

ANNUAL DEMOGRAPHIC REPORT:

FISCAL YEAR 2018

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



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EXECUTIVE SUMMARY



This report provides an overview of the United States Intelligence Community's (IC) workforce demographics with regard to minorities, women, and persons with disabilities¹ (PWD). It also highlights the IC's continuing investments to increase workforce diversity and inclusion. This is the fourth consecutive year that the Office of the Director of National Intelligence (ODNI) is publicly sharing the IC's workforce data.

The *Annual Demographic Report on Hiring and Retention of Minorities, Women, and Persons with Disabilities in the United States Intelligence Community* summarizes the overall representation and hiring of minorities, women, and PWD within the IC during Fiscal Year (FY) 2018 (October 1, 2017 to September 30, 2018) in the following three areas:

- 1) Individuals employed in the IC in aggregate
- 2) Individuals employed in the IC by pay grades
- 3) Individuals hired by the IC elements

INTELLIGENCE COMMUNITY DIVERSITY INCREASED

Overall, IC data revealed that demographic diversity increased between FY 2017 and FY 2018:

- The representation of women in the IC workforce increased for the first time in the last four years, from 38.5% to 38.8%.
- Women made up 41.2% of new hires in FY 2018, representing an increase from 38.8%.
- Women made up 37.3% of IC managers and supervisors, which was an increase from 36.3%.
- Minority representation in the IC workforce increased from 25.5% to 26.2%.
- Minorities made up 26.1% of IC promotions in FY 2018, an increase from 23.9%.
- The representation of PWD increased from 9.3% to 10.5%.

During this same period, areas requiring focus became apparent:

- The representation of persons with targeted disabilities (PWTD) decreased from 2.1% to 1.6%.
- Despite the increase in representation from FY 2017 to FY 2018, minorities, women, and PWD continued to be less represented at the higher pay grades, from GS/GG-13 to senior pay levels.
- The shares of minorities at 24.5% and PWD at 10.3% among employees who left the IC was higher in FY 2018, compared to FY 2017 at 23.8% and 9.9% respectively.

ONGOING IMPACT INITIATIVES

Collaborative IC Recruitment and Outreach Events Reach a Broad Network

Recruitment and retention are key to increasing the representation of minorities, women, and PWD in the IC workforce. The IC has continued to build deep relationships with organizations that provide the IC with access to the diverse skills that are critical to the IC's mission across broad demographic groups. Individual IC organizations engaged in recruitment and outreach regularly. 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. In addition to individual IC elements' recruitment and outreach events, the IC sponsored and participated in corporate level events. The FY 2018 recruitment and outreach events included nearly 20 engagements:

- Hispanic Association of Colleges and Universities Annual Conference – October 2017
- Society of Hispanic Professional Engineers – November 2017
- American Council on the Teaching of Foreign Languages – November 2017
- Out in STEM Conference – November 2017

¹ Metrics regarding Persons with Disabilities are based on self-identification at either Entrance on Duty (EOD), when employees amend their records, or otherwise the identification of those with a known disability.

- Korean-American Scientists and Engineering Association Ygnite 2018 Conference – January 2018
- Spelman College, Morehouse College and Clark Atlanta University Career Fair – February 2018
- Spring College Visits: West Alabama University and Miles College – April 2018
- Boren Forum National Security Education Program Annual Career Night – May 2018
- Intel International Science and Engineering Fair – May 2018
- IC Centers of Academic Excellence (CAE) Career Fair and Hiring Event – June 2018
- IC Virtual Career Fair – June 2018
- 54th Biennial National Association of the Deaf Conference – July 2018
- American School Counselor Association Conference – July 2018
- Congressional Hispanic Caucus Institute 2018 Leadership Conference – September 2018
- Congressional Black Caucus Foundation 48th Annual Legislative Conference – September 2018
- International Consortium of Minority Cybersecurity Professionals 2018 National Conference – September 2018
- Northern Virginia Community College Featured Employer Day – September 2018
- IC Virtual Career Fair – September 2018
- National Historically Black Colleges and Universities Week Conference – September 2018

Engaging Employee Resource Groups to Build a Culture of Inclusion

IC Employee Resource Groups (ERGs) are voluntary, employee-led groups that 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 and opportunities. ERGs promote learning and awareness within the whole workforce, support outreach and recruitment initiatives, and give exposure to unique cohort concerns. They provide opportunities to highlight the talents and contributions of all employees, which in turn increases morale and maximizes retention and productivity. Within the IC, ERGs also offer employees an opportunity to network, address common issues and concerns, and engage with senior leaders on mission-related challenges. The following ERGs received the IC Equal Employment Opportunity (EEO) and Diversity Team Award for their accomplishments in increasing diversity and inclusion:

- The National Reconnaissance Office's (NRO) Federal Women's Program demonstrated superb leadership in their continuous promotion of women's equality. Their efforts have resulted in a positive cultural change in the Intelligence Community and the development of future leaders who will propel diversity and inclusion in the federal government.
- The National Geospatial-Intelligence Agency's (NGA) Birth Mothers and Adoptive Parents Flexibilities team, through the development of leave flexibility roadmaps, reached out to agencies across the IC to share the roadmaps they created and the reference documents that supported maximum flexibility. Through this outreach, the team embraced the IC values of excellence, courage, respect, and integrity by exploring uncharted concepts, allowing other agencies to consider flexibilities within the context of their own organization and improving the work life balance for IC employees.

Building a Leadership Pipeline

The IC sponsors summits and events to increase focus on diversity best practices and challenges across the IC work environment. These 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. The FY 2018 summits included the following events:

- **First Intelligence Community Deaf and Hard of Hearing Summit, April 26, 2018 (hosted by the Deaf and Hard of Hearing IC Affinity Network).** The theme of the summit was “Visibility, Accessibility, and Inclusion.” The summit provided a forum for deaf and hard of hearing IC employees to receive tailored professional development as well as opportunities to share best practices in accessibility and inclusion with senior leadership and allies.
- **Sixth IC Women’s Summit, March 8, 2018 (hosted by the ODNI).** The women’s summit brought together women and men from across the IC for a day of development, networking, and sharing of best practices and proven success stories from public and private sector experts. The summit included guest speakers, panel discussions, and workshops covering leadership development, career advancement, and professional development. This year’s summit focused on understanding the challenges and opportunities affecting the development of the next generation leadership pipeline across the IC.
- **Seventh Annual IC Lesbian, Gay, Bisexual, Transgender, and Allies (LGBTQA) Summit, June 21, 2018 (hosted by the Office of Naval Intelligence Activity).** The summit provided a forum to discuss equal opportunity and inclusion for LGBTQA employees across the IC. Each year, the LGBTQA Community gathers to share best practices and experiences in creating workplace inclusion. The IC Pride Affinity Network conducted training during the conference and provided opportunities for the workforce to be more involved as allies.

- **African-American & Hispanic IC Leadership Summit, August 9, 2018 (hosted by NRO).** The summit focused on how the IC can leverage federal & private sector initiatives to drive innovation, accountability, and results. Guest speakers from the technology sector, private industry, and White House Initiatives provided opportunities to engage in current and relevant discussions to strengthen the pipeline of African-American and Hispanic employees who are available for advancement to senior-level positions.
- **IC EEO and Diversity Professionals’ Conference, November 8, 2018 (hosted by ODNI).** The theme of the professionals’ conference was “Building a Culture of Respect & Civility.” The conference was a unique opportunity to build on the IC’s efforts to create a work environment that is characterized by fairness, equity, diversity, and inclusion. Conference participants engaged with EEO and diversity experts from the federal government and private industry who shared the latest trends, challenges, solutions, and initiatives in developing the IC as a model employer.

Continuation of IC Student Programs

The Louis Stokes Educational Scholarship Program (or “Stokes”), named for Congressman Carl Stokes, was authorized under Title 50 U.S.C 3614. This highly competitive program selects high-achieving undergraduate and graduate students interested in a career in public service. They are offered tuition assistance to accredited colleges or universities, provided challenging summer work, and offered full-time work after graduation.

Stokes candidates must demonstrate financial need, and be high school seniors or college freshmen at the time of their application. Selected students begin working as they receive security clearances in the summer before their freshman or sophomore year in college. The students’ permanent duty stations are their school locations, and the (non-local) students travel to the Washington DC area during their summer breaks from school to work for an IC component.

Four IC elements participate in the Stokes Program: National Security Agency (NSA), Central Intelligence Agency (CIA), Defense Intelligence Agency (DIA), and the NGA. Participating since 1987, NSA refers to their Stokes Program as the Undergraduate Training Program. Similar programs known by other names are authorized for the CIA and the DIA. CIA's program, known as the Undergraduate Scholarship Program, was authorized in 1987 under Title 50 U.S.C. 403j (the 1987 Intelligence Authorization Act). DIA has participated in the Stokes Program since 2006, which is known as the Undergraduate Training and Assistance Program and was authorized under Title 10 U.S.C. 1623 (formerly 10 U.S.C. 1608). Although not legislatively mandated, the NGA developed its own Stokes Scholarship Program in 2010.

In FY 2018, minorities made up 73.2% and women made up 39.3% of the Stokes students employed in the IC.

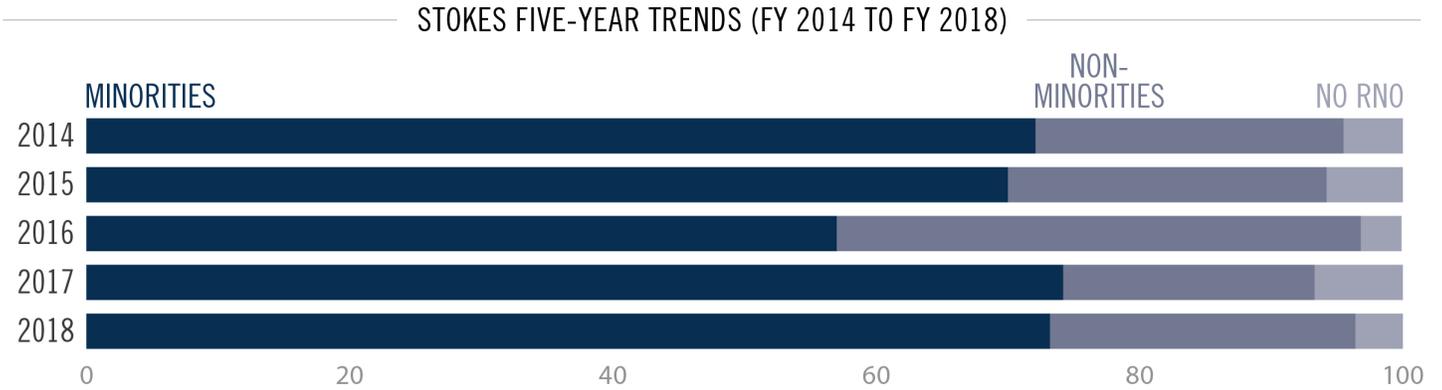


Figure 1: Stokes Five-Year Trend by Race and National Origin (RNO) (FY 2014 to FY 2018)

IC DIVERSITY AND INCLUSION BEST PRACTICES AT A GLANCE

See Appendix A for more listings of IC best practices.

AGENCY	BEST PRACTICE	PURPOSE	IMPACT FY 2017 TO FY 2018
 CIA	Invested in enterprise licenses for frequently requested Assistive Technology (AT) software.	Allows AT software to be available for enterprise download and installation.	97.5% REDUCTION in the number of days for frequently requested AT software.
 DHS	Participated in recruiting at women's conferences –Women in Cybersecurity and National Conference for College Women Student Leaders.	Increase number of women in the Office of Intelligence and Analysis (I&A) internship program and workforce.	In 2018, for the first time WOMEN (12) INTERNS OUTNUMBERED THE MEN (9).
 DIA	EEO consulted with members of promotion panels to examine their processes and experiences to assist them in identifying best-qualified candidates.	To identify potential challenges to increasing women representation in promotions at the GG-13 to GG-15 pay grade levels.	17.0% INCREASE in women promoted to GG-14; 24.5PERCENTAGEPOINTINCREASE in women promoted to GG-15.
 NGA	Tiered campus recruitment strategy on a targeted set of schools.	To focus recruitment efforts on schools with diverse populations and build relationships with career services, faculty, staff, and student organizations.	41.0% OF FY 2018 INTERNS WERE MINORITIES.
 NIA	Establishment of the Prevention of Harassment Program.	To promote a workplace free of harassment and a culture of inclusion in the Department of the Navy.	Within two months of standing up the program, cases were resolved resulting in SAVING APPROXIMATELY \$50,000 IN EEOD administrative processing and litigation fees.
 NSA	Implemented advanced diversity and inclusion objectives for all senior executive leaders pay for performance plans.	To provide accountability for all senior executives who are expected to be involved with and advancing diversity and inclusion.	HIGHEST NUMBER of senior executives participating as ERG senior advocates in the 10-YEAR HISTORY OF THE PROGRAM.
 USAF	STEM targeted recruiting. Participated in 10-15 diversity and mission specific STEM recruiting events.	Increase diversity within the technical workforce.	68.4% INCREASE in the number of women hired.
 USCG(I)	Implemented nine action items outlined in the 2018 Defense Equal Opportunity Management Institute (DEOMI) Climate Survey ² Action Plan.	To respond to workforce concerns and engage the workforce in multiple areas of focus.	20.0% INCREASE in the trust and confidence in Senior Leadership survey category; 5% INCREASE in the organizational performance survey category; 8% INCREASE in the inclusion and diversity management survey category.

² The Organization Climate Survey is a tool put together by the DEOMI to assist leaders in identifying positive and negative indicators within an organization.

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INTRODUCTION

In January 2019, the Director of National Intelligence released the IC's fourth National Intelligence Strategy (NIS) outlining the IC's priorities and objectives for the next four years to counter the set of diverse threats that the nation continues to face at home and abroad. When the Director of National Intelligence (DNI) unveiled the NIS strategy to the IC workforce, he stated: "We face significant changes in the domestic and global environment; we must be ready to meet 21st century challenges and to recognize emerging threats and opportunities. To navigate today's turbulent and complex strategic environment, we must do things differently. Through Integration, Innovation, and Transparency, the IC will ensure our policymakers have the advantage to keep our nation safe in the challenging environment that lies ahead."

The 2019 NIS includes the seven Principles of Professional Ethics for the Intelligence Community: 1) mission; 2) truth; 3) lawfulness; 4) integrity; 5) stewardship; 6) excellence; and 7) diversity. In addition, the NIS includes seven enterprise objectives that provide the foundation for integrated, effective, and efficient management of mission capabilities and business functions. Seeking to forge and retain a diverse, inclusive and expert workforce is one of the seven NIS enterprise objectives.

"As the Director of National Intelligence, I am fortunate to lead an IC composed of the best and brightest professionals who have committed their careers and their lives to protecting our national security. The IC is a 24/7/365 organization, scanning the globe and delivering the most distinctive, timely insights with clarity, objectivity, and independence to advance our national security, economic strength, and technological superiority...Our ongoing goal is to continue to be the very best intelligence community in the world."³

Daniel R. Coats, DNI

THE U.S. INTELLIGENCE COMMUNITY

The IC's mission is to provide timely, insightful, objective, and relevant intelligence and support to inform national security decisions and protect our Nation and its interests. The IC's customers include the President, policy-makers, law enforcement, and the military.

The IC is made up of 17 elements working toward a common mission. The "Big Six"⁴ and the other eleven elements⁵ compose the IC. These elements work independently and together to conduct intelligence activities to support the foreign policy and national security of the nation.

IC ELEMENTS	SHARE OF THE IC WORKFORCE
"BIG SIX"	81.4%
OTHER ELEVEN	18.6%

"Big Six" IC Elements

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

Other Eleven IC Elements

- Department of Energy (DoE), Office of Intelligence and Counterintelligence (IN)
- Department of Homeland Security (DHS), Office of Intelligence and Analysis (I&A), and Homeland Security Investigations

⁴ The "Big Six" IC elements refers to the IC's primary program managers. The FBI focuses on law enforcement, but after 9/11, FBI took on a broader national security mission.

⁵ Other than the ODNI, the other eleven IC elements are subcomponents of larger organizations whose missions are broader than intelligence.

³ Excerpt for the *National Intelligence Strategy of the United States of America 2019*

- Department of State (DOS), Bureau of Intelligence and Research (State INR)
- Department of the Treasury, Office of Intelligence and Analysis (OIA)
- Drug Enforcement Administration (DEA), Office of National Security Intelligence
- Office of the Director of National Intelligence (ODNI)⁶
- United States Air Force (USAF), Twenty-Fifth Air Force (25 AF), National Air and Space Intelligence Center (NASIC)
- United States Army Intelligence and Security Command (INSCOM)
- United States Coast Guard (USCG), Intelligence Coordination Center (ICC) (part of DHS)
- United States Marine Corps (USMC), MC Intelligence Activity (MCIA)
- United States Navy (USN), Office of Naval Intelligence Activity (NIA)

COMMITMENT TO DIVERSITY

The IC is committed to ensuring that its workforce is diverse and that all employees are able to contribute to mission success. The IC also understands the importance of creating and maintaining a work environment that respects and embraces differences, which leads to innovation and mission success. Each IC element continues to focus on strategic activities to compete for and employ the best and brightest individuals from diverse backgrounds and experiences. The IC's commitment to diversity is formalized in the *Intelligence Community Equal Employment Opportunity and Diversity Enterprise Strategy (2015-2020)*. The five goal areas of the enterprise strategy are:

1 Leadership and Accountability

Design organizational strategies and programs to hold IC leaders and their subordinates accountable for excellence in Equal Employment Opportunity and Diversity Management. Leadership decisions, policies, and programs cascade to all levels of the workforce. Therefore IC element heads are to lead and champion principles and efforts focused on diversity, EEO, and a culture of inclusion and accountability.

2 Workforce Development and Succession Planning

Identify opportunities to increase representation of underrepresented groups – especially in GS/GG 13-15 pay grades (and equivalent bands), senior positions, and core occupations – and ensure that diversity is a critical consideration in succession planning and other human capital initiatives. Integrate diversity, inclusion, and EEO into broader workforce planning processes. Consider the use of demographic trends and develop appropriate constructs for capturing, tracking and reporting critical data.

3 Recruitment, Hiring, and Retention

Champion activities that increase the IC's ability to recruit, hire, develop, and retain the diverse workforce needed to achieve the National Intelligence Strategy and enterprise objectives. Focus on creating strategies, implementation plans, and initiatives to improve the recruitment, hiring and retention of diverse employees at all levels within the IC.

4 Career Development and advancement

Promote efforts that afford all IC employees the opportunity to realize their full potential and identify and remove workplace barriers that may impede advancement of minorities, women, and individuals with disabilities. Provide career development and advancement opportunities for employees at all levels across the IC. Identify and address policies, practices, or systemic workplace barriers that impact diversity.

5 Equal Employment Opportunity and Inclusion

Ensure compliance with laws, policies, and directives; achieve equality of opportunity and fairness; and promote a culture of inclusion throughout the IC. Emphasize the need to sustain an IC work environment that is characterized by fairness, equity, and inclusion to ensure compliance with EEO laws, policies, directives and requirements.

⁶ The ODNI leads the IC in intelligence integration.

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IC WORKFORCE DIVERSITY AT A GLANCE

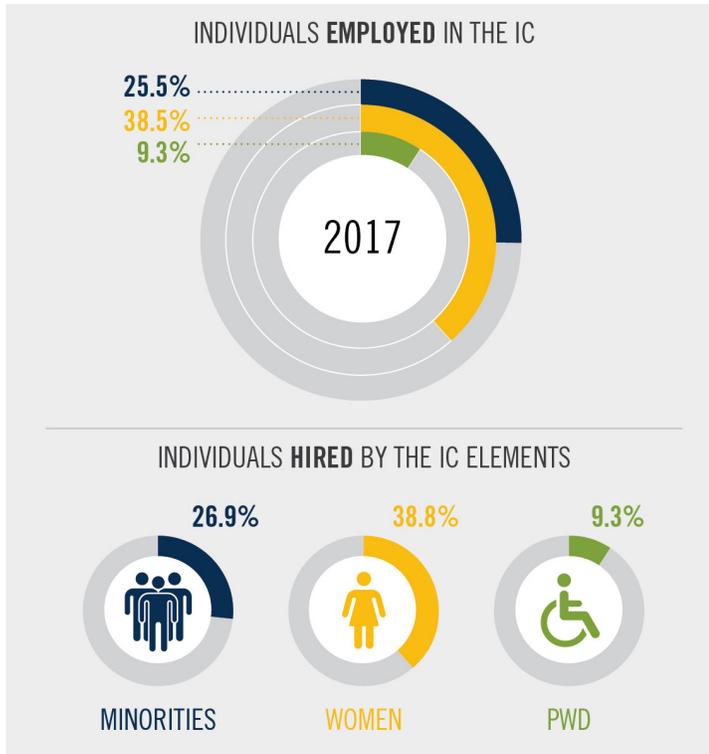


Figure 2: Individuals Employed and Hired in the IC (FY 2017)

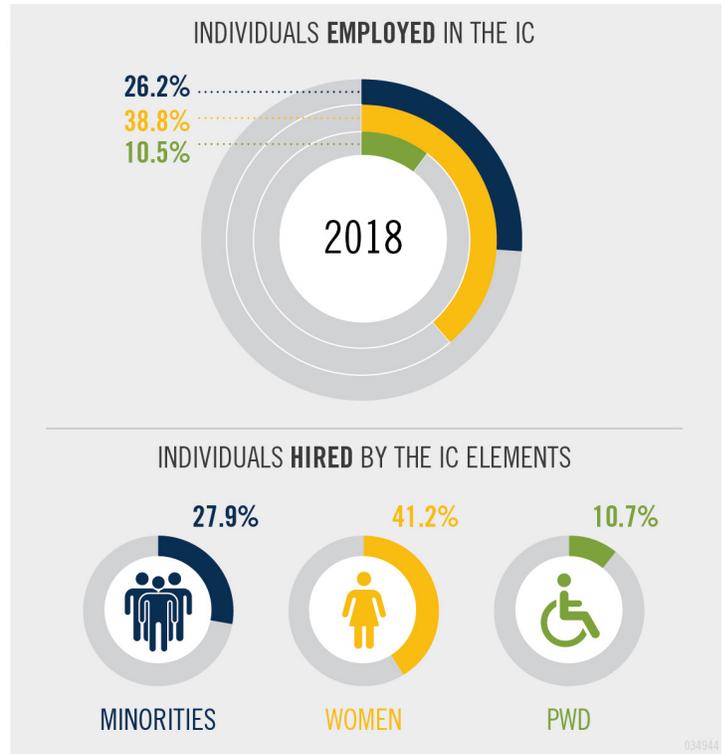


Figure 3: Individuals Employed and Hired in the IC (FY 2018)

INDIVIDUALS EMPLOYED IN THE IC BY PAY GRADE (FY 2018)



Figure 4: Individuals Employed in the IC by Pay Grade (FY 2018)

INDIVIDUALS EMPLOYED IN THE IC

In FY 2018, women made up 38.8% of the total IC workforce. In terms of race and ethnicity, 12.1% of the workforce was African-American; 6.8% was Hispanic; 4.3% was Asian; 2.3% was two or more races; 0.5% was American Indian Alaskan Native (AIAN); and 0.2% was Native Hawaiian Pacific Islander (NHPI). A total of 10.5% of the IC population were PWD.

MINORITIES EMPLOYED IN THE IC

In 2018, there was an increase in the total population of minorities represented in the IC Workforce from 25.5% in FY 2017 to 26.2% in FY 2018. This increase was in the share of IC employees who self-identified as African-American, Hispanic, Asian, or two or more races, while the share of AIAN and NHPI groups remained unchanged from FY 2017 to FY 2018. The share of employees who did not report RNO also increased from 1.1% to 1.3% in FY 2018. Overall minority representation in the IC was lower than external benchmarks. The Federal workforce is 36.4% minority and the Civilian Labor Force is 33.0% minority, compared to the IC – 26.2% minority.⁷ The U.S. population is estimated at 38.2% minority.

WOMEN EMPLOYED IN THE IC

The representation of women working in the IC increased from 38.5% in FY 2017 to 38.8% in FY 2018. This was the first time there was an increase in the share of women in the IC workforce since FY 2014. The proportion of minority women in the IC workforce also increased – from 12.0% in FY 2017 to 12.4% in FY 2018. Women continued to hold key executive leadership positions across the IC elements – women held key roles five of the 17 IC elements in FY 2018.

PERSONS WITH DISABILITIES (PWD) EMPLOYED IN THE IC

In FY 2018 the representation of PWD increased from 9.3% in FY 2017 to 10.5%. However, the population of PWTD decreased from 2.1% in FY 2017 to 1.6% in FY 2018. This decrease was largely due to a gap in hiring and the attrition rate of PWTD.

⁷ The Federal workforce and Civilian Labor Force statistics are from the United States Office of Personnel Management Federal Equal Opportunity Recruitment Program (FEORP) Report to Congress for Fiscal Year 2016.

PROPORTION OF WORKFORCE REPRESENTATION
FIVE-YEAR TRENDS FOR MINORITIES, WOMEN, & PWD

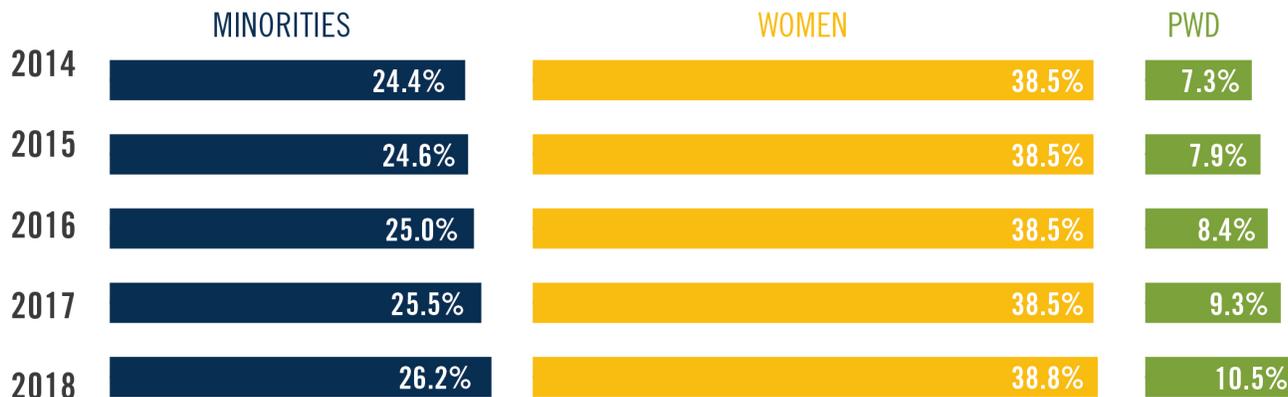


Figure 5: Proportion of Workforce Representation Five-Year Trends for Minorities, Women, & PWD

REPRESENTATION OF MINORITIES, WOMEN, & PWD (FY 2018)

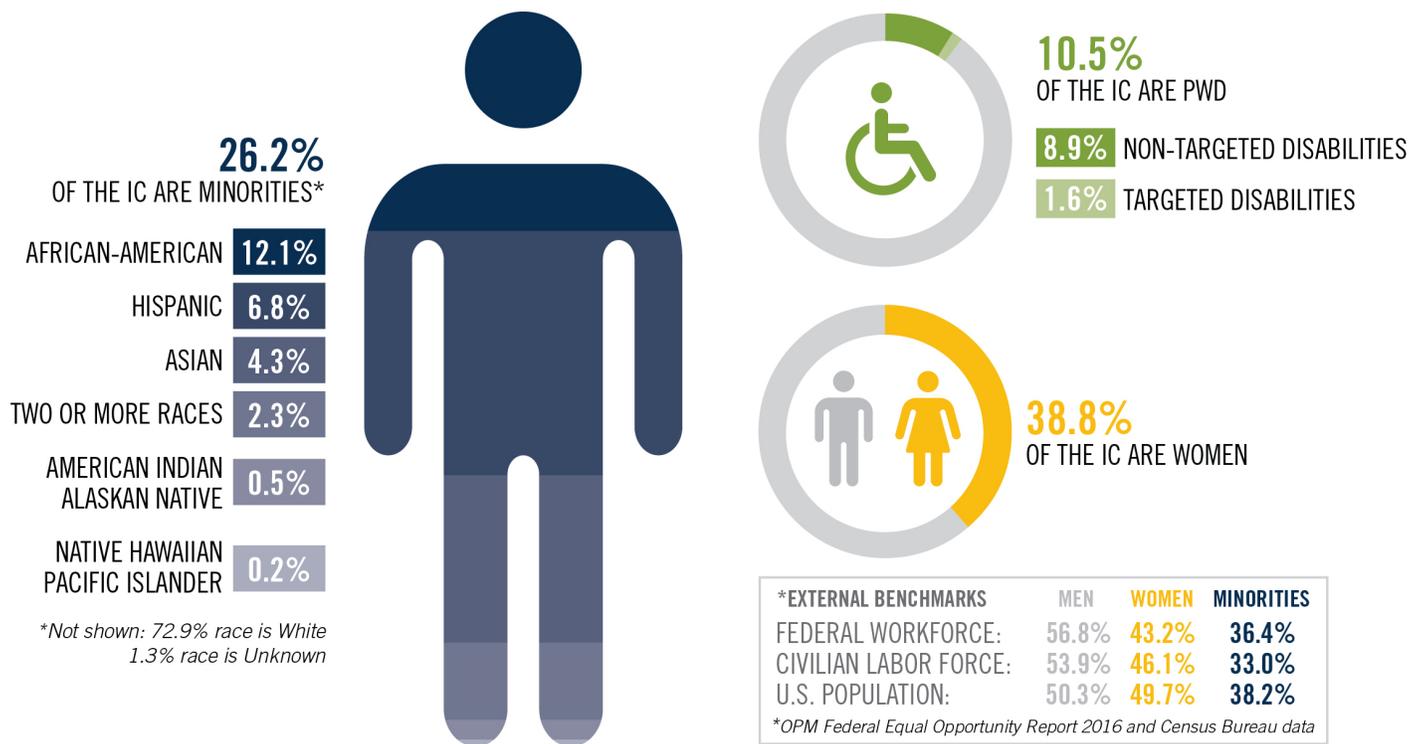


Figure 6: Representation of Minorities, Women, & PWD (FY 2018)

INDIVIDUALS EMPLOYED IN THE IC BY PAY GRADES

The representation of IC minorities, women and PWD in grade GS/GG-14 and above still remains below overall rates of representation in the IC workforce, but representation rates for minorities and women increased compared to FY 2017.

IC women have experienced a steady increase at the higher pay grade levels – GS/GG-14 to Senior Pay Levels – over the last four years, from 33.3% in FY 2015 to 34.7% FY 2018.

IC WORKFORCE BY PAY GRADE (FY 2018)

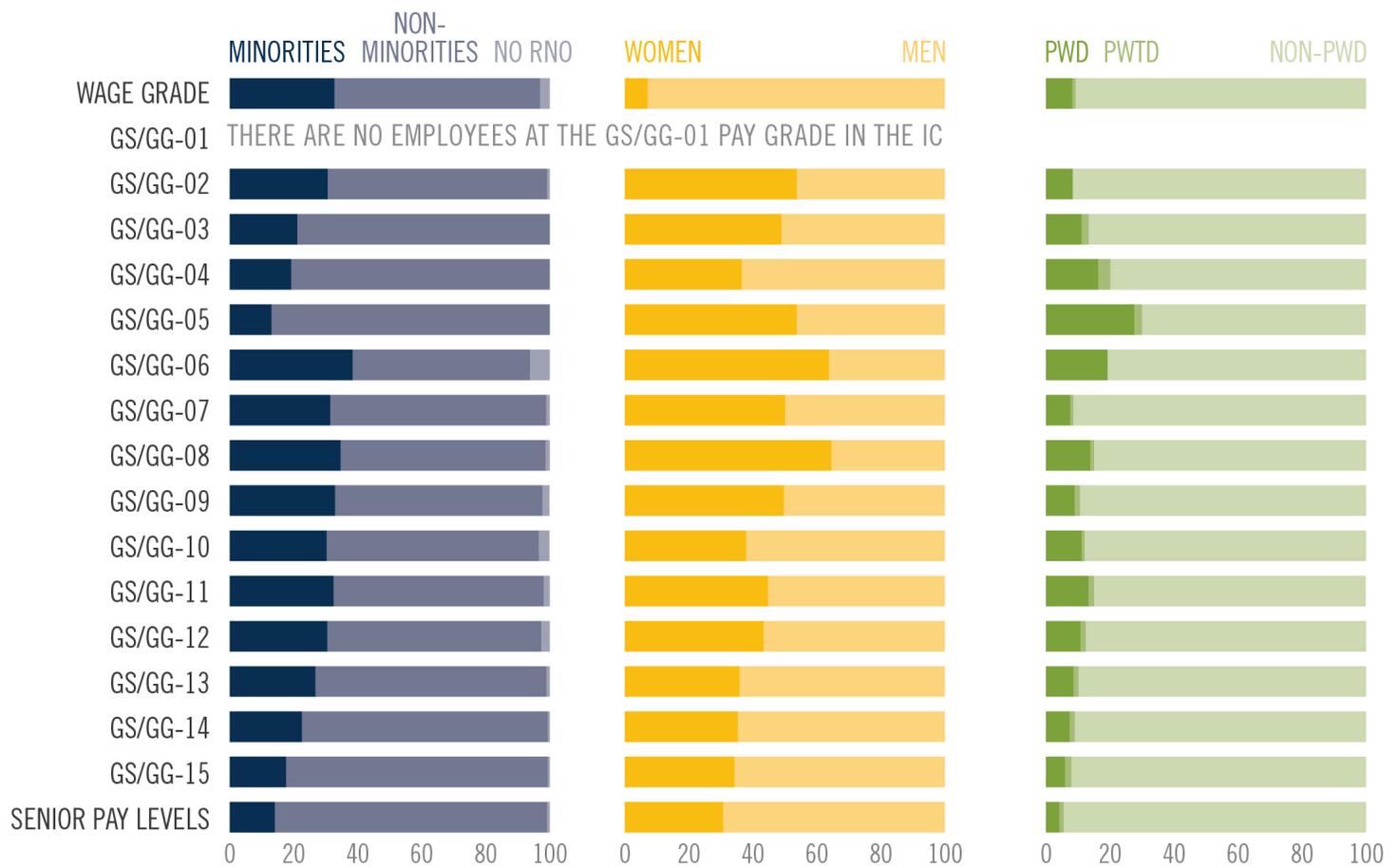


Figure 7: IC Workforce by Pay Grade (FY 2018)

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MINORITIES BY PAY GRADES

Within the IC minority population, 60.0% of minorities are between the GS/GG-11 and GS/GG-13 pay grades, with most minorities (30.6%) within this grade group being at the GS/GG-13 pay grade level. The representation of the IC minorities at the senior pay levels increased from 13.4% in FY 2017 to 14.1% in FY 2018. However, minorities in the IC continued to be less represented at the higher pay grade levels, compared to their rate of representation in the overall workforce.

WOMEN BY PAY GRADES

Within the population of IC women, 55.5% of women are between the GS/GG-11 and GS/GG-13 pay grades, with the majority of women (27.6%) within the GS/GG-13 pay grade. Women made up 37.3% of IC managers and supervisors in FY 2018, which represented an increase from 36.3% in FY 2017. IC Women managers and supervisors were still below their 38.8% FY 2018 baseline representation rate in the overall workforce. Although FY 2018 showed continued improvement, the FY 2018 IC data also showed that women still had a lower share of representation at the GS/GG-13 and above grades, compared to the rate of representation in the overall workforce.

PWD BY PAY GRADES

Within the population of IC PWD, 60.3% of PWD were between the GS/GG-11 and GS/GG-13 pay grades, with the majority of PWD (28.8%) within the GS/GG-13 pay grade. This same pattern held true for PWTD. The overall representation of PWD continued to be a challenge across pay grade groups, and mirrored minorities and women, with lower representation rates at the higher pay grade groups than their 10.5% FY 2018 baseline representation rate in the overall workforce.

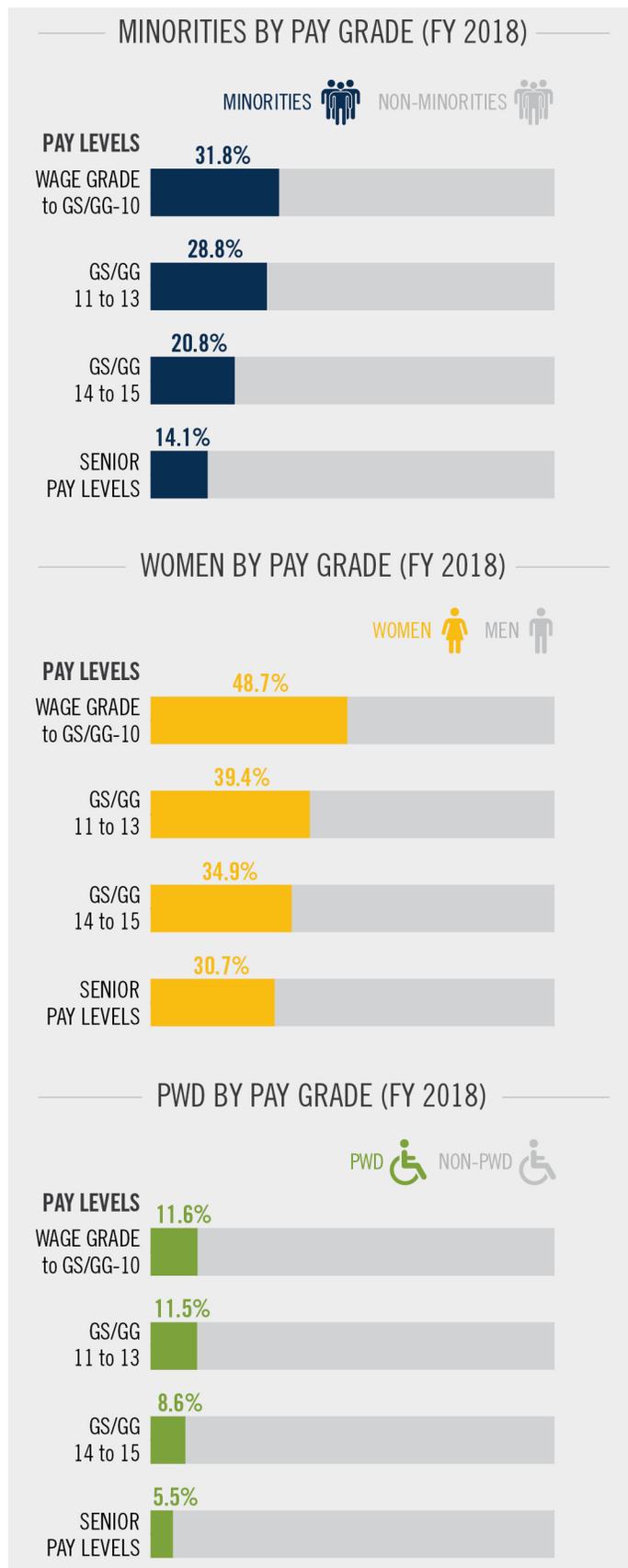


Figure 8: Minorities, Women, and PWD by Pay Grade Level (FY 2018)

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A CLOSER LOOK AT MINORITIES BY PAY GRADES

IC minority subgroups tended to be at or above their overall representation rate from the low- to mid-level pay grades up to GS/GG-13. However, their representation remained lower at the GS/GG-14 to senior pay grades, compared to their rate of representation in the overall workforce.

IC minority subgroups had the highest share of representation at the following pay grade levels: African-American – GS/GG-09 (15.8%); Hispanic – GS/GG-09 (9.3%); Asian – GS/GG-12 (4.9%); two or more races – GS/GG-09 (3.0%); AIAN – GS/GG-15 (0.6%); and NHPI – GS/GG-10 and GS/GG-11 (0.3%).

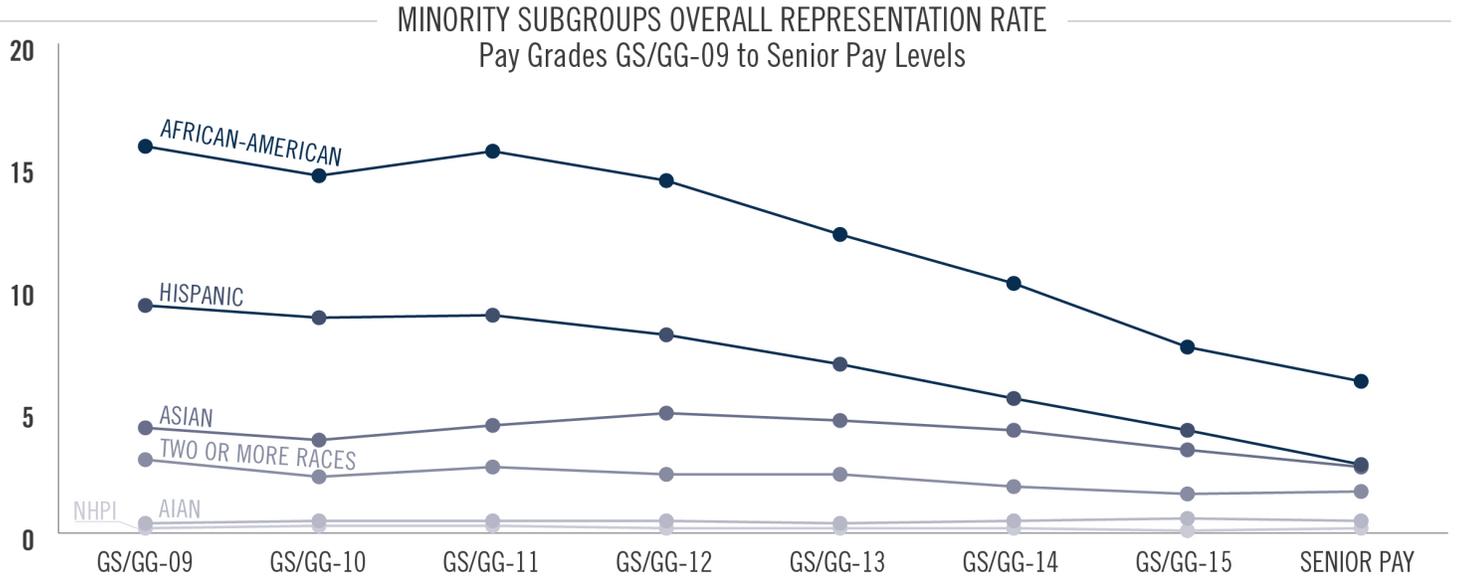


Figure 9: Minority Subgroups Overall Representation Rate (Pay Grades GS/GG-09 to Senior Pay Levels)

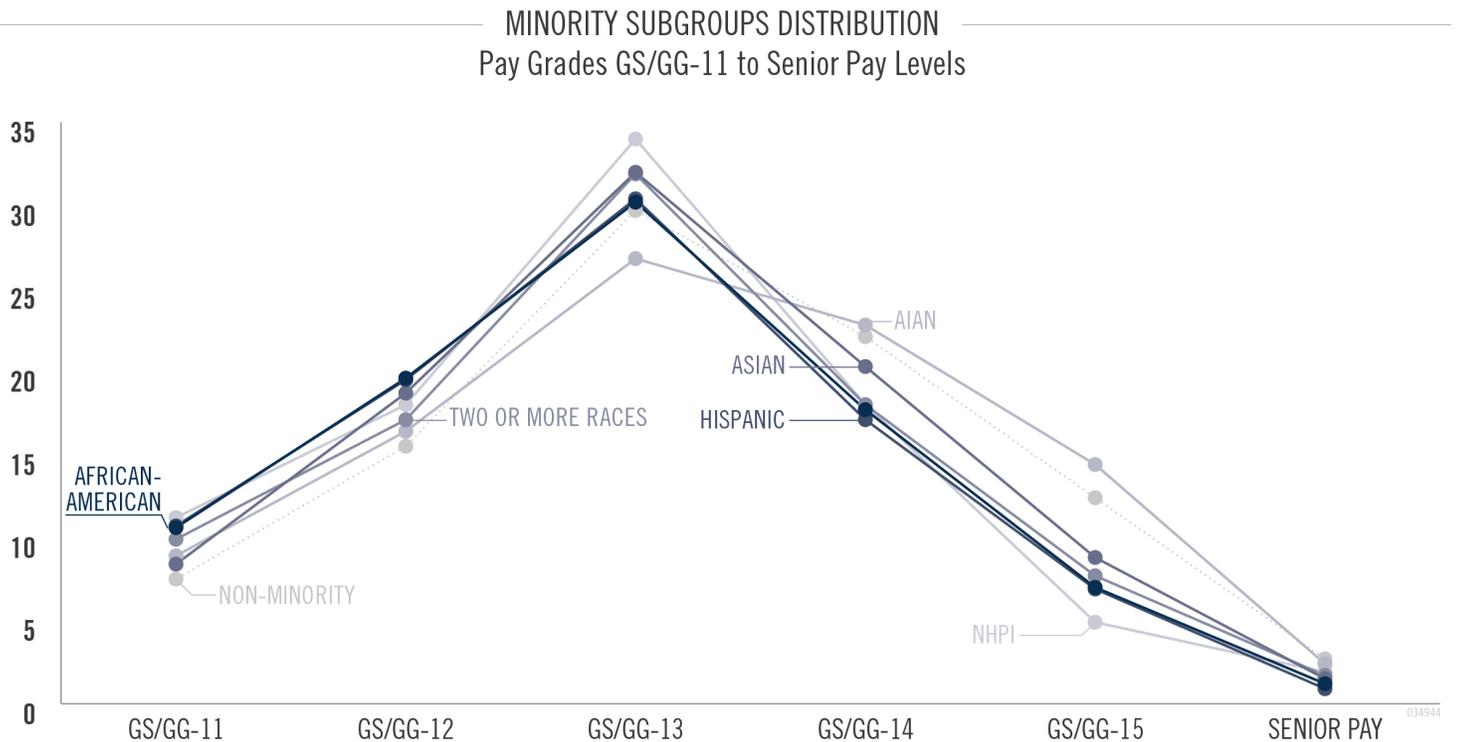


Figure 10: Minority Subgroups Distribution (Pay Grades GS/GG-11 to Senior Pay Levels)

INDIVIDUALS HIRED BY THE IC ELEMENTS



The share of minorities, women, and PWD hired increased over the last five years. In addition, the share of minorities and women hired continued to be above their overall share of workforce representation from FY 2016 to FY 2018. The share of hiring for PWD increased from 8.5% in FY 2015 to 10.7% in FY 2018.

MINORITIES HIRED IN THE IC

Minorities made up 27.9% of the IC's new hires in FY 2018, a 1.0 percentage point increase over FY 2017. The greater proportion of hiring (27.9%) and a lower share of attrition (24.5%), reflects higher retention rates for minorities in the IC.

WOMEN HIRED IN THE IC

Women made up 41.2% of the IC's new hires in FY 2018, a 2.4 percentage point increase over FY 2017. Since FY 2015, women hires in analysis, collection, and science and technology increased from 32.0% to 33.4%. The percentage of women who departed the IC slightly increased from 37.3% in FY 2017 to 37.4% FY 2018.

PWD HIRED IN THE IC

PWD made up 10.7% of the IC new hires in FY 2018, a 1.4 percentage point increase over FY 2017. Of the PWD hired, 0.6% were hired at the senior pay levels, which was on par with overall IC hiring at that pay grade level. PWTD made up 1.0% of FY 2018 new hires, which was an increase from FY 2017.

PROPORTION OF HIRING FIVE-YEAR TRENDS FOR MINORITIES, WOMEN, & PWD

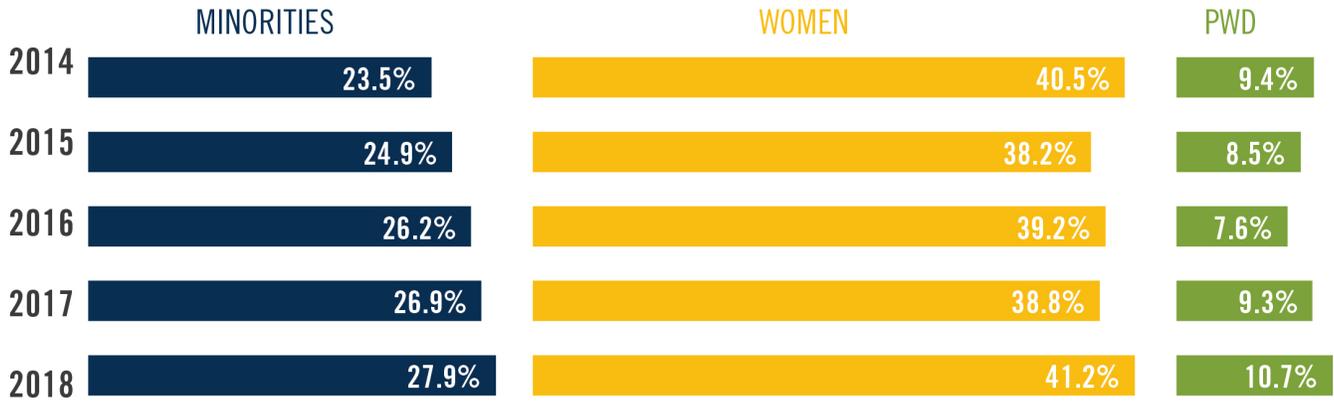


Figure 11: Proportion of Hiring Five-Year Trends for Minorities, Women, & PWD

COMPARING FY 2017 & FY 2018 SHARE OF MINORITIES, WOMEN, & PWD EMPLOYED, HIRED, & DEPARTED FROM THE IC

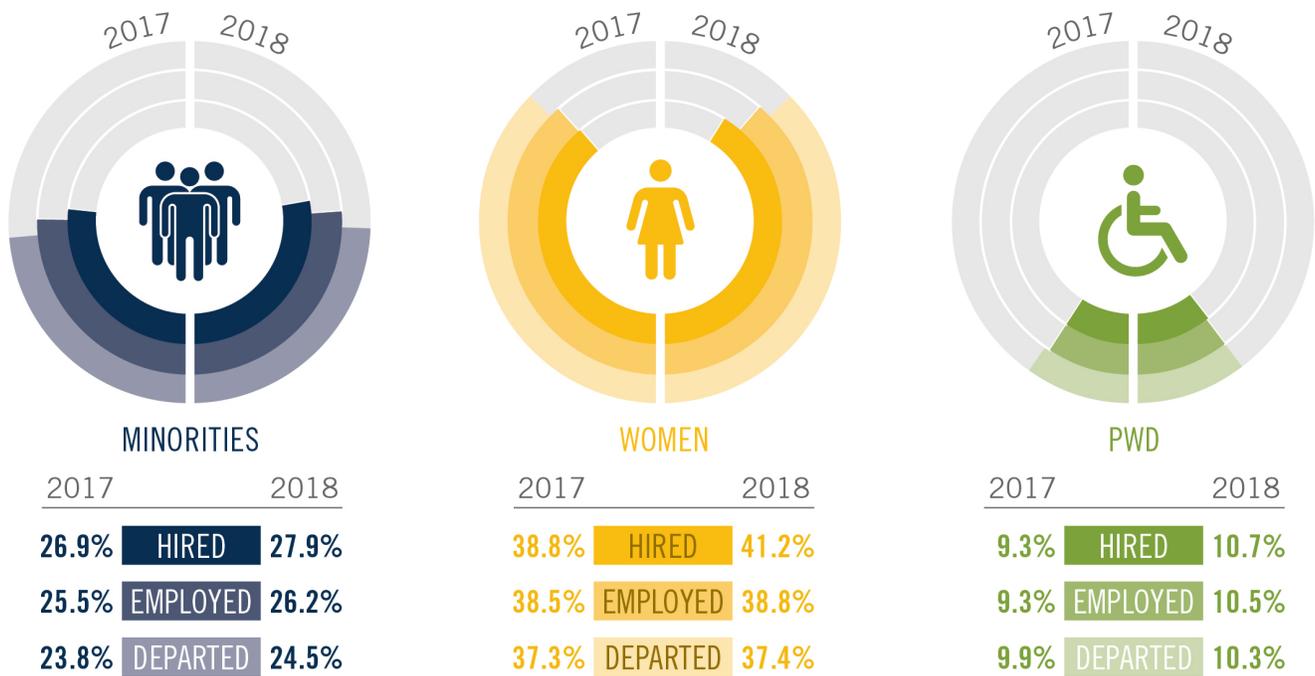


Figure 12: Comparing FY 2017 & FY 2018 Share of Minorities, Women, & PWD Employed, Hired, & Departed from the IC

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COMPARING THE “BIG SIX” IC ELEMENTS AND THE OTHER ELEVEN IC ELEMENTS



REPRESENTATION OF MINORITIES IN THE “BIG SIX” IC ELEMENTS AND THE OTHER ELEVEN IC ELEMENTS

Comparing the FY 2018 minority representation in the “Big Six” IC elements and the other eleven IC elements to the total IC minority representation (26.2%), the proportion of minorities (26.0%) was lower in the “Big Six” elements and higher in the other eleven IC elements (27.2%). Overall share of minorities in the “Big Six” IC elements and the other eleven IC elements increased from FY 2017 to FY 2018.

The share of Hispanic, Asian, AIAN, and two or more races employees in the “Big Six” IC elements grew between FY 2017 and FY 2018. The representation of the remaining minority subgroups stayed unchanged in the “Big Six” elements.

In the other eleven IC elements, the share of the African-American and Hispanic population increased between FY 2017 and FY 2018. The representation of the remaining minority subgroups was unchanged.

REPRESENTATION OF WOMEN IN THE “BIG SIX” IC ELEMENTS AND THE OTHER ELEVEN IC ELEMENTS

When comparing the FY 2018 representation of women in the “Big Six” IC elements and other eleven IC elements to the total IC women’s representation (38.8%), the share of women (40.9%) was higher in the “Big Six” elements and lower in the other eleven IC elements (29.7%).

The representation of women in the “Big Six” IC elements increased from 40.5% in FY 2017 to 40.9% in FY 2018. The representation of women in the other eleven IC elements slightly decreased from 29.8% in FY 2017 to 29.7% in FY 2018.

REPRESENTATION OF PWD IN THE “BIG SIX” IC ELEMENTS AND OTHER ELEVEN IC ELEMENTS

When comparing the FY 2018 share of PWD in the “Big Six” IC elements and the other eleven IC elements to the total IC PWD representation (10.5%), the share of PWD was lower in the “Big Six” elements (8.8%) and higher in the other eleven IC elements (17.9%).

The overall share of PWTD in the IC workforce was 1.6%. The share of PWTD (1.8%) in the “Big Six” IC Elements was higher and the share of PWTD in other eleven IC elements (0.5%) was lower.

The overall representation of PWD in the “Big Six” elements increased from 7.6% in FY 2017 to 8.8% in FY 2018. The representation of PWD in the other eleven elements also increased – from 16.8% in FY 2017 to 17.9% in FY 2018.

REPRESENTATION OF MINORITIES, WOMEN, & PWD - "BIG SIX" IC ELEMENTS COMPARED TO THE OTHER ELEVEN IC ELEMENT (FY 2018)

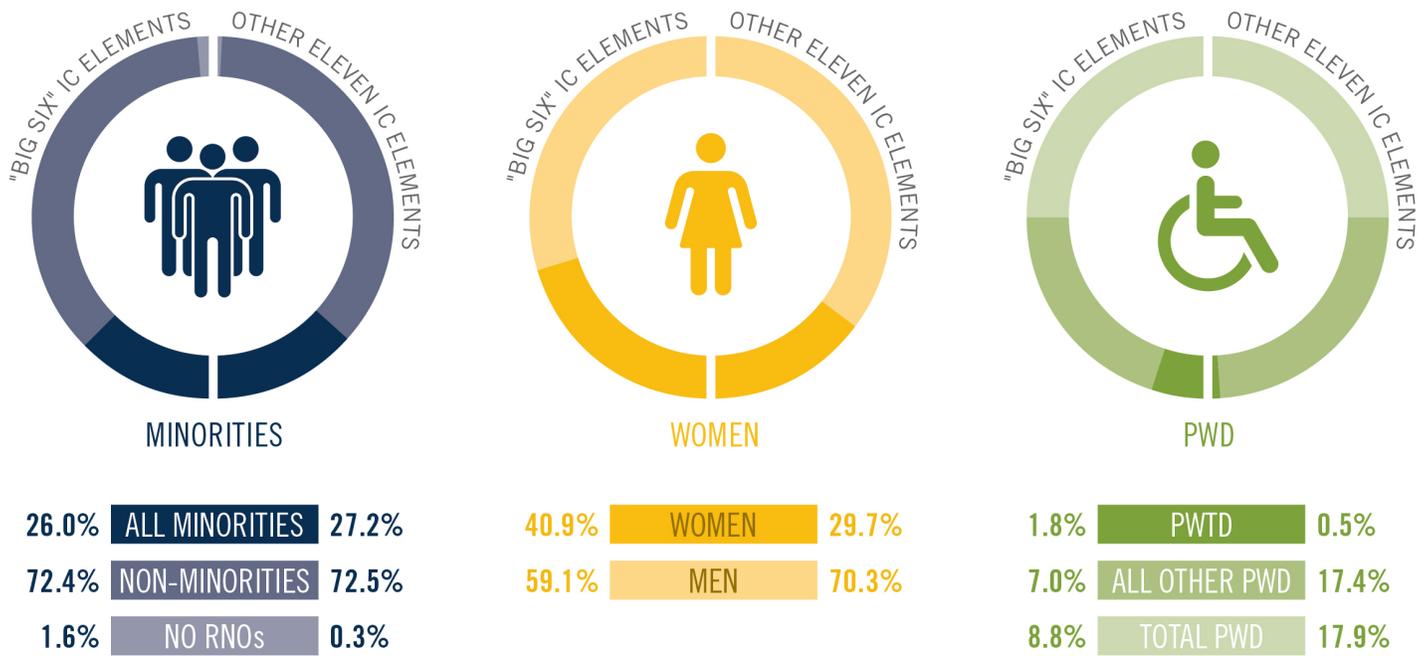


Figure 13: Representation of Minorities, Women, & PWD in the "Big Six" IC Elements Compared to the Other Eleven IC Elements (FY 2018)

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COMPARING FY 2017 & FY 2018 REPRESENTATION OF MINORITIES, WOMEN, & PWD IN THE "BIG SIX" & THE OTHER ELEVEN IC ELEMENTS

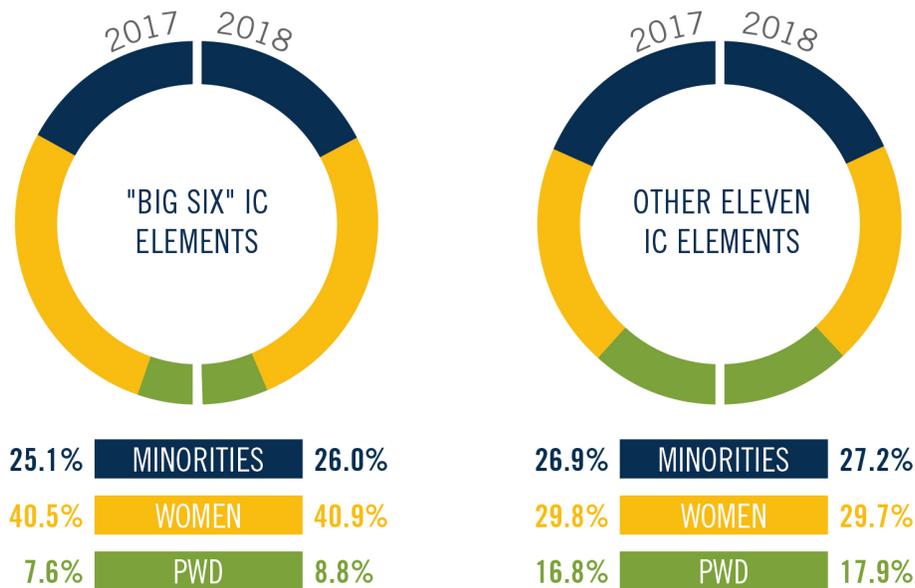


Figure 14: Comparing FY 2017 & FY 2018 Representation of Minorities, Women, & PWD in the "Big Six" & the Other Eleven IC Elements

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APPENDIX A—LIST OF IC DIVERSITY AND INCLUSION BEST PRACTICES

AGENCY	BEST PRACTICE	PURPOSE	IMPACT FY 2017 TO FY 2018
 CIA	Created dedicated Assistive Technology (AT) IT support.	Ensures AT users receive prompt IT support from dedicated, trained staff.	52.3 % increase in completed AT support requests.
 CIA	Created an internal speaker series “Walk in my Shoes Series” to highlight the success and culture awareness regarding Persons with Disabilities (PWD).	To allow all officers the opportunity to gain awareness of experiences of PWD and remove cultural barriers or misunderstanding to enhance inclusion.	Out of that series, a new Agency Resource Group (ARG) called “Wayfinders” for PWD was formed and joined the existing ARG for PWD, ARG membership was increased.
 CIA	Created a new public advertising campaign entitled “Everything You Are Is Needed Here.”	To attract diverse, talented officers to meet CIA’s evolving mission demands.	Directorate of Support/Learning offered 35.9% of all conditional offers of employment (COEs) to minority candidates, an increase of 3% from FY 2017. Of all new applicants that were offered COEs, 69% were female candidates. Intelligence Language Institute offered a first ever COE to a sight-impaired applicant.
 DIA	Equal Opportunity and Diversity Office (EO), Office of Human Resources (HR) and Diversity & Inclusion collaborated to examine application rates by career field to assess and improve recruitment efforts targeting women in the science and technology fields.	To identify potential challenges to increasing female representation in DIA’s workforce.	2.0% increase of overall women; 2.8% increase in women working in technical fields.

AGENCY	BEST PRACTICE	PURPOSE	IMPACT FY 2017 TO FY 2018
 DIA	Conducted “sensing” sessions with PWD and PWTD to identify retention issues, increase access to accessible technologies, and identify barriers to physical and virtual workspaces.	To increase PWD and PWTD representation in the DIA workforce.	12.6% increase in PWD in the DIA workforce in 2018; 4.6% increase in PWTD represented in the workforce in 2018.
 DIA	DIA executed deliberate and targeted recruitment efforts based on partnerships between DIA HR and EO personnel, affinity groups.	To increase Hispanic representation in the DIA workforce.	34.7% increase in the proportion of Hispanic new hires.
 DHS	Recruiting at specific minority focused events – Atlanta University Center Career Fair, Center for Asian Pacific American Leadership, Public Policy and International Affairs.	Increase the number of minorities in the I&A internship program and workforce.	Anecdotal information indicates that some of these events resulted in internship applications and subsequent hires.
 DHS	Information session for English for Heritage Language Speakers Program.	Increase number of individuals with foreign language proficiency and cultural knowledge in I&A Workforce.	Resulted in one applicant who was selected and is in the security clearance process.
 DHS	Virtual career fair – outreach to IC CAE schools.	Increase number of students from IC CAE schools in the DHS internship program.	In 2018, doubled the number of IC CAE students in the internship program over that in 2017.
 NGA	Hired a Disabilities Program Manager and hosted several hiring events including virtual and in-person career fairs.	To focus on the recruitment and retention of PWD.	The share of PWD hires in FY 2018 (10.7%) remains higher than PWD representation (9.8%). The share of PWTD hires remains consistent at 2.4%.
 NGA	NGA “Who Am I” speaker series.	To spotlight the diverse backgrounds and achievements of employees to promote inclusivity.	Volunteers shared their stories to encourage dialog and build meaningful relationships across cultural boundaries.
 NIA	Center for Collaboration and Conflict Management.	To hold workforce accountable for EEO and diversity management.	Early resolution of 31 EEO and non-EEO cases resulted in a \$775K saving in administrative processing and litigation fees.
 NIA	Genser Information System experience initiative.	To improve the relationship and communication between new employees (awaiting SCl access) and their supervisors.	This initiative created a more inclusive work environment for new employees resulting in lower attrition rates and heightened workplace engagement.

AGENCY	BEST PRACTICE	PURPOSE	IMPACT FY 2017 TO FY 2018
 NSA	Piloted a review board led by EEOD to conduct a two-person review of anonymized results of all senior executive diversity and inclusion accomplishments, and provide senior executives specific feedback.	Creates an opportunity for all senior executives to be equitably and fairly assessed on their diversity and inclusion performance and provided with feedback on how to improve.	Lessons learned from the pilot will be used to improve diversity and inclusion objectives for technical leaders. Future performance on diversity and inclusion objectives may be tied to monetary compensation (for high-performers).
 NSA	Established a requirement that duly-constituted promotion boards will decide all promotions to GG-14 and GG-15, independent of management nomination.	Ensures promotion decisions are made in a consistent, fair, and equitable manner.	Anecdotal information indicates that the NSA workforce perceives this process to be more fair and equitable compared to individual managers exclusively conducting promotion decisions.
 NSA	Created agreement statements outlining roles and responsibilities that each ERG officer and ERG senior advocate must sign.	Clarifies expectations for collateral duties required of ERG leaders.	Increased engagement and improved performance of ERG leaders in all roles.
 NSA	Established a “Duty to Act” acknowledgement required for all managers, supervisors, and senior executives.	Informs leaders of their responsibility to promptly and effectively response to allegations of harassment and or discrimination.	Increased awareness of the responsibilities of leaders to address harassment and discrimination in the workplace.
 NSA	Implemented an independent review process for reasonable accommodations that are denied.	Provides a resource for reconsideration for an employee who has been denied a reasonable accommodation.	Improved perception of the fairness and independence of EEOD and the reasonable accommodation process.
 NSA	Increased equal access to job opportunities and high-visibility assignments by minimizing by-name release/reassignments, requiring the publication of all GG-15 via NSA’s internal vacancy process, and creating a Job Exchange Board to advertise short-duration detail opportunities.	Creates more visibility and awareness of career-enhancing opportunities and assignments.	Improved perception of access to job opportunities and fairness of the consideration process.
 USAF	Established the HQ 25 AF Expectant Mothers’ Program.	To improve the quality of life of working mothers; provide information/ resources for working mothers, leadership, supervisors, and families.	Have improved work/life balance of over 50 nursing mothers.
 USAF	Career fairs and targeted recruiting.	To focus on targeted recruitment and hiring.	Expanded use of career fairs and targeted recruiting for 14 Force Renewal civilians.

AGENCY	BEST PRACTICE	PURPOSE	IMPACT FY 2017 TO FY 2018
 USAF	Change in the standard recruitment area of consideration for job announcements from Air Force-wide to Department of Defense wide.	Enables managers to expand recruitment to all external sources, to include 30% or more disabled veterans.	10% increase in the hiring rate of veterans categorized as 30% or more disabled.
 USCG(I)	Participation in the Inclusion Café sponsored by the Coast Guard's Office of Diversity and Inclusion.	To maximize collective intelligence, welcome and listen to diverse viewpoints, encourage full participation and civility, and harvest ideas that propel the conversation of inclusion forward into action.	Awareness and invitation to 100% of the workforce.

APPENDIX B—ACRONYMS



AIAN	American Indian Alaska Native
ARG	Agency Resource Group
AT	Assistive Technology
CAE	Center of Academic Excellence
CIA	Central Intelligence Agency
COE	Conditional Offer of Employment
DEA	Drug Enforcement Administration
DEOMI	Defense Equal Opportunity Management Institute
DHS/I&A	Department of Homeland Security/Intelligence & Analysis
DIA	Defense Intelligence Agency
DNI	Director of National Intelligence
DOE/IN	Department of Energy, Office of Intelligence and Counterintelligence
DOS/INR	Department of State/Bureau of Intelligence and Research
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EEOD	Equal Employment Opportunity and Diversity
EO	Equal Opportunity and Diversity Office
EOD	Entrance of Duty
ERG	Employee Resource Group
FBI/IB	Federal Bureau of Investigation Intelligence Branch
FEORP	Federal Equal Opportunity Recruitment Program
FY	Fiscal Year
GG	General Grade
GS	General Schedule
HR	Human Resources
I&A	Intelligence and Analysis
IC	Intelligence Community
ICMCP	International Consortium of Minority Cybersecurity Professionals
INSCOM	United States Army Intelligence and Security Command
LGBTQA	Lesbian, Gay, Bisexual, Transgender, and Allies
MCIA	Marine Corps Intelligence Activity
NAD	National Association of the Deaf
NASIC	National Air and Space Intelligence Center
NGA	National Geospatial-Intelligence Agency
NGIC	National Ground Intelligence Center
NHPI	Native Hawaiian/Pacific Islander
NIA	Office of Naval Intelligence Activity
NIS	National Intelligence Strategy
NRO	National Reconnaissance Office
NSA	National Security Agency
ODNI	Office of the Director of National Intelligence
OIA	Department of Treasury Office of Intelligence and Analysis
PRISP	Pat Roberts Intelligence Scholars Program
PWD	Persons with Disabilities
PWTD	Persons with Targeted Disabilities
RNO	Race and National Origin
STEM	Science, Technology, Engineering, Mathematics
STOKES	Louis Stokes Educational Scholarship Program
USA	United States Army
USAF 25 AF	United States Air Force Twenty-Fifth Air Force
USCG	United States Coast Guard
USMC/MCIA	United States Marine Corps, Marine Corps Intelligence Activity
USN	United States Navy

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