in Cybersecurity	SNIS	Senior National Intelligence Service
NCSC	National Counterintelligence and Security Center	STEM	Science, Technology, Engineering, and Mathematics
NICE	National Initiative on Cybersecurity Education	STOKES	Louis Stokes Educational Scholarship Program
NIST	National Institute of Standards and Technology	USA	United States Army
NGA	National Geospatial-Intelligence Agency	USAF	United States Air Force
NHPI	Native Hawaiian/Pacific Islander	USCG	United States Coast Guard
NIA	Naval Intelligence Activity	USDT	Department of Treasury
NIS	National Intelligence Strategy	USMC	United States Marine Corps
NRO	National Reconnaissance Office	USN	United States Navy
NSA	National Security Agency	USSF	United States Space Force
NSBE	National Society of Black Engineers	WHI	White House Initiative
NSEP	National Security Education Program	WIN	Women's Intelligence Network
NSF	National Science Foundation		
ODNI	Office of the Director of National Intelligence		
OIA	Office of Intelligence and Analysis		
ONSI	Office of National Security Intelligence		

APPENDIX

APPENDIX C – LIST OF FIGURES

Figure 1: Intelligence Community Elements	vi
Figure 2: Inclusion Quotient (IC Workforce vs. Federal Workforce) FY 2016 – FY 2020.....	2
Figure 3: Minority Representation in the IC Workforce FY 2016 – FY 2020.....	6
Figure 4: Composition of IC as Compared to Federal Workforce	6
Figure 5: Five-Year Trend of Minority Promotions in the IC FY 2016 – FY 2020.....	7
Figure 6: GS/GG Pay Grades and Senior Pay Levels by Race and National Origin in the IC FY 2020	7
Figure 7: GS/GG and Senior Pay Grade by Minority Representation in the IC FY 2020.....	8
Figure 8: Minority: Hiring Rate vs. Attrition Rate FY 2016 – FY 2020	9
Figure 9: Five-Year Trend of Minority Managers and Supervisors FY 2016 – FY 2020.....	9
Figure 10: Women’s Representation in the IC FY 2016 – FY 2020	10
Figure 11: Comparison of Representation by Gender in the IC to Federal Workforce (2018 FEORP)	11
Figure 12: Women: Hiring Rate vs Attrition Rate in the IC FY 2016 – FY 2020	11
Figure 13: Five-Year Trend of Women’s Promotions FY 2016 – FY 2020	12
Figure 14: GS/GG and Senior Pay Grade by Gender in the IC FY 2020	12
Figure 15: Five-Year Trend of Women Managers and Supervisors FY 2016 – FY 2020.....	13
Figure 16: PWD Representation in the IC Civilian Workforce FY 2016 – FY 2020	14
Figure 17: PWD Representation in the IC Workforce FY 2020	14
Figure 18: PWD: Hiring Rate vs. Attrition Rate FY 2016 – FY 2020	15
Figure 19: Five Year Trend of PWD Promotions FY 2016 – FY 2020	15
Figure 20: GS/GG and Senior Pay Grade by PWD in the IC FY 2020.....	16
Figure 21: Comparing Minority representation in the “Big Six” Elements..... to Remaining IC Elements FY 2019 – FY 2020	18
Figure 22: Comparing Women in the “Big Six” Elements to Remaining IC Elements FY 2019 – FY 2020	18
Figure 23: Comparing PWD & PWTD in the “Big Six” Elements to Remaining IC Elements FY 2019 – FY 2020.....	19
Figure 24: Stokes Minority Representation FY 2016 – FY 2020	26
Figure 25: Stokes Women’s Representation FY 2016 – FY 2020	26
Figure 26: PRISP Minority Representation FY 2016 – FY 2020.....	26
Figure 27: PRISP Women’s Representation FY 2016 – FY 2020	26

[illegible]



