



Dr. Patricia Taylor

Chief, Intelligence Community EEO and Diversity



L E A D I N G I N T E L L I G E N C E I N T E G R A T I O N

A professional in government, management consulting, and private industry, Dr. Taylor is a Tier 2 executive (former ES-4) and has been in the Federal Government for 21 years and in the Senior Executive Service for over 15 years.

She joined the Office of the Director of National Intelligence (ODNI) on detail from the National Security Agency (NSA) in August 2004 and accepted a permanent position with the ODNI in March 2007. She was recently named Chief of the Office of Intelligence Community (IC) EEO and Diversity (after serving as Deputy Chief for two years). As Deputy, Dr. Taylor assisted the Chief in designing and implementing innovative strategies and programs to improve diversity in its broadest context-cultural backgrounds, race, gender, ability, language proficiency, orientation, and experience-in all 17 IC agencies and components. Earlier in her detail to the ODNI, she led numerous teams and major projects, including efforts to produce the congressionally-mandated Annual Report on IC Diversity, examine IC retention, develop HR and diversity metrics, and design and implement the first-ever IC employee climate survey.

Before ODNI, Dr. Taylor served for 10 years at NSA. In her last position, she was the head of Human Resources (HR), reporting to the Director of NSA, and served as part of his Senior Leadership Team. In this role, she led major e-HR, outsourcing, and rightsizing initiatives through the 911 attacks on our nation, and helped move HR away from "high-touch" to "high-tech." She redesigned many HR functions in workforce planning, compensation, retention, HR information systems, recruitment and hiring, employee services, and occupational health and safety.

Prior to this assignment, Dr. Taylor served as the Commandant of the National Cryptologic School NSA's accredited corporate university-where she renovated school structure, curricula, management processes, and e-learning activities. As the Director of Assessment, Measurement, and Evaluation, she led NSA's unprecedented participation in the President's Quality Award program-the public sector equivalent of the Baldrige Award.

Through her efforts, the agency was selected as a Department of Defense finalist in 1998 and again in 1999, an Office of Personnel Management finalist in 1999, and a 1999 President's Quality Improvement Award winner. Dr. Taylor also designed and implemented NSA's current corporate performance measurement system.

She worked 10 years with the U.S. Government Accountability Office (GAO) before NSA, serving last as Director of Information Resources Management Issues, conducting large-scale reviews of major information systems design and implementation projects and business process reengineering efforts. She served successfully in a number of senior positions at GAO, including Executive Assistant to the U.S. Comptroller General. She advised senior leadership on strategic planning and performance measurement issues, conducted management reviews of many large agencies, and identified savings in excess of \$15 billion. Dr. Taylor spent a great deal of time on Capitol Hill testifying before numerous congressional committees, drafting major legislation, and meeting with congressional members and staff.

In addition to her government service, Dr. Taylor worked 15 years in the private sector, first in increasingly responsible positions in human resources, recruitment, accounting, and marketing at British Petroleum/Amoco and then as an Information Systems Consultant and a Management Consultant with two firms-Deloitte & Touche and Cresap, McCormick, & Paget.

In recognition of her achievements, Dr. Taylor was awarded an NSA fellowship to complete her Ph.D. She holds a Masters in Business Administration from Harvard Business School-where she was an academic fellow-and an undergraduate degree from Case Western Reserve University. She is a Federal Executive Institute graduate (where she was elected Class Speaker and Chair of the Executive Forum Committee) and she is in her fourth year as Adjunct Faculty at the University of Maryland, specializing in Diversity Studies. She was recently elected to the Board of the U.S. Women's Army Foundation. Dr. Taylor is an accomplished, recognized speaker on a number of topics, including diversity, motivation, overcoming career challenges, and mentoring.