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Statement for the Record

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FOR A HEARING ON
“Diversity Across the Intelligence Community”

BEFORE THE
PERMANENT SELECT COMMITTEE ON INTELLIGENCE
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Thank you, Chairman Schiff, Ranking Member Nunes, and Members of the Committee, for the opportunity to appear before you today to discuss diversity across the Intelligence Community (IC). I am pleased to be joined by the Honorable Kari A. Bingen, Deputy Under Secretary of Defense for Intelligence. I am pleased to appear on behalf of the Honorable Daniel R. Coats, Director of National Intelligence (DNI) and the Principal Deputy Director of National Intelligence (PDDNI), the Honorable Susan M. Gordon.

Commitment to Diversity

The Committee has invited the IC to share information about the current state of workforce diversity. At the outset, the DNI and PDDNI want the Committee to know that as the leaders of the Community, they are personally committed to advancing a more diverse and inclusive workforce.

Within the IC, we define diversity broadly. 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. These attributes 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. 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 are able to participate and contribute to their full potential.

The IC views diversity and inclusion as mission critical priorities. The IC's strategic priorities are articulated in *The National Intelligence Strategy of the United States of America -2019* (NIS). The NIS emphasizes that the IC must be poised to lead in areas such as cyber threat intelligence, counterterrorism, counterproliferation, and counterintelligence and security. In tandem, the NIS Enterprise Objective 3 clearly states that the IC will "forge and retain a diverse, inclusive, and expert workforce to address enduring and emerging requirements and enable mission success."¹

The IC's commitment to diversity and inclusion is underpinned by empirical studies, which demonstrate that solving complex and difficult challenges, like those found within the IC, are best done through diverse teams whose perspectives are fully leveraged. In addition, the unique skills sought within the IC's workforce demand that the IC compete with the private sector and other government employers within the marketplace for talent in order to supply these skills and deliver innovation. More diverse organizations attract talent and thereby create a competitive advantage. When paired with inclusion, organizations increase employee engagement and retention. Finally, the IC's ability to leverage diverse viewpoints, backgrounds, and experiences is mission essential. Diversity of viewpoints is integrated within analytic rigor and integrity standards to ensure all perspectives are considered when

¹ The 2019 NIS also highlights the *Principles of Professional Ethics for the Intelligence Community*: 1) mission; 2) truth; 3) lawfulness; 4) integrity; 5) stewardship; 6) excellence; and 7) diversity. Every IC professional is expected to conduct themselves in accordance with these principles.

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providing insight and information to decision-makers. For these reasons, the IC has adopted a cross-cutting enterprise approach to increasing diversity and inclusion through strategic outreach, recruitment, hiring, and career development and advancement initiatives.

The IC's strategic approach to diversity and inclusion is formalized in the *Intelligence Community Equal Employment Opportunity and Diversity Enterprise Strategy (2015-2020)*. The *Enterprise Strategy* presents an integrated approach to ensuring the IC is poised to compete for and employ the best and brightest individuals from diverse backgrounds, experiences, and intellectual perspectives. It lays the foundation for community action and requires a commitment from every member of the IC. The *Enterprise Strategy* was adopted in collaboration with all 17 IC elements, and provides the framework to ensure that the IC is primed to meet its mission-critical equal employment opportunity (EEO), diversity, and inclusion imperatives. The five goal areas of the enterprise strategy are:

- Leadership and Accountability
- Workforce Development and Succession Planning
- Recruitment, Hiring, and Retention
- Career Development and Advancement
- Equal Employment Opportunity and Inclusion

IC elements have taken steps to strengthen efforts to hold IC leaders accountable for advancing EEO, diversity, and inclusion. Many IC elements have adopted diversity and inclusion performance objectives for their senior executives and are requiring more direct and visible support for diversity and inclusion. Senior leaders have opportunities to continuously drive a culture of diversity and inclusion across the IC. They participate in a number of activities aimed at increasing responsibility for employee engagement: champion an employee-led group or diversity-focused conference; engage in cross-cultural mentoring; support shadowing; implement enhanced communication strategies for employee engagement; and identify aspiring leaders to sponsor across their career development.

IC Workforce Demographics

For the fourth consecutive year, the Office of the Director of National Intelligence (ODNI) publicly shared the IC's workforce demographic data. IC data revealed that the IC is making progress – overall diversity steadily increased over the last several years. While the IC continued to make steady progress increasing diversity, the representation of minorities, women, and persons with disabilities is lower than external benchmarks, such as the Federal workforce, Civilian Labor Force, and the U.S. population. There is, however, progress from FY 2017 to FY 2018:

- The representation of minorities in the IC workforce increased from 25.5% to 26.2%.
- The representation of women in the IC workforce increased for the first time in the last four years, from 38.5% to 38.8%.

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- The representation of Persons with Disabilities (PWD) increased from 9.3% to 10.7%.
- The share of minorities hired increased from 26.9% to 27.9%.
- The share of women hired increased from 38.8% to 41.2%.
- The share of PWD hired increased from 9.3% to 10.7%.

Hiring data in core IC mission areas – collection, science and technology, and analysis² occupations, from FY 2017 to FY 2018 revealed:

- The share of minorities in these occupations increased from 18.8% to 19.7%.
- The share of women in these occupations slightly decreased from 33.5% to 33.4%.

FY 2018 Promotion Rates of Employees Past the GS-12 level

- Minorities earned a lower share (22.9%) of total promotions across the GS-13 to senior pay grade levels, compared to their overall representation (26.2%) in the IC workforce. Non-minorities earned a higher share (76.0%) across the GS-13 to senior pay grade levels, compared to their overall representation (72.5%).
- Women earned a higher share (40.2%) of total promotions across GS-13 to senior pay grade levels, compared to their overall representation (38.8%) in the IC workforce. Men earned a lower share (59.8%) of total promotions across GS-13 to senior pay grade levels, compared to their overall representation (61.2%).
- PWD earned a lower share (6.6%) of total promotions across GS-13 to senior pay grade levels, compared to their overall representation (9.2%).

Workforce Concerns Study and Data-Driven Decision-making

To prioritize impact initiatives, leverage empirical analysis, and deliver a more research-based approach to strategic diversity and inclusion efforts, the IC undertook an enterprise study with regard to women, minorities, and persons with disabilities. The results of this study were published in January 2017, and included findings and recommendations relating to hiring, retention, and career development.

² Not all of the IC elements collect employee data by science and technology, collection, analysis categories. A total of 15 IC elements reported this information and in some cases, they were not able to provide data for all three fields.

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The study highlighted six major areas of focus to reduce or eliminate workplace challenges to hiring, developing, and retaining a more diverse workforce. These areas are:

1. Leadership
2. Organizational Culture/Work Environment
3. Recruitment and Selection
4. Advancement
5. Work/Life Integration
6. Disabilities and Reasonable Accommodations.

Tangible outcomes of this study include an education and awareness campaign that encourages members of the workforce to adopt steps to produce a more deep-rooted and durable impact. These steps include leadership awareness and involvement, starting with an understanding of the role that unconscious bias plays in decision-making and including empathy training as part of core leadership competencies. Other tactics include opportunities for increasing exposure to diversity at all levels, mentoring, expansion of employee resource groups, and shadowing programs. Accountability and transparency are also included as measures to improve diversity and inclusion outcomes.

Ongoing Impact Initiatives

IC-wide strategic initiatives have been implemented to increase the hiring, promotion, and retention of minorities, women, and persons with Disabilities (PWD) within the IC workforce. Across the IC, initiatives and activities are strategically aligned through advisory bodies, such as the IC Equal Employment Opportunity and Diversity Council (comprised of EEOD senior principals from each IC element) and the IC Recruitment Committee (ICRC) (comprised of human capital representatives from each IC element). Practices already in place to address diversity challenges include the following ongoing initiatives that have positively impacted the IC's diversity and inclusion efforts:

- Through collaborative IC outreach and recruitment events that engage with a broad network, the IC has continued to build deep relationships with organizations, to include academia, that provide the IC with access to the diverse skills critical to the IC's mission.
- Engaging Employee Resource Groups (ERGs) to build a culture of inclusion. ERGs are voluntary, employee-led groups that are organized internally within each IC element to support its employees. They serve as a resource for members and organizations by fostering a diverse, inclusive workplace aligned with organizational mission, values, goals, business practices, and objectives. ERGs bring significant business value as they convey a broad range of diverse perspectives to corporate challenges, problem solving, and opportunities. The IC has also established IC-wide Affinity Networks that bring together ERGs and employees from across the entire Community to promote and advance a culture of inclusion.
- The IC sponsors community-wide summits and events to increase focus on diversity best practices and challenges across the IC work environment. These

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forums brought together hundreds of employees from across the Community and provided them with opportunities to network, learn, and engage with IC leaders. They included executive guest speakers, diversity and inclusion experts, and leadership development trainers who shared best practices in cultivating future talent and strengthening the leadership pipeline. Fiscal Year 2018 flagship events designed to build a leadership pipeline included:

- First Intelligence Community Deaf and Hard of Hearing Summit
- Sixth IC Women's Summit
- Seventh Annual IC Lesbian, Gay, Bisexual, Transgender, and Allies Summit
- Third Annual African-American and Hispanic IC Leadership Pipeline Summit
- Annual IC EEO and Diversity Professionals' Conference
- IC Internship Programs
 - The Louis Stokes Educational Scholarship Program, (also known as “Stokes”) named after Congressman Carl Stokes, has been an effective program for bringing excellent minority employees to the IC. This highly competitive financial needs-based program selects high-achieving undergraduate and graduate students interested in a career in public service. The students are offered tuition assistance to accredited colleges or universities, provided challenging summer work, and offered full-time work after graduation. In Fiscal Year 2018, minorities made up 73.2% and women made up 39.3% of the Stokes students employed in the IC.
 - The IC provides opportunities for military service members through the IC Wounded Warrior Program. This program helps service members to rehabilitate by providing internship opportunities in collaboration with the Department of Defense Operation Warfighter Program. The IC attends fairs where wounded warriors are offered internship opportunities, career counseling, and when possible, employment within the IC.
- Compliance and Preventive Measures – Addressing Anti-Harassment
 - The PDDNI created a task force to examine IC policies, training, and education, and culture to identify and eliminate behaviors inconsistent with IC core values. In response to the recommendations from the task force, DNI Coats led the signing of the “A Pledge to Our People.” This pledge, signed by all 17 IC principals, is a precedent-setting document, which outlines standards to address and prevent harassment and all forms of discrimination within the IC.
 - Also aligned to the task force’s recommendations and the Director’s “A Pledge to Our People,” the IC is developing anti-harassment training that will be made available to all IC elements.
 - The Directors’ Pledge covers five areas:

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- Shared Accountability
- Responsibility at all levels
- Transparency
- Leadership Training
- Employee Awareness

Best Practices in Educating U.S. Academic Institutions About the IC

Individual IC elements regularly engaged in targeted outreach and recruitment to promote the IC as an employer of choice in an effort to hire more persons of diverse backgrounds in core mission areas. Additionally, the IC worked collectively to engage in outreach and recruitment efforts that reflected a unity of effort. The IC actively participated in diversity, critical language, and science, technology, engineering, and math (STEM) focused events. Specific FY 2018 outreach and recruitment events included nearly 20 engagements including, but not limited to:

- Hispanic Association of Colleges and Universities Annual Conference
- Society of Hispanic Professional Engineers
- American Council on the Teaching of Foreign Languages
- Out in STEM Conference
- Korean-American Scientists and Engineering Association Ygnite 2018 Conference
- Spelman College, Morehouse College and Clark Atlanta University Career Fair
- Spring College Visits: West Alabama University and Miles College
- Boren Forum National Security Education Program Annual Career Night
- Intel International Science and Engineering Fair
- IC Centers of Academic Excellence (IC CAE) Career Fair and Hiring Event
- IC Virtual Career Fairs
- 54th Biennial National Association of the Deaf Conference
- American School Counselor Association Conference
- Congressional Hispanic Caucus Institute 2018 Leadership Conference
- Congressional Black Caucus Foundation 48th Annual Legislative Conference
- International Consortium of Minority Cybersecurity Professionals 2018 National Conference
- Northern Virginia Community College Featured Employer
- National Historically Black Colleges and Universities Week Conference

New Corporate-Level IC Outreach Strategy – The IC has developed a corporate-level strategy aimed at developing new enduring relationships with minority-serving institutions and diversity focused professional organizations. This strategy provides the framework that benefits all stakeholders; builds awareness and knowledge about the IC agencies to academia, associations, and organizations; and facilitates outreach approaches and methods to inform academic staff, faculty, and students about IC career opportunities.

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Increased Government and Private Sector Partnerships – The IC seeks opportunities to leverage White House Initiatives to engage regularly with academic leaders and students to increase awareness of IC career opportunities and cultivate networks and partnership across minority-serving colleges and universities; actively mentor and inform students of IC hiring prerequisites, and recruit students into the IC; regularly conduct resume review and interview workshops; provide IC interactive case study simulation exercises to afford students with insight into the IC and the intelligence process.

Using Grant and Internship Programs – In FY 2018, the IC provided grants to institutions of higher education, to include Historically Black Colleges and Universities (HBCUs) that aligned with the IC's mission priorities. Specifically, NSA provided grants to Morgan State University, Norfolk State University, North Carolina A&T State University, and Prairie View A&M University for cybersecurity efforts. The IC also partnered with HBCUs and hosted GenCyber programs designed to grow and improve cybersecurity education in the U.S. through summer cybersecurity camps and experiences on campuses across the nation. Specifically, NSA hosted GenCyber programs at North Carolina A&T State University and Savannah State University.

IC Centers of Academic Excellence (IC CAE) program – The IC will develop an integrated and collaborative IC CAE strategic plan that sets the vision; identifies clear and measurable goals and objectives; and establishes clear expectations for both the IC and IC CAE Community to promote increased diversity in the pipeline of future IC professionals. As part of this effort, ODNI is in the process of transferring the IC CAE program from the Defense Intelligence Agency to ODNI. Consistent with ODNI authority, the IC is ensuring increased and continuous engagement between IC senior-level officers and IC CAE schools to ensure awareness of existing IC competitive grant opportunities available through the IC CAE program. This includes rigorous outreach to minority and rural-serving institutions and includes targeted career fairs and professional events, to encourage increased diversity in competitive grant opportunities. The ODNI looks forward to working with Congress to strengthen the program, which has received significant congressional support these last several years.

Mr. Chairman, Ranking member, and Committee members, thank you for your time and I look forward to the Committee's questions.

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