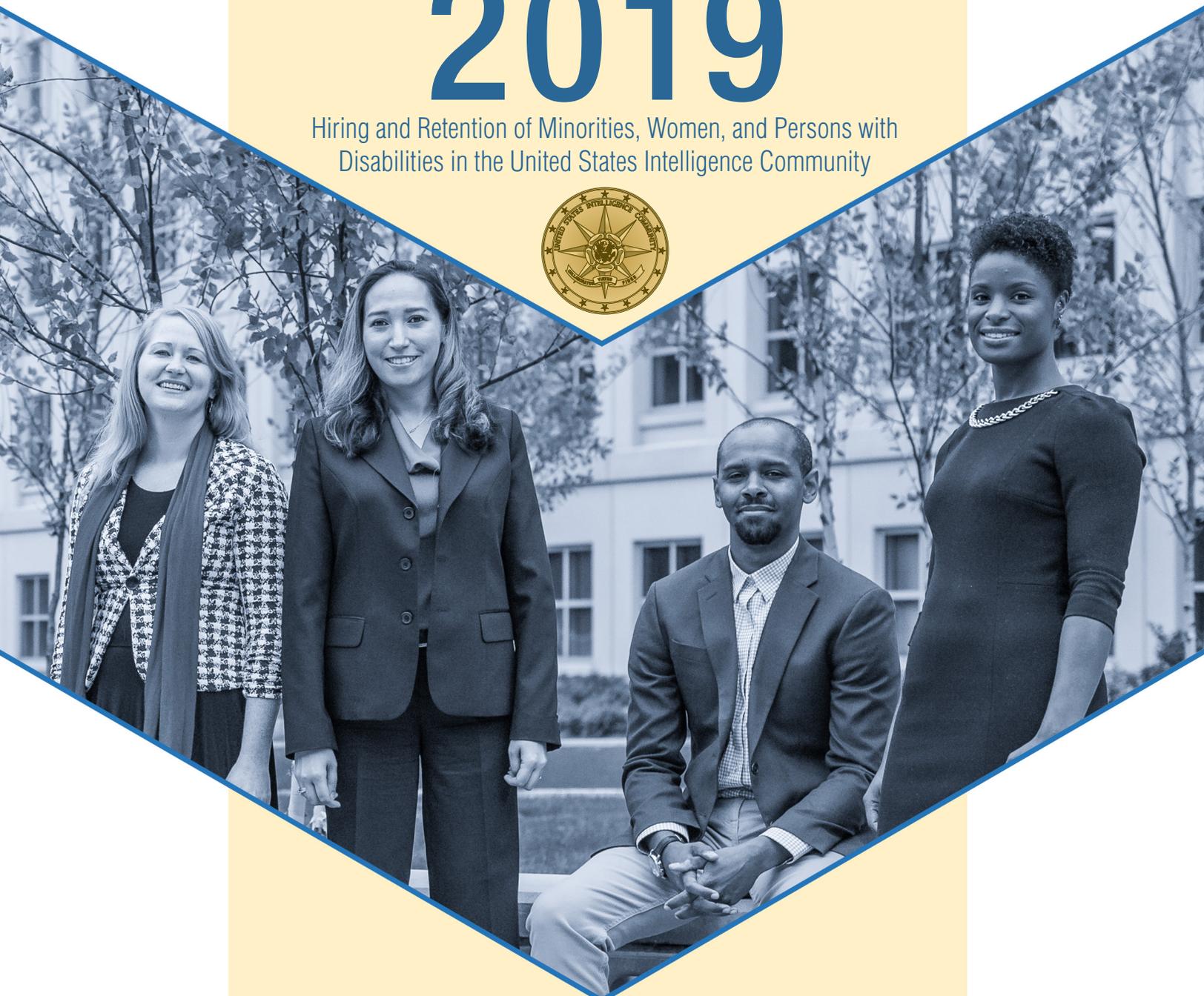


OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE  
**ANNUAL DEMOGRAPHIC REPORT**  
**FISCAL YEAR**  
**2019**

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



This report was prepared by the Office of Intelligence Community Equal Employment Opportunity and Diversity (IC EEOD) 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  
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**FISCAL YEAR**  
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Hiring and Retention of Minorities, Women, and Persons with  
Disabilities in the United States Intelligence Community





Photo credit: This Is Engineering

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# PURPOSE OF THIS REPORT

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This report is prepared in response to a Congressional Directive under Public Law 116-92, section 5704, Collection, Analysis and Dissemination of Workforce Data (enacted on December 20, 2019). The report details IC demographic trends, highlights diversity initiatives and programs within IC elements, and reaffirms the IC’s commitment to increasing workforce diversity as a mission critical imperative. Data is presented on three dimensions of the IC’s workforce—minorities, women, and persons with disabilities (PWD). This report summarizes the aggregate representation of individuals employed in the IC, pay grade representation, hiring, promotion, and attrition, of minorities, women, and PWD, within the IC during Fiscal Year (FY) 2019 (October 1, 2018 to September 30, 2019), and includes trends covering the preceding five fiscal years. Since 2016, this report has been published publicly to increase visibility into the IC’s progress and ongoing efforts to increase demographic diversity.

## THE UNITED STATES INTELLIGENCE COMMUNITY (IC)

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The IC is united in protecting and preserving national security, an objective that can only be met with the right, trusted, agile, and well-led workforce. IC personnel adhere to the Principles of Professional Ethics for the Intelligence Community, which include diversity. Effective approaches are needed to recruit, hire, develop, and retain employees who possess skills that are fundamental to the intelligence mission, including critical thinking, foreign language, science, technology, engineering, and mathematics. The responsibility to lead and integrate the IC workforce extends beyond the IC’s human capital, equal employment opportunity, and diversity and inclusion community to the entire enterprise. Similarly, all IC personnel are accountable for cultivating a performance-driven culture that encourages collaboration, flexibility, and fairness.

The IC must have effective tools and resources to integrate workforce planning, transformational leadership, continuous learning, information sharing, performance management, and accountability. Additionally, the IC will make long-term strategic investments in the workforce to promote agility and mobility throughout employees’ careers, including joint duty rotations, and ensure that benefits, compensation, and work-life balance initiatives are fully considered and implemented wherever feasible.

The IC consists of 17 elements, with ODNI leading the IC in intelligence integration. The remaining elements are within the Department of Defense or other federal agencies and organizations.

▶ The following agencies are considered the “Big Six” and comprise **82% 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)                |

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

- |   |  |
|---|--|
| Drug Enforcement Administration (DEA)               | United States Army (USA)                                       |
| National Security Intelligence                      | Intelligence and Security Command (INSCOM)                     |
| Department of Energy (DOE)                          | United States Air Force (USAF), Twenty-Fifth Air Force (25 AF) |
| Office of Intelligence and Counterintelligence (IN) | National Air and Space Intelligence Center (NASIC)             |
| Department of Homeland Security (DHS)               | United States Coast Guard (USCG)                               |
| Office of Intelligence and Analysis (I&A)           | Coast Guard Intelligence (CGI) (part of DHS)                   |
| Department of State (DoS)                           | United States Marine Corps (USMC)                              |
| Bureau of Intelligence and Research (INR)           | Marine Corps Intelligence Activity (MCIA)                      |
| Department of the Treasury (USDT)                   | United States Navy (USN)                                       |
| Office of Intelligence and Analysis (OIA)           | Naval Intelligence Activity (NIA)                              |

**Figure 1: Intelligence Community Elements**



<sup>1</sup>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.

# DIVERSITY IS A MISSION CRITICAL IMPERATIVE FOR THE UNITED STATES INTELLIGENCE COMMUNITY

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Photo credit: Federal Bureau of Investigation

Diversity and inclusion are essential to maintaining the IC's competitive advantage in an increasingly dynamic global threat environment. The information produced by intelligence professionals must reflect a deliberate exploration of alternatives and must avoid bias and groupthink so that national security decisions are made with unbiased intelligence and analysis. Moreover, to maintain innovative and technological advantage over adversaries, the IC must attract talent from all communities and compete with industry for skills, talent, and dedicated professionals who are committed to serving the nation.

What is diversity and inclusion? Diversity is a collection of individual attributes that together help IC elements pursue organizational objectives efficiently and effectively. It is defined

broadly within the IC and includes dimensions of individuals that make each person unique. Attributes of diversity include, but are not limited to, such characteristics as race, national origin, language, color, mental or physical disability, ethnicity, sex, age, religion, sexual orientation, gender identity or expression, socioeconomic status, veteran status, and family structure. A diverse workforce reflects the global communities in which the IC operates, from language to culture, as well as the convergence of differences that lead to innovation, improve decision-making, leverage expertise, and enable mission success.

Inclusion is a culture that connects each employee to the organization, encourages collaboration, flexibility and fairness, and leverages diversity throughout the organization—from entry level to the most senior ranks—so that all individuals are able to participate and contribute to their full potential. Inclusion helps organizations reap the benefits of talent, education, and experience. Inclusion enhances belonging, which is critical to connecting insights, capabilities, perspectives, and viewpoints to achieve mission objectives, and to produce sustainable mission outcomes.

# THE NATIONAL INTELLIGENCE STRATEGY

The 2019 National Intelligence Strategy of the United States of America (NIS) provides strategic direction to the seventeen elements within the IC, ensuring clear prioritization of investments and activities in alignment with the *United States National Security Strategy*. Under the leadership of the Director of National Intelligence, cross-cutting priorities were established as NIS Enterprise Objectives, which lay the foundation for the IC's integrated, effective, and efficient management of mission capabilities and business functions. One of the key Enterprise Objectives is "People". Under this objective, the NIS states that in order to meet its core mission, it is essential to "forge and retain a diverse, inclusive, and expert workforce to address enduring and emerging requirements and enable mission success."

Figure 2: 2019 National Intelligence Strategy of the United States of America



## The National Intelligence Strategy of the United States of America

**IC Vision** A Nation made more secure by a fully integrated, agile, resilient, and innovative Intelligence Community that exemplifies America's values.

**IC Mission** Provide timely, insightful, objective, and relevant intelligence and support to inform national security decisions and to protect our Nation and its interests.

Customer Success

The President

Head of Departments & Agencies of the Executive Branch

Warfighters, policymakers, diplomats, negotiators, and homeland security, law enforcement & international officials

National Security Council

Chairman of the Joint Chiefs of Staff and senior military commanders

Designated state, local, tribal, & territorial governments and first responders

Congress

Others as the DNI determines appropriate

Mission Objectives

**Strategic Intelligence**  
Enduring Interests

**Current Operations Intelligence**  
Current and Planned Operations

**Anticipatory Intelligence**  
Emerging Issues

Cyber Threat Intelligence

Counterproliferation

Counterintelligence and Security

Other Regional and Functional Issues

Enterprise Objectives

Integrated Mission Management

Integrated Business Management

People

Innovation

Information Sharing and Safeguarding

Partnership

Privacy, Civil Liberties, and Transparency

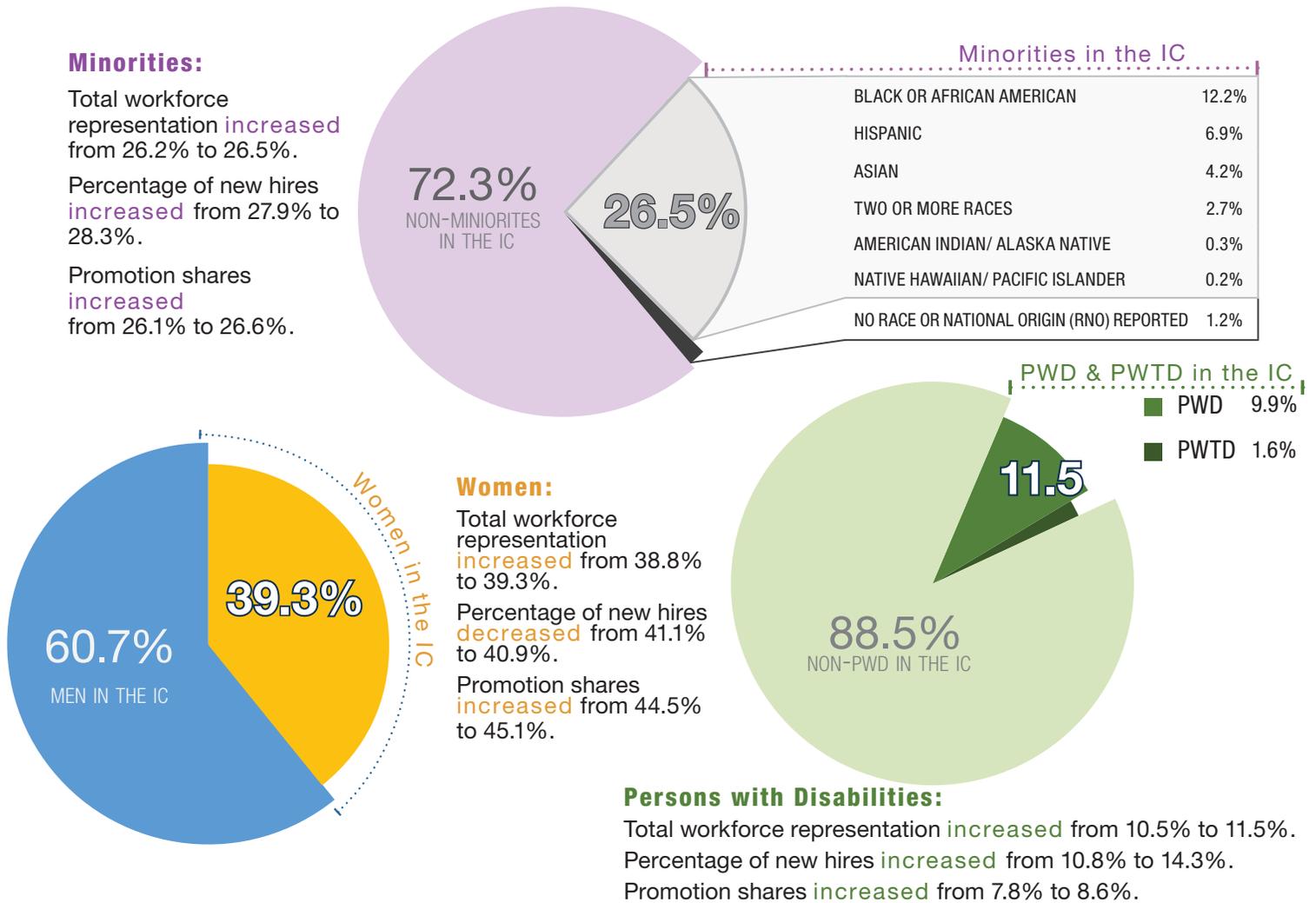
# DIVERSITY IS INCREASING IN THE IC

Partnership for Public Service and Boston Consulting ranked the IC 3rd out of 17 large Federal agencies as “Best Places to Work in the Federal Government”. The IC’s score was 8.2 points higher than the Federal Government’s overall score.

## IC WORKFORCE DIVERSITY AT A GLANCE

In FY 2019, the number of IC professionals across the 17 elements who identify as minorities, women, or PWD increased. This trend has persisted since 2012, with incremental growth sustained through hiring and retention, offsetting the impact of attrition. Key trends in the FY 2019 reporting period appear below:

Figure 3: Representation of Minorities, Women, and PWD in the IC



### During this reporting period, areas requiring additional focus also emerged:

The percentage of minorities serving as managers and supervisors **decreased** from 25.4% in FY 2018 to 23.5% in FY 2019. Of minorities that departed the IC, the rate of attrition **increased** from 24.5% in FY 2018 to 25.4% in FY 2019.

While the percentage of attrition **remained the same** for women from FY 2018 to FY 2019 (37.4%), the percentage of women serving as managers and supervisors **decreased** from 37.3% to 36.2%.

Of the total IC attrition, the percentage of PWD who departed the IC, **increased** from 6.0% in FY 2018 to 6.4% in FY 2019.

Although there was an **increase** in overall representation of minorities, women, and PWD, these groups continued to be less represented at pay grades above GS/GG-13.

# MINORITIES EMPLOYED IN THE IC



In FY 2019, the IC continued to see increases in the total population of minority professionals employed in the workforce, from 26.2% in FY 2018 to 26.5% in FY 2019. The share of IC employees who self-identified as Black or African American, Hispanic, Asian, and two or more races increased. The share of Native Hawaiian/Pacific Islander (NHPI) remained unchanged. The IC experienced a 0.2% decrease in American Indian/Alaska Native (AIAN) workforce representation.

Minority representation in the IC (26.5%) remained lower than the comparative Federal workforce (37.1%) and the Civilian Labor Force (37.4%). The largest minority/ethnic group in FY 2019 was Black or African American (12.2%), followed by Hispanic (6.9%), Asian (4.2%), two or more races (2.7%), AIAN (0.3%), and NHPI (0.2%).

Figure 4: Minority Representation in the IC FY 2015–2019

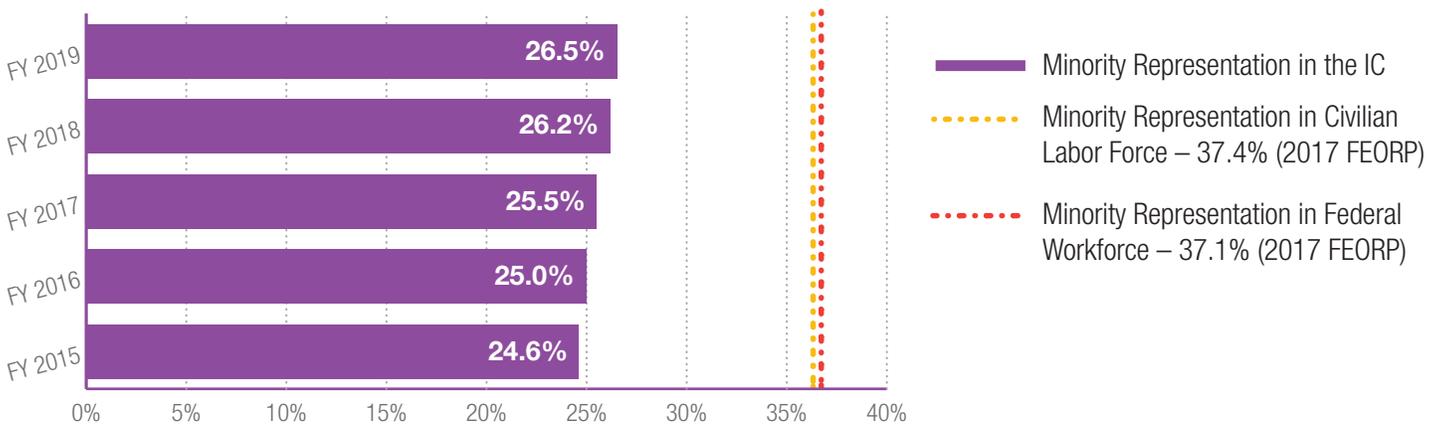


Figure 5: Composition of IC as Compared to Federal Workforce

	IC (FY 2019)	Federal Workforce (FY 2017) <sup>2</sup>
Men	60.7%	56.7%
Women	39.3%	43.3%
Black or African American	12.2%	18.6%
Hispanic	6.9%	8.9%
Asian	4.2%	5.9%
Two or More Races	2.7%	1.6%
American Indian/Alaska Native	0.3%	1.6%
Native Hawaiian/Pacific Islander	0.2%	0.5%
White	72.3%	62.9%

<sup>2</sup>The most recent benchmarks were obtained from Office of Personnel Management’s Federal Equal Opportunity Recruitment Program (FEORP) for FY 2017. The report was published October 2019.

### Grade Representation<sup>3</sup>

In FY 2019, 59.8% of minority employees were compensated between the GS/GG-11 and GS/GG-13 pay grades. Of those, almost half were compensated at the GS/GG-13 pay grade. As the pay scale increased at GS/GG-14 and above, minority representation decreased. Minority representation in the senior ranks increased to 15.0% in FY 2019, from 14.1% in FY 2018. While this is a positive sign in minority representation, the IC still lags behind the federal workforce, in which approximately 20.7% of senior executive (SES) positions are held by minorities.

Minorities continue to be less represented in higher pay grades. This pattern of representation was consistent during the last five years, with minority representation slowing above the GS/GG-13 grade level. Black or African American employees represented 6.3% of SES positions, compared to their representation of 12.2% in the workforce. The pattern for Hispanic employees was 3.5% of SES positions compared to their 6.9% workforce representation. Similarly, Asians, two or more races, AIAN, and NHPI SES were represented at 2.8%, 1.8%, 0.4%, and 0.1% of all senior executives. This compares to 4.2%, 2.7%, 0.3%, and 0.2% of the overall workforce respectively. While no minority group mirrored its representation in the senior ranks, FY 2019 saw an increase in representation.

Figure 6: GS/GG Pay Grade by Race and National Origin FY 2019

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%	2.8%	6.3%	3.5%	0.1%	0.7%	1.8%	84.4%
GS/GG-15	0.4%	3.5%	7.8%	4.3%	0.1%	0.6%	2.0%	81.4%
GS/GG-14	0.3%	4.1%	10.5%	5.5%	0.1%	0.8%	2.3%	76.4%
GS/GG-13	0.3%	4.4%	12.4%	7.0%	0.2%	1.0%	2.8%	71.8%
GS/GG-12	0.3%	4.6%	14.3%	8.1%	0.3%	1.7%	3.0%	67.8%
GS/GG-11	0.5%	4.4%	15.5%	8.7%	0.3%	1.3%	2.9%	66.4%
GS/GG-10	0.2%	3.8%	14.0%	9.6%	0.1%	3.2%	2.6%	66.4%
GS/GG-09	0.3%	4.8%	15.6%	8.2%	0.3%	2.4%	3.4%	65.0%
GS/GG-08	0.2%	4.0%	17.6%	11.8%	0.2%	1.3%	3.1%	61.8%
GS/GG-07	0.3%	3.8%	14.1%	8.8%	0.3%	1.7%	3.9%	67.0%
GS/GG-06	0.0%	5.0%	17.8%	12.8%	1.1%	1.1%	5.6%	56.7%
GS/GG-05	0.0%	0.8%	7.9%	9.4%	0.0%	0.0%	3.1%	78.7%
GS/GG-04	1.0%	2.0%	8.8%	5.9%	0.0%	0.0%	3.9%	78.4%
GS/GG-03	0.0%	3.1%	16.5%	9.3%	0.0%	1.0%	4.1%	66.0%
GS/GG-02	0.0%	2.8%	16.7%	5.6%	0.0%	1.9%	1.9%	71.3%
GS/GG-01	No Employees at this Grade							
WAGE GRADE	0.0%	1.0%	30.0%	5.0%	0.0%	2.0%	0.0%	62.0%
WORKFORCE COMPOSITION	<b>0.3%</b>	<b>4.2%</b>	<b>12.2%</b>	<b>6.9%</b>	<b>0.2%</b>	<b>1.2%</b>	<b>2.7%</b>	<b>72.3%</b>

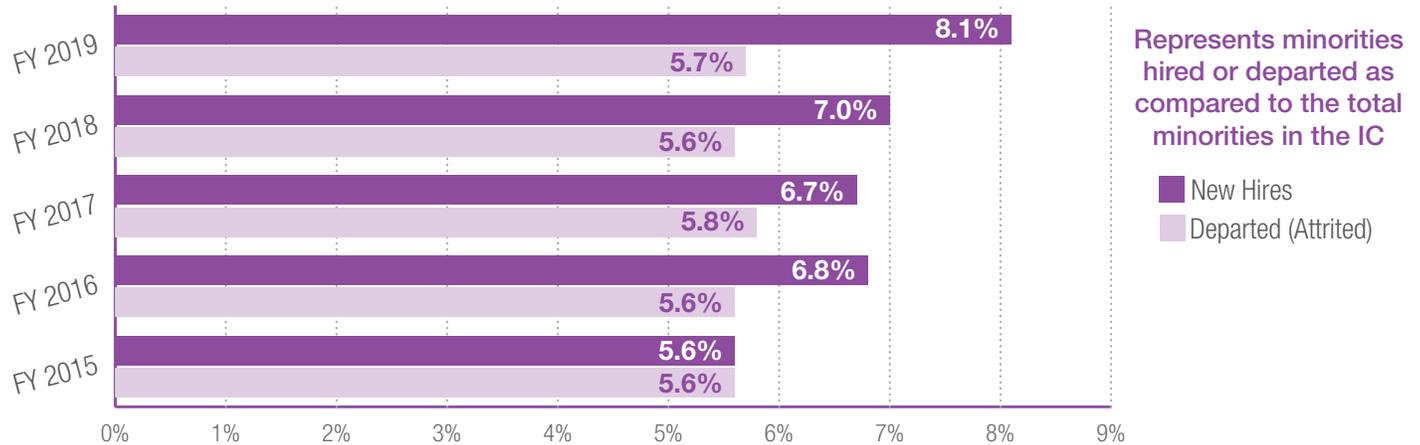
<sup>3</sup>The pay structure in the Federal workforce is generally divided into 15 grades (GS/GG-01 to GS/GG-15), and senior executive service (SES) positions. GS/GG-01 to GS/GG-10 are considered entry level/developmental, GS/GG-11-13 are full performance, and GS/GG-14 to 15 are experts per OPM classification.

<sup>4</sup>All percentages are rounded to the first decimal place, resulting in the end total having variance between 0.1-0.2% +/-.

## Hiring

Minorities comprised 28.3% of new hires in the IC for FY 2019, a 0.4% increase over FY 2018. From FY 2015 to FY 2019, there was a 3.4% increase in the hiring rate, a significant positive trend. During this same period, the minority attrition rate remained fairly stable, resulting in a net increase in minority representation in the IC.

Figure 7: Minority Hiring Rate vs. Minority Attrition Rate FY 2015–2019<sup>5</sup>



## Promotions

Minority promotions represented 26.6% of all promotions in FY 2019, which is a 0.5% increase over FY 2018. From FY 2015 – FY 2019, the IC trends of minority employees being promoted is moving in a positive direction, from 23.1% to 26.6% respectively. At the same time, however, the total number of minority managers and supervisors decreased, from 25.4% in FY 2018 to 23.5% in FY 2019.<sup>6</sup> Similarly, there was a 1.3% decrease in the number of minorities selected for competitive Selective Education Programs in FY 2019, (16.1%), compared to FY 2018 (17.4%).

Figure 8: Five-Year Trend of Minority Managers/Supervisors FY 2015–2019

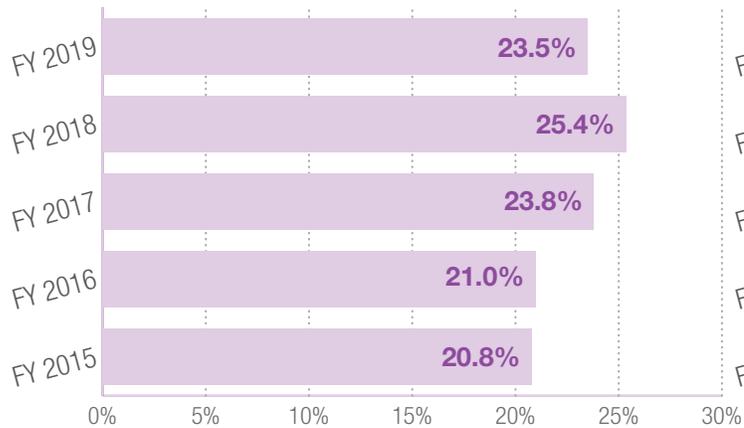
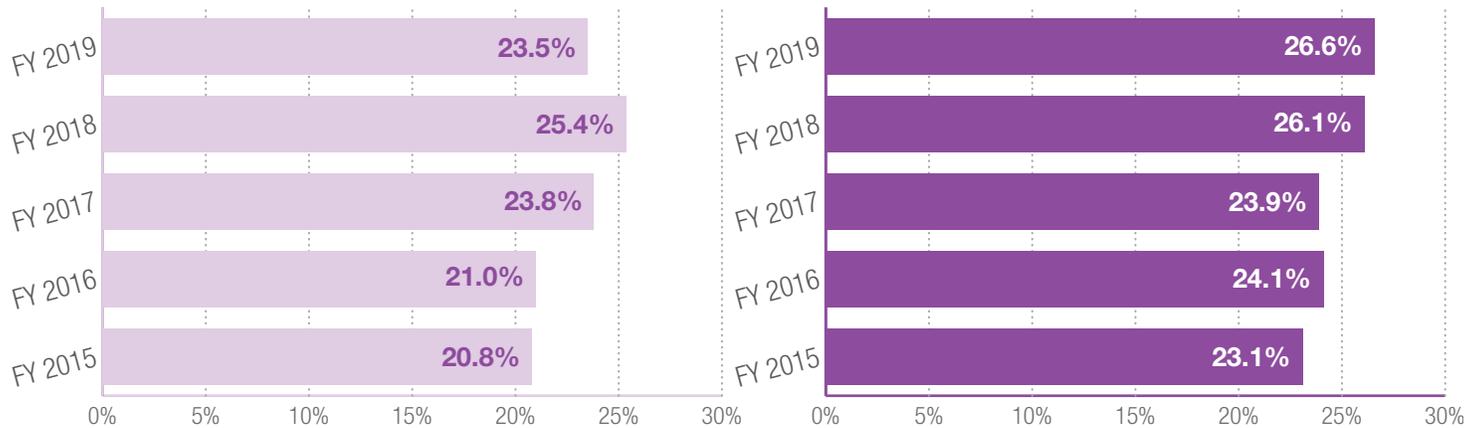


Figure 9: Five-Year Trend of Minority Promotions FY 2015–2019



## Attrition<sup>7</sup>

Of the total IC attrition, the percentage of minorities who departed the IC in FY 2019 was 25.4%. This was an increase of 0.9% over FY 2018. The largest portion of attrition was at the GS/GG-09 pay grade (40.8%). With minority attrition being between 5.6% to 5.8% at its peak over the past five years, the overall minority workforce representation is likely to increase if minority hiring continues to increase.

<sup>5</sup>Formula for chart is the number of minorities departed divided by the total number of minorities in the IC.

<sup>6</sup>It should be noted there is no correlation between promotions and designation as a manager/supervisor. Manager/supervisor positions are based on the positions and can be at differing grades.

<sup>7</sup>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.

# WOMEN EMPLOYED IN THE IC

The percentage of women in the workforce remained unchanged at 38.5% in FY 2015 – FY 2017. In FY 2018, the representation of women increased to 38.8% and in FY 2019, the percentage of women in the workforce increased to 39.3%. While the representation of women still lags behind the federal workforce, which is 43.3%, and the civilian labor force at 46.2%, the IC has the most women within its ranks ever reported.

Women continued to hold key executive leadership positions across the IC elements. Of the top 3 leadership positions (Director, Deputy Director or Chief of Staff) within each of the 17 elements, women held seven of these positions, a 13.7% representation.

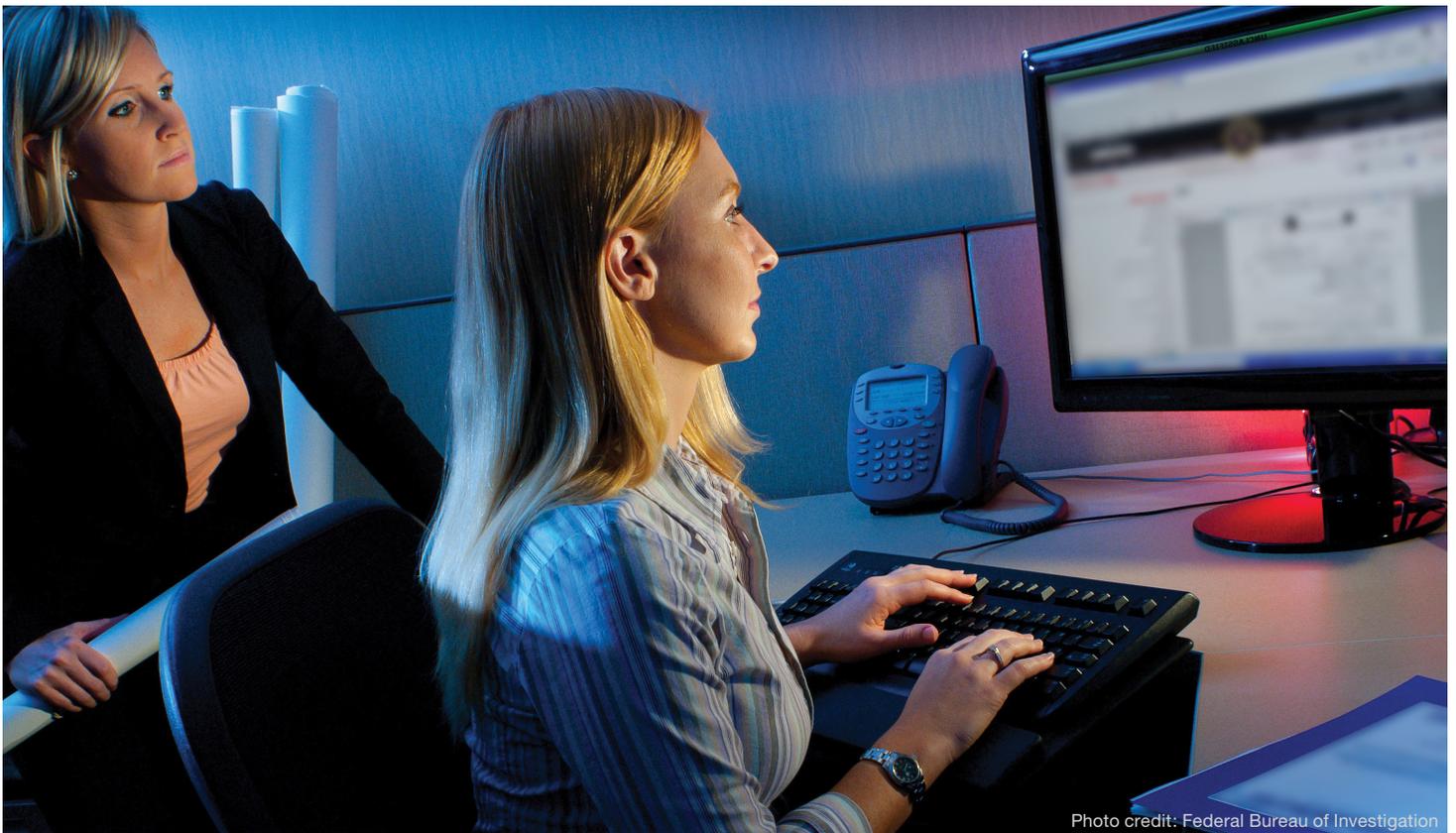
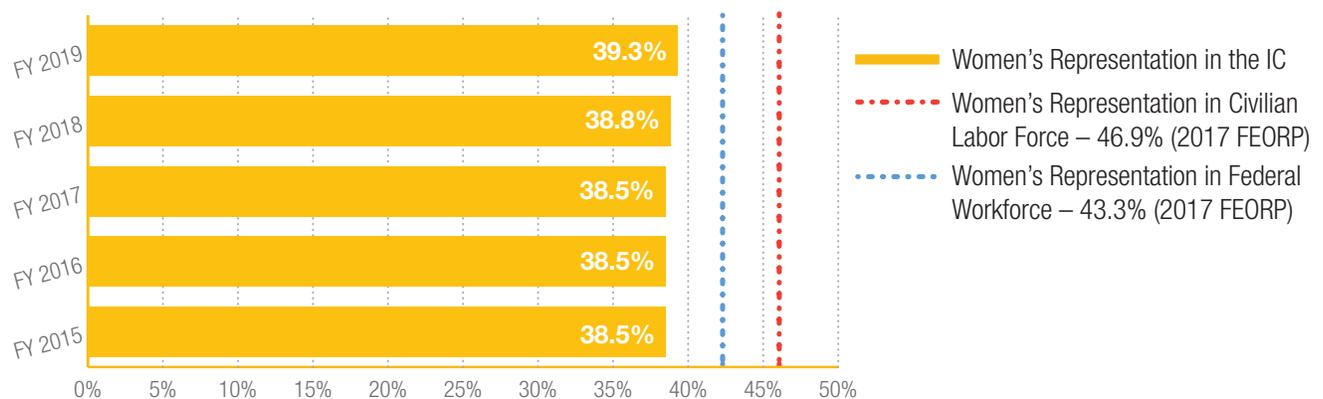


Photo credit: Federal Bureau of Investigation

Figure 10: Women's Representation in the IC FY 2015–2019

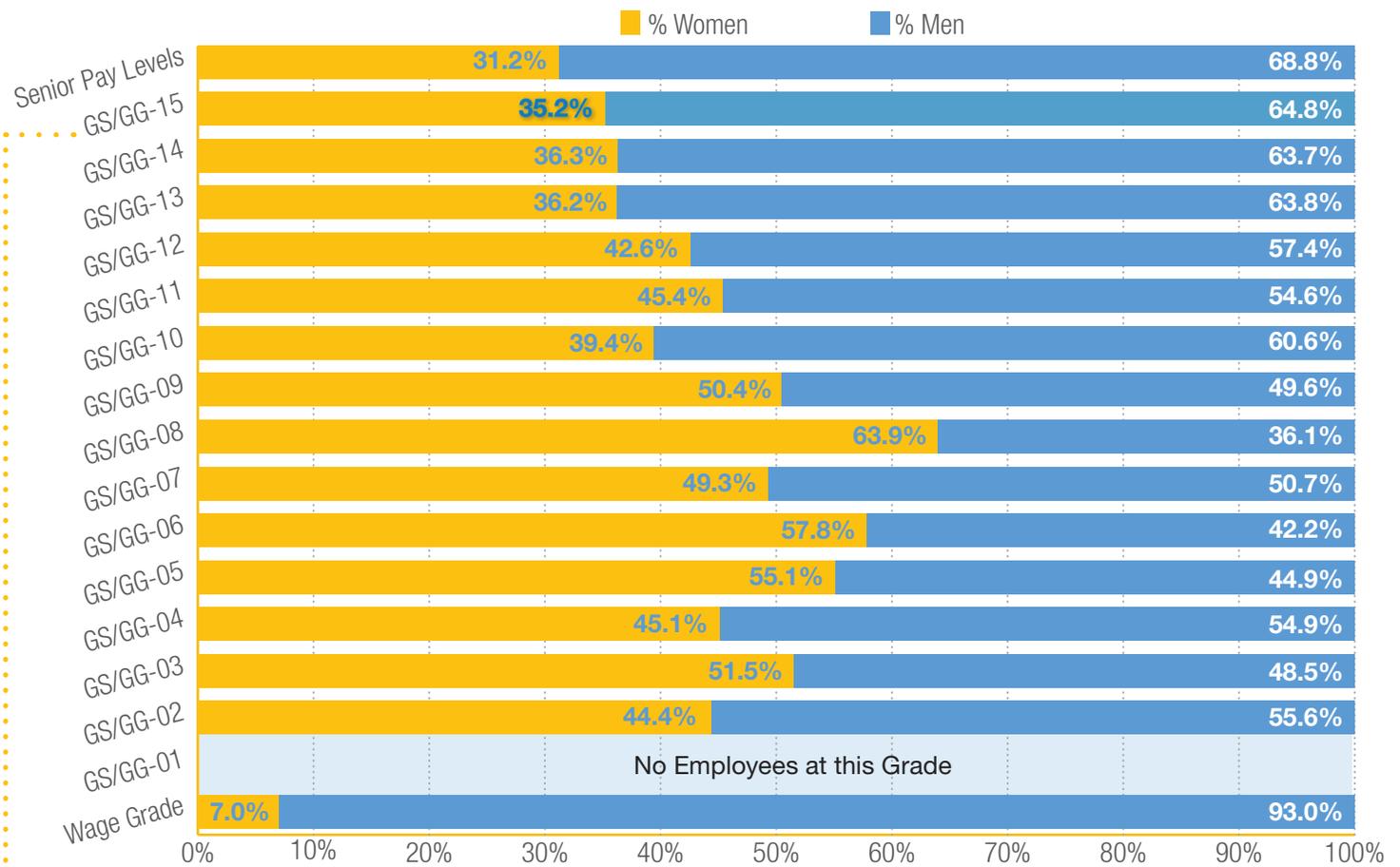


### Grade Representation

In FY 2019, there were fewer women (55.2%) between the GS/GG-11 and GS/GG-13 pay grades, compared to FY 2018 (55.5%). At the higher pay grades, GS/GG 14 to SES, the representation of women increased by 3.0%. The number of women at the SES level increased from 30.7% in FY 2018 to 31.2% in FY 2019. Women made up 34.0% of SESs within the Federal Government as reported by Office of Personnel Management (OPM).

Although FY 2019 IC data showed women advancing in higher grades, the same data revealed that women continued to hold a smaller share of overall representation at and above GS/GG-13 pay grades, compared to their rate of representation in the overall workforce. An increase of 0.5% of women at the SES level shows women have experienced a steady increase in representation at the higher pay grade levels – GS/GG-14 to SES – over the last five years (from 33.3% in FY 2015 to 35.6% FY 2019).

Figure 11: GS/GG Paygrade By Gender in IC FY 2019<sup>8</sup>



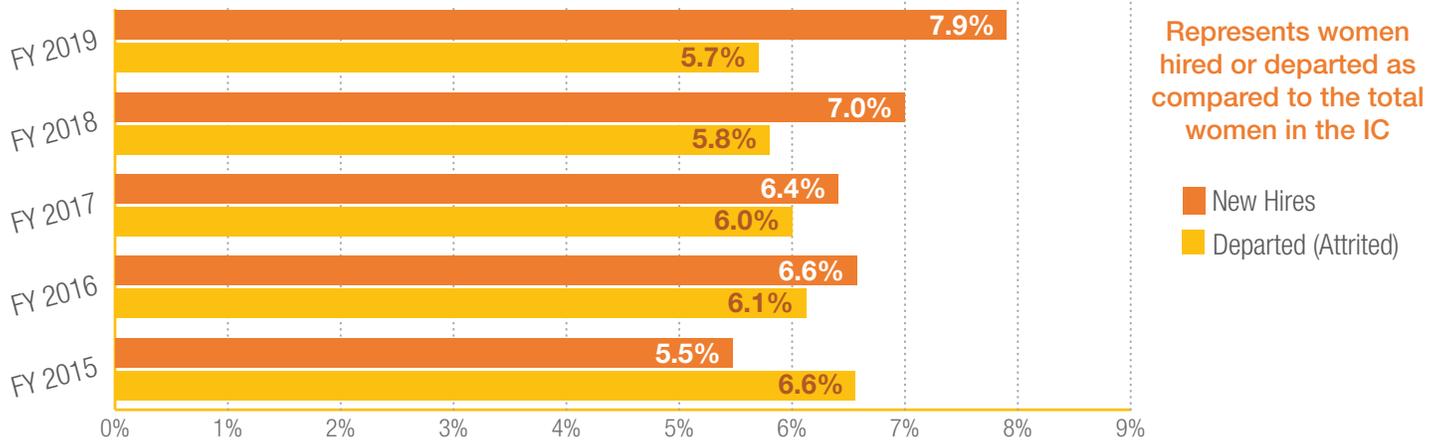
Most significant increase at the GS/GG-15 level (2.8%).

<sup>8</sup>All percentages are rounded to the first decimal place, resulting in the end total having variance between 0.1-0.2% +/-.

## Hiring

Women made up 40.9% of all new hires in the IC during FY 2019, a slight decrease from FY 2018 (41.2%). The total number of women new hires for FY 2019 combined with a decrease in attrition resulted in the total percentage of women in the IC workforce increasing by 0.5% in FY 2019.

Figure 12: Women's Hiring Rate vs. Women's Attrition Rate FY 2015–2019<sup>9</sup>



## Promotions

Women in the IC continued to be promoted in higher percentages than their overall representation. While the IC was 39.3% women in FY 2019, women collectively accounted for 45.1% of all promotions, a 0.6% increase over FY 2018 (44.5%). Women made up 36.2% of managers and supervisors in FY 2019, which represented a decrease of 1.1% from 37.3% in FY 2018.

Data analysis showed a significant decrease in the number of women selected for Selective Education Programs in FY 2019 (26.7%) as compared to FY 2018 (37.9%). This area is noted for continued development and focused effort to increase representation in Selective Education Programs in the future.

Figure 13: Five-Year Trend of Women Managers/Supervisors FY 2015–2019

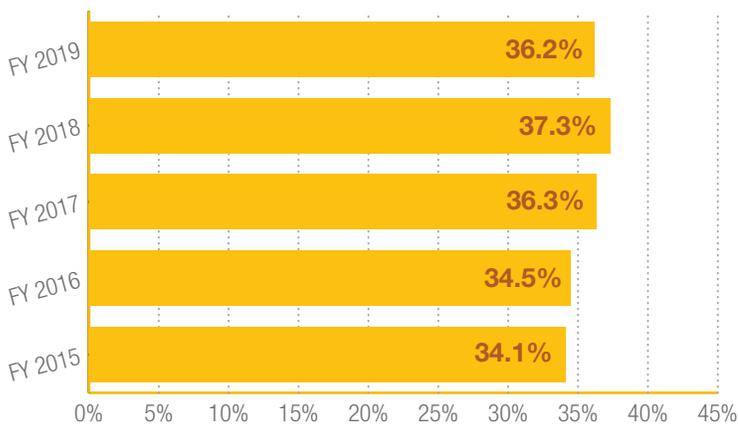
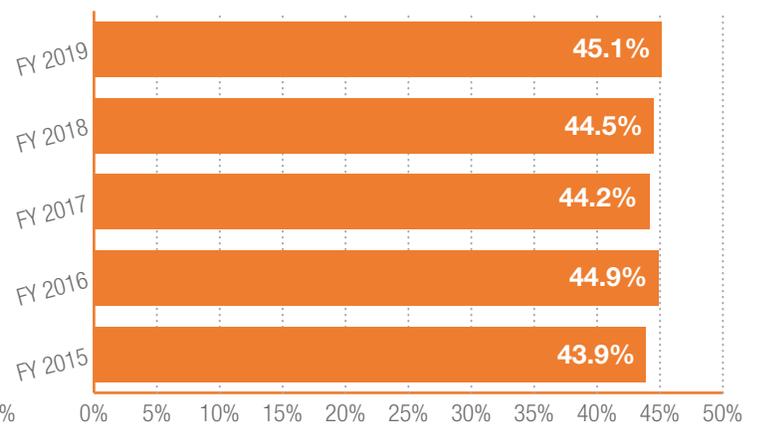


Figure 14: Five-Year Trend of Women's Promotions FY 2015–2019



## Attrition

The IC continued to see fewer women departing the workforce in FY 2019, the lowest attrition rate in the past four reporting cycles. Women departing at the GS/GG-08 pay grade (65.3%) comprised the largest segment of the women leaving the IC.

<sup>9</sup>Formula for this chart is the number of women departed divided by the total number of women in the IC.

# PERSONS WITH DISABILITIES EMPLOYED IN THE IC

Between FY 2018 and FY 2019, the representation of persons with disabilities increased from 10.5% to 11.5%. The representation of persons with targeted disabilities remained unchanged at 1.6%.



Photo credit: Federal Bureau of Investigation

Figure 15: PWD Representation in the IC FY 2015–2019

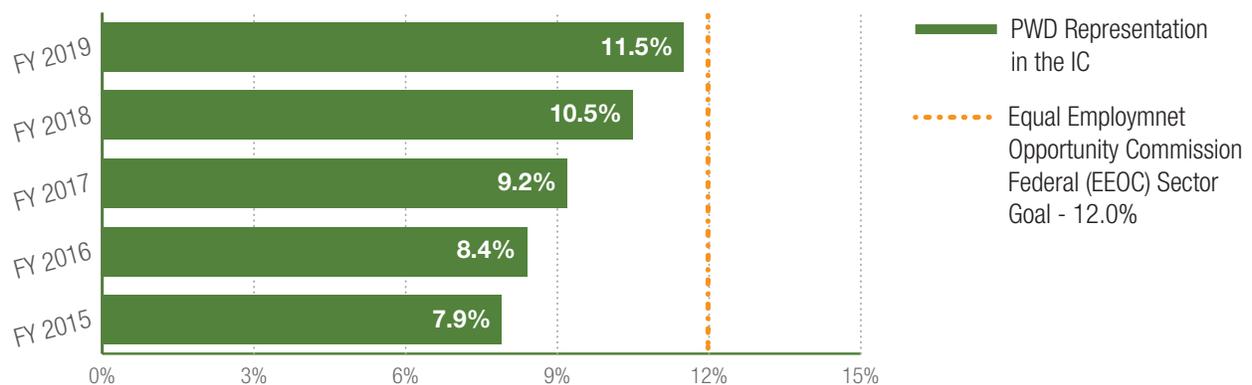


Figure 16: Data Breakout by PWD and PWTD

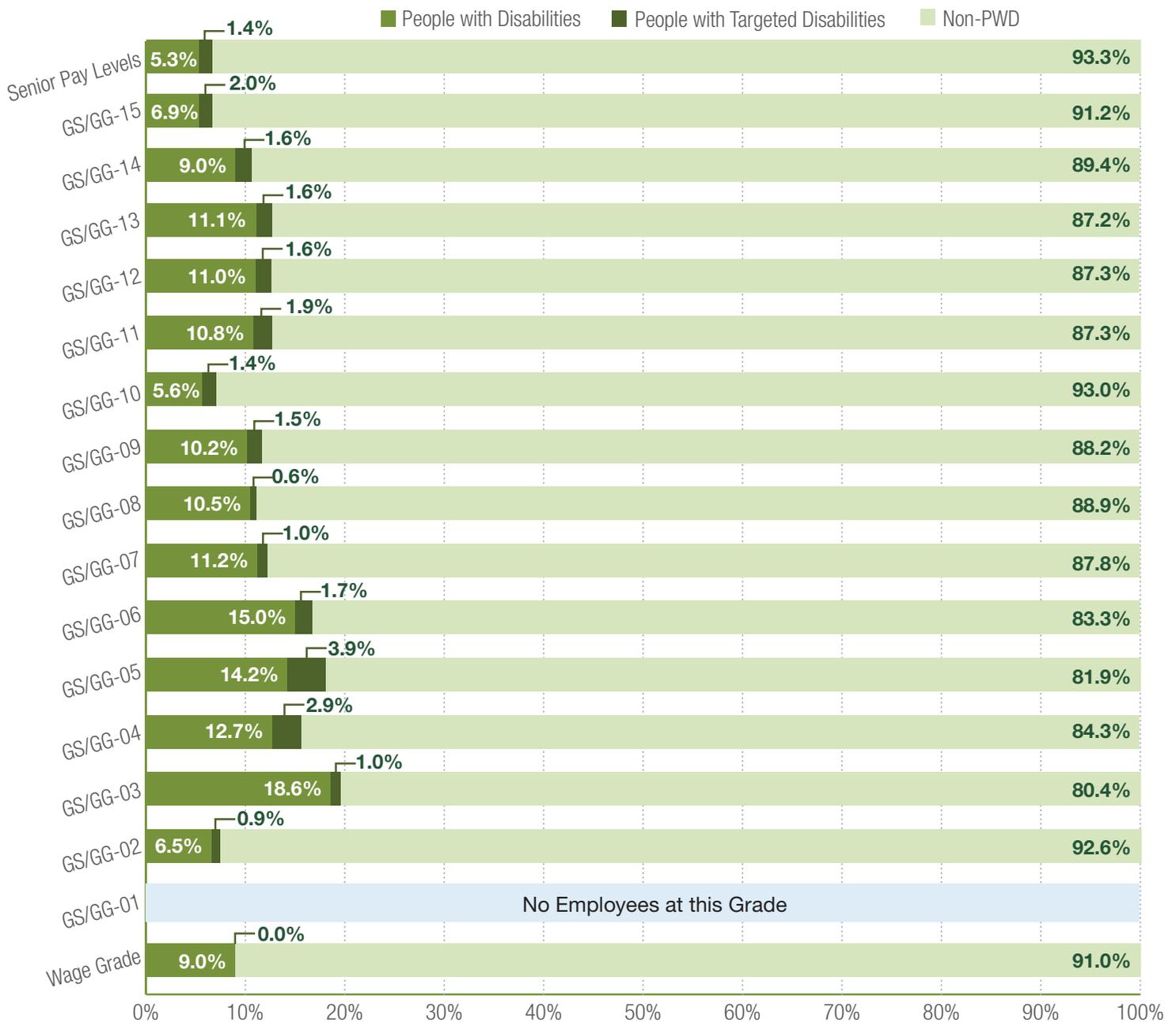
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
PWTD	0.6%	0.6%	2.0%	1.6%	1.6%
PWD	7.3%	7.8%	7.2%	8.9%	9.9%
<b>Sum of PWD &amp; PWTD</b>	<b>7.9%</b>	<b>8.4%</b>	<b>9.2%</b>	<b>10.5%</b>	<b>11.5%</b>

## Grade Representation

The majority of PWD (60.5%) were between the GS/GG-11 and GS/GG-13 pay grades during FY 2019. More than half of PWD (32.1%) were in the GS/GG-13 pay grade; this is an increase of 3.2% over FY 2018. FY 2019 data showed that PWD had a lower share of representation at the GS/GG-13 and above grades.

There was a slight increase in PWD representation at the senior executive level from 2.9% to 3.4% between FY 2018 and FY 2019. PWD experienced lower representation rates at the GS/GG-14 to GS/GG-15 pay grades.

Figure 17: GS/GG Paygrade by PWD in IC FY 2019<sup>10</sup>

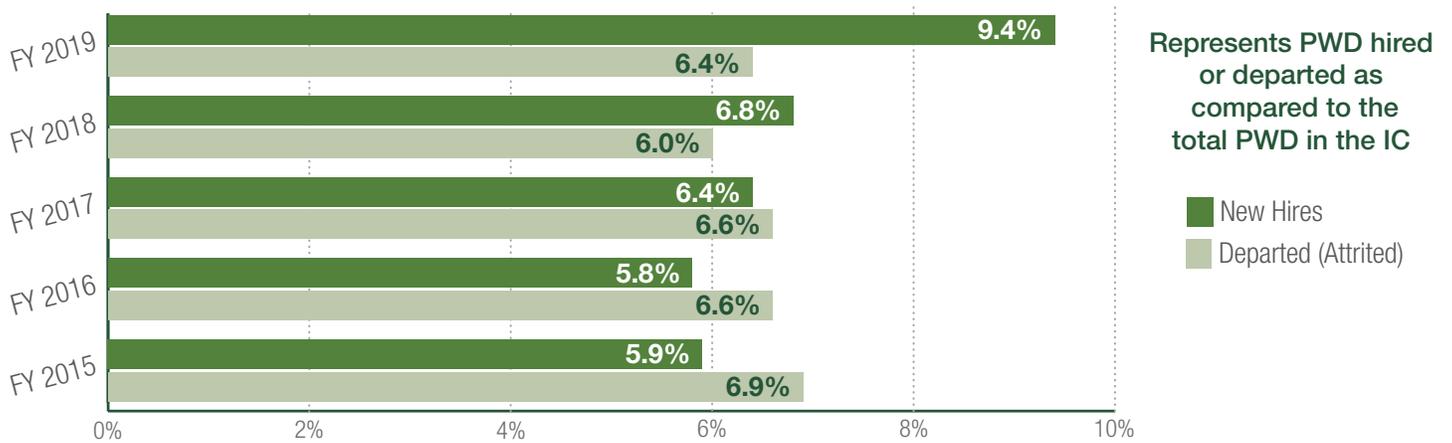


<sup>10</sup>All percentages are rounded to the first decimal place, resulting in the end total having variance between 0.1-0.2% +/-.

### Hiring

PWD made up 14.3% of all IC new hires in FY 2019, a 3.5% increase over FY 2018.

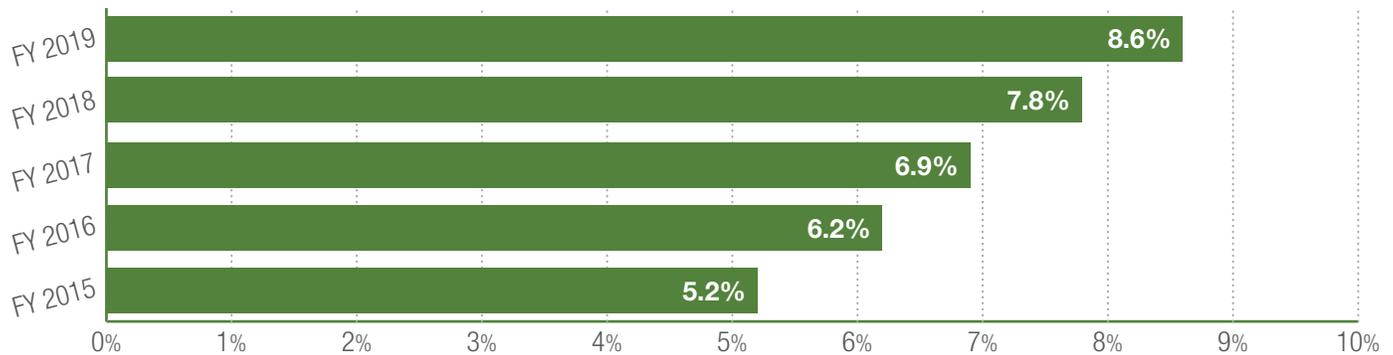
Figure 18: PWD Hiring Rate vs. PWD Attrition Rate FY 2015–2019<sup>11</sup>



### Promotions

The percentage of PWD promotions in FY 2019 (8.6%) increased 0.8% over FY 2018 (7.8%).

Figure 19: Five-Year Trend of PWD Promotions FY 2015–2019



### Attrition

Of the total IC attrition, the percentage of PWD who departed the IC in FY 2019 increased by 2.0% over FY 2018. We continue to see a trend of PWD departing the IC at higher rates than other employees.

<sup>11</sup> Formula for this chart is the number of PWD departed divided by the total number of PWD in the IC.

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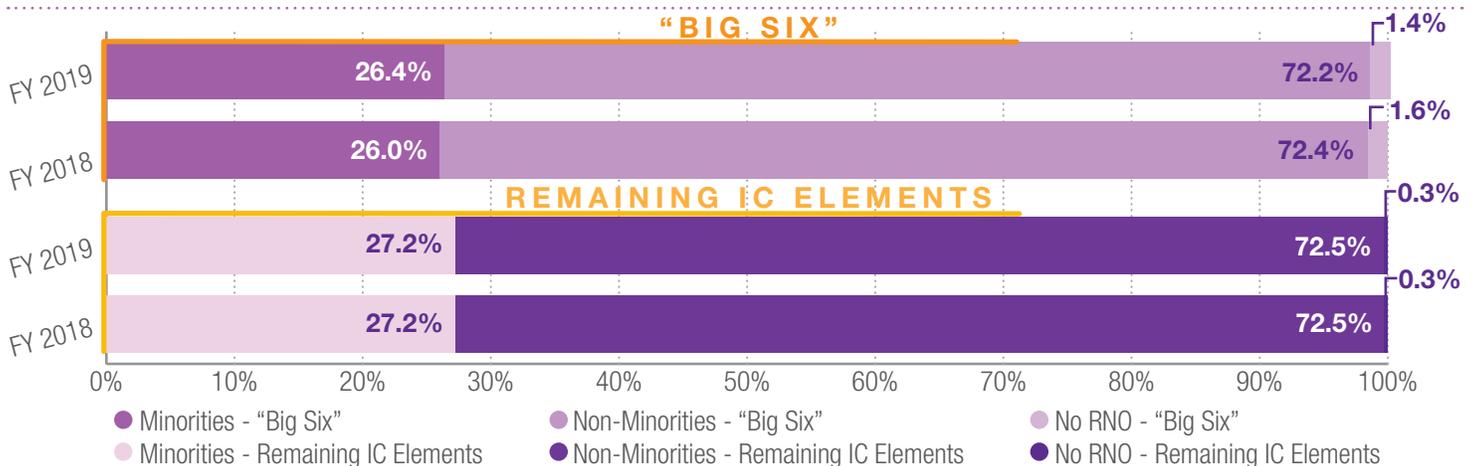
# COMPARING THE “BIG SIX” TO



## Minority Representation

Representation of minorities in the “Big Six” increased by 0.4% between FY 2018 and FY 2019, but was unchanged in FY 2019 (27.2%) for the remaining IC elements.

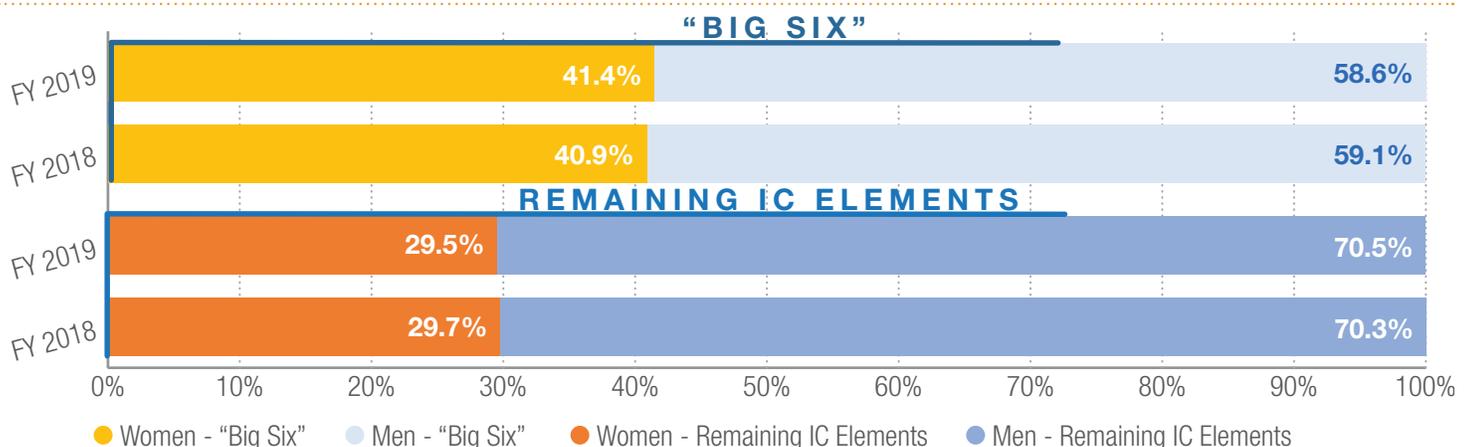
Figure 20: Comparing Minorities in the “Big Six” Elements to the Remaining IC Elements FY 2018–2019



## Women Representation

Representation of women in the “Big Six” increased by 0.5% between FY 2018 and FY 2019, whereas it decreased slightly in the remaining IC elements by 0.2%.

Figure 21: Comparing Women in the “Big Six” Elements to the Remaining IC Elements FY 2018–2019



# THE REMAINING IC ELEMENTS

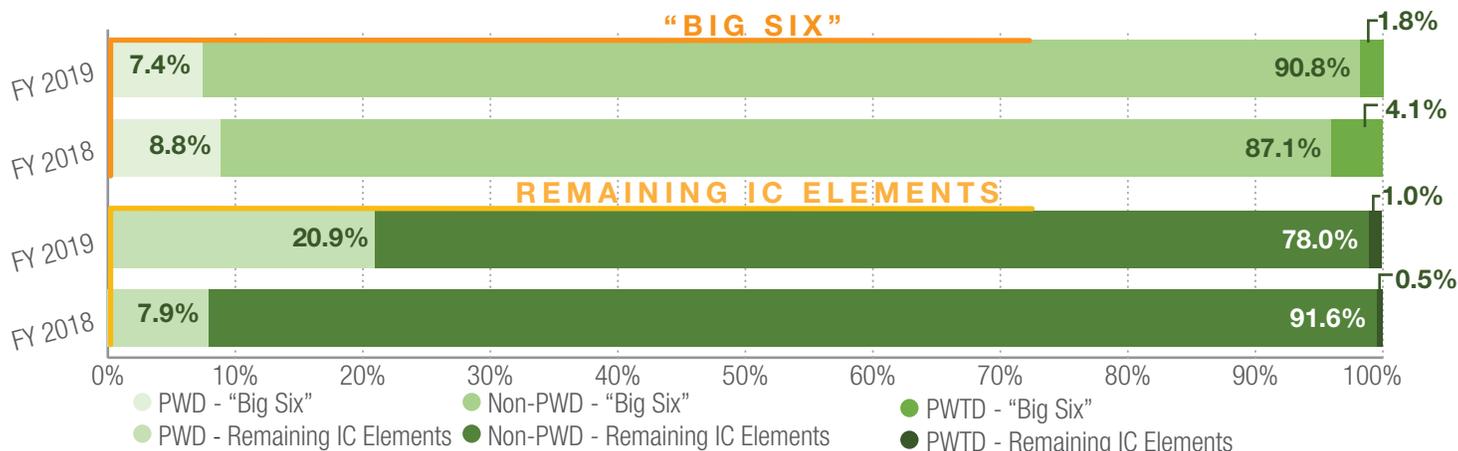


Photo credit: Office of the Director of National Intelligence

## Persons with Disabilities Representation

Persons with disabilities in the “Big Six” constituted 9.2% of the workforce as compared to 21.9% in the remaining IC elements. The overall representation of PWTd (a subset of PWD) in the IC workforce was 1.6%.<sup>12</sup> PWTd represented almost 2.0% in the “Big Six”, which was higher than in remaining IC elements at 1.0%. The overall composition of PWD in the “Big Six” elements increased 1.6% in FY 2019. The composition of PWD in the remaining IC elements increased by 2.1% over FY 2018.

Figure 22: Comparing PWD in the “Big Six” Elements to the Remaining IC Elements FY 2018–2019



<sup>12</sup>As prescribed by EEOC 29 C.F.R. Section 1614.203, the EEOC’s regulations set goals for Federal agency workforces at 12.0% representation for individuals with disabilities and 2.0% percent for individuals with targeted disabilities.

# INTERAGENCY DIVERSITY AND INCLUSION INITIATIVES

In FY 2019, outreach to underrepresented communities, targeted recruitment, leadership development, and retention were critical to increasing the representation of minorities, women, and PWD in the IC. Through expanding outreach activities, the IC deepened relationships with nonprofits, the private sector, educational institutions, and professional organizations to increase access to a more diverse talent pool from rural and underserved communities with critical skills needed to advance the IC's mission. Internally, diversity and human capital professionals partnered with employee-led resource groups (ERGs), interagency IC Affinity Networks (ICANs), and stakeholders to conduct outreach, recruit, hire, promote, and retain a more diverse workforce.

IC elements embraced unity of effort to broaden the scope of outreach, recruitment and hiring, and participated in events across 47 states, plus the District of Columbia and Puerto Rico. In person events placed IC professionals in regions with broad demographic diversity, while the use of technology and virtual platforms expanded the IC's reach to rural and underserved populations. Throughout the year, the IC actively hosted, sponsored, and participated in diversity, critical language, and science, technology, engineering, and mathematics (STEM), cyber, focused events.



Photo credit: Office of the Director of National Intelligence

# IC ENTERPRISE STRATEGY FOR EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY

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:

## 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.

## WORKFORCE DEVELOPMENT AND SUCCESSION PLANNING

Identify opportunities to increase representation of underrepresented groups – especially in GS/GG-13 to GS/GG-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.

## 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.

## CAREER DEVELOPMENT AND ADVANCEMENT

Promote efforts that afford all IC employees the opportunity to realize their full potential; 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.

## 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.

# JOINT IC DIVERSITY OUTREACH EFFORTS

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Each IC element invests in numerous efforts to attract and retain a more diverse and inclusive workforce. Joint efforts that span all 17 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 between IC elements over a career. The 2019 campaign, “As One Community,” delivered collaborative diversity outreach and recruitment successes, a few of which are described below:

## ▶ **The White House Initiatives**

The IC was an active participant in the White House Initiatives for Historically Black Colleges and Universities (HBCU), Educational Excellence for Hispanics, and Asian American Pacific Islander (AAPI) activities. These White House led initiatives engaged the federal interagency working group as a platform to exchange best practices, increase networking reach, and advance priorities in support of targeted communities. In FY 2019, the IC enterprise was represented at the White House AAPI Summit and was a sponsor of the National HCBU Week Conference, where IC professionals shared expertise, career advice, and job opportunities with prospective IC employees.

## ▶ **Black Engineer of the Year Award (BEYA)**

The IC’s sponsorship of BEYA was a leading outreach initiative that increased the IC’s visibility in underrepresented STEM talent pools with the goal of branding the IC as an “Employer of Choice.” BEYA aligns with the IC goal of attracting and developing diverse STEM talent pool, and expanding the IC’s network of professional and student applicants. Through the IC sponsorship, IC recruiters and outreach professionals leveraged direct access to over 10,000 STEM attendees from underserved communities through in-person discussions and multimedia platforms.

## ▶ **Advancing Minorities’ Interest in Engineering (AMIE)**

Themed “Achieving Diversity through Partnership”, the AMIE conference expanded the IC’s ability to connect directly to the Accreditation Board for Engineering and Technology accredited engineering schools at top rated HBCUs. As a new partner, the IC will work with the AMIE coalition to increase support to HBCUs and achieve greater diversity in engineering fields and is expected to yield additional applicants for the IC.

## ▶ **Prospanica**

Through the newly formed IC Latino Intelligence Affinity Network, “LINK”, the IC participated in the 2019 Prospanica Conference and Career Expo. This event provided the IC an opportunity to introduce Latino professionals to diverse career opportunities within the IC through ambassadors whose backgrounds in cybersecurity, counterterrorism, counterproliferation, and security bridged the skills of students and professionals and sparked interest in national security careers. The IC also presented a workshop on executive presence and sponsored a career booth.

## ▶ **Capital Pride**

The IC participated in one of the largest Pride celebrations in the country, and with the support of the Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) and Ally Affinity Network, “IC Pride”, ensured a visible presence in support of LGBTQ outreach and recruitment. The Principal Deputy Director of National Intelligence attended the outdoor festival in Washington, DC and actively promoted the “As One Community” theme.

## ▶ **American Indian Science and Engineering Society (AISES)**

AISES is a national, non-profit organization focused on substantially increasing the number of American Indian, Alaska Native, Native Hawaiian, Pacific Islander, First Nation, and other indigenous peoples of North America, in STEM studies and careers. The IC hosted the AISES Government Relations Council meeting in the Washington, DC area, where the IC’s Chief Diversity Officer provided the keynote address. Additionally, the IC was a corporate sponsor of the 2019 AISES National Convention, including participating in the opening plenary session, career fair, and student programs.

## ▶ **IC’s First Regional STEM Recruitment Event**

Outreach and recruitment personnel from CIA, DIA, NGA, NSA, NRO, ODNI, DEA, FBI, DHS, DoS, USA, USN, and USMC participated in the first IC regional recruitment event held at the University of Alabama in Huntsville, Alabama, an IC Center for Academic Excellence (CAE) Regional School. IC recruitment teams met more than 600 students from 33 schools in the region. This event allowed IC elements to focus resources to present “As One Community” and to inform attendees about the IC mission and career opportunities. A robust recruiting presence, arranged by educational discipline, enabled students to connect their area of study to targeted recruiters. The event also featured a variety of informational sessions including application preparation, demystifying the security clearance process, an analytical simulation, and a Hack-a-thon.

## ▶ **IC Virtual Career Fair**

The 2019 IC Virtual Career Fair reached thousands of attendees who learned about each IC element mission, career opportunities, and internship opportunities through an online career fair, chat rooms, and on-demand features.

# PROMOTING INCLUSION AND CREATING LEADERSHIP PATHWAYS: IC WORKFORCE SUMMITS

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The IC hosts affiliation-based workforce summits and events to provide leadership training, skills development, and networking opportunities. Annual summits are open to all IC professionals and allies are encouraged to actively participate. The FY 2019 summits convened hundreds of employees from across the community. Speakers and presenters included 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 regarding IC missions and career opportunities, including representatives from the National Intelligence University, IC Joint Duty Office, and affinity network organizations. The FY 2019 workforce summits included the following events:

## ▶ **IC Women's Retreat**

NGA hosted the inaugural IC Women's Retreat, attended by women and men from across the IC. Participants developed a cohort model to closely examine barriers to advancement for women, develop action plans, and create more resources, including a monthly blog, workshops, and an online research library focusing on topics such as delivering and receiving effective feedback and work-life balance.

## ▶ **Seventh Annual IC Women's Summit**

Themed "Networking in the 21st Century", the summit brought together more than 500 women and men from across the IC for a day of development, networking, and sharing of best practices. Sessions covered leadership development, career advancement, and professional development, while focusing on understanding the challenges and opportunities affecting the development of the next generation leadership pipeline across the IC.

## ▶ **Eighth IC Pride Summit**

Approximately 500 LGBTQ community members across the IC promoted equal opportunity and inclusion for LGBTQ employees across the IC. Led by the IC Pride ICAN, attendees shared best practices and experiences in creating workplace inclusion and building a community of allies, with a keynote address from the Department of Homeland Security Undersecretary for Intelligence and Analysis.

## ▶ **IC Deaf and Hard of Hearing All Hands**

The IC Deaf and Hard of Hearing (DHH) Affinity Network drives IC accessibility and professional development networking. The DHH ICAN hosted an All Hands event that challenged attendees to be: strategic and focused, dynamic and responsive, and trusted and accountable. Attendees participated in three working groups covering barriers and accessibility; recruitment, hiring, and retention; and professional development.

## ▶ **IC African American and Hispanic Leadership Summit**

More than 400 IC professionals attended a day of leadership training, skills-building workshops, and networking while broadening understanding of IC missions, educational opportunities, and professional development paths. The follow-on activities included formalization of the IC African American Affinity Network, and an interagency platform for advancing strategic diversity and inclusion initiatives.

## ▶ **Building Expansive Networks: Lessons from the March on Washington**

Embarking on a journey to explore diversity, inclusion, and expansion, a cohort of IC mid-level professionals engaged in a two-day training event utilizing experiential learning principles. Participants explored the value of diverse networks through a case study of the 1964 March on Washington for Jobs and Freedom and engaged in a discussion on the theory of antiracism.

# EXPANDING AFFINITY NETWORKS TO IMPLEMENT DIVERSITY BEST PRACTICES

IC Affinity Network (ICAN) organizations foster workplace inclusion while encouraging collaboration, flexibility, and fairness in organizations. ICANs are employee-led, voluntary organizations whose efforts align with the IC Enterprise Strategy for EEO and Diversity.

The IC chartered three new affinity network organizations in FY 2019: the IC Latino Intelligence Network (LINK), Women's Intelligence Network (WIN), and African American Affinity Network (AAAN). Existing ICANs include the IC's LGBTQ Affinity Network (IC Pride) and the IC Deaf and Hard of Hearing Affinity Network (DHH ICAN).

These five organizations actively supported IC recruitment, hiring, onboarding, mentoring, and career development of employees and candidates for employment. They advised senior IC leadership regarding workforce concerns and enlisted the involvement of leaders at all organizational levels.



Photo credit: Office of the Director of National Intelligence

# IC INITIATIVES TO INCREASE DIVERSITY

<b>EQUAL EMPLOYMENT OPPORTUNITY AND INCLUSION</b>	<b>DEA</b> 	<p>Holds an Annual Diversity Day Program to showcase and highlight DEA's diversity. For FY 2019, DEA livestreamed the event from Headquarters to all of its domestic and international offices so that all of the approximately 9,000 federal employees could participate in the event. DEA employees learned about diversity from a genetic perspective and attendees in headquarters, as well as virtual attendees from the field offices, could ask questions to the keynote speaker. In addition to these events, DEA has a Diversity Mentoring Committee and held a Flash Mentoring Event.</p>
	<b>FBI</b> 	<p>Developed an Inclusion Campaign that provided employees with a platform to create a more inclusive, supportive and open work environment. Created a dedicated Diversity Page on the FBI's internal employee portal to help increase employee understanding and awareness of the mission-critical need for a diverse and inclusive workforce.</p>
	<b>ODNI</b> 	<p>Hired a Program Manager for Diversity to focus on diversity and inclusion activities for the ODNI workforce as well as support the ODNI's Employee Resource Groups (ERGs). Created procedures to streamline the execution of ERG events in order decrease the administrative burden levied on ERG members.</p>
	<b>USN</b> 	<p>Established the Center for Collaboration and Conflict Management Office, which promoted a culture of engagement, collaboration, conflict resolution, and innovation. The success of the program was notable and demonstrated a 92.0% resolution rate of all office contacts.</p>
	<b>USAF</b> 	<p>Provided centralized funding, allowing any individual requesting reasonable accommodations to attend professional development courses and ensured PWD have equal access to development opportunities. This initiative allowed the USAF to retain a highly skilled workforce and promoted a culture of inclusion through professional development.</p>
	<b>USCG</b> 	<p>Executed the Coast Guard Diversity and Inclusion Action Plan focused on creating an encouraging workplace in which the workforce felt valued and allowed them to contribute to their full potential through a sense of belonging, engagement, and connection to the mission.</p>
<b>PERSONS WITH DISABILITIES</b>	<b>DEA</b> 	<p>Increased the number of Schedule A hires in order to increase the number of PWD. DEA has also participated in the Department-wide initiative devoted to increasing the employment of PWD. The meetings allow Human Resources and EEO professionals to share best and promising practices, and identify opportunities to incorporate those practices into DEA's disability employment program. Discussions include identifying barriers to employment of PWD and disabled veterans and strategies to overcome them. This overall approach has resulted in a to 14.0% increase in the number of PWD from FY 2018 to FY 2019, and an overall increase of 56 people or 20.0% of the PWD from FY 2017 to FY 2019.</p>
	<b>DIA &amp; FBI</b> 	<p>Established Agency Disability Councils to foster organizational cultures that promoted inclusivity for PWD, caregivers, and the entire DIA and FBI workforces. Councils identified challenges, developed solutions, and increased accessibility throughout facilities.</p>
<b>RETENTION</b>	<b>USAF</b> 	<p>Expanded consideration area for Air Force-wide vacancy announcements, which increased eligibility to all external sources, including 30.0% or more disabled veterans. The participation of disabled veterans increased from 18.0% in FY 2018 to 18.7% in FY 2019.</p>

PERSONS WITH DISABILITIES	 NGA	Hosted PWD showcase and hiring events, which attracted PWD candidates for potential employment opportunities. NGA was recognized by <i>CAREERS &amp; the disABLED Magazine</i> as 2019 Public Sector Employer of the Year for its commitment to recruiting, hiring, and promoting PWD.
	 NRO	Invested in physical improvements to enhance accessibility to PWD. Provided accessibility to all facilities for all employees. Tangibly improved accessibility for PWD to all facilities within the headquarters compound.
RECRUITMENT, HIRING AND RETENTION	 DIA	Increased analysis and production of workforce demographic data, providing the ability for real time data access to multiple datasets encompassing every aspect of the employee life cycle. Resulting in improvements in identifying trends to help underrepresented demographic groups.
	 NRO	Created and implemented a comprehensive PWD outreach, recruitment, and retention plan resulting in a 9.0% increase in PWTG demographics and achieved the 2.0% benchmark for NRO. Received the DoD award for Best DoD IC element with respect to PWD.
RECRUITMENT	 DHS	Invested in a formalized internship program to train and convert interns upon graduation by leveraging Title 50 excepted service hiring flexibility to efficiently hire a qualified and diverse workforce. Over 75.0% of interns were eligible for conversion to permanent positions.
	 USAF	<p>Increased diversity within the technical workforce through targeted STEM recruitment activities. These efforts resulted in an increase in total minority hires for the USAF from 18.0% in FY 2018 to 25.0% in FY 2019, and increased women hires from 32.0% (FY 2018) to 48.0% (FY 2019).</p> <p>Expanded the use of career fairs and LinkedIn to target a more diverse applicant pool, resulting in increased female to male applicant ratio from 33.0%:67.0% in FY 2018 to 50.0%:50.0% in FY 2019.</p>
	 NSA	Adopted a standardized, structured interview process and panel framework for hiring and staffing across all advertised vacancies. Reduced potential bias in selection processes by instituting the use of structured interviews and standardized assessment criteria. All interviews followed the same format (time allowed, questions used, criteria, and scoring matrix employed). Also, implemented measures to ensure that those involved in the hiring and selection processes reflected diversity of gender, race, and ethnicity. Saw a 3.0% increase in NSA's IC Climate Survey results related to fairness, due in part to this change.
OUTREACH	 DHS	Developed and implemented a recruitment program emphasizing diversity to identify and hire diverse entry-level candidates from across the country to fill vacancies. Completed 38 recruiting events in 11 states and Washington, DC in FY 2019.
EDUCATIONAL PROGRAMS	 DOE	Utilizing the Presidential Management Fellows Program, National Nuclear Security Administration's Future Leaders Program and its Nonproliferation Graduate Fellows Program to provide detail opportunities to entry-level employees, typically with master's degrees in fields relevant to the IC. These details provided new employees an opportunity to investigate the IC as a possible career opportunity, and it provided DEA with an opportunity to evaluate potential future hires in a genuine work environment.
	 USAF	Supported Career Development and Advancement using mentors and supervisors to communicate civilian educational opportunities to the IC Field Team. In conjunction with regular communication methods (e.g., webinar, e-mails), sought to promote mentors/supervisors at Major Command level and below to market Civilian Developmental Education opportunities. Female participation increased by 64.0% from FY 2018 to FY 2019 in formal Civilian Developmental Education, especially in Basic and Intermediate Development Education.

# FOCUS ON STUDENT OPPORTUNITIES

## LOUIS STOKES EDUCATIONAL SCHOLARSHIP PROGRAM (STOKES)

The Louis Stokes Educational Scholarship Program, established by Title 50 U.S.C. 3614, is an undergraduate and graduate training program designed to facilitate the recruitment of individuals, particularly minority high school students, with a demonstrated capability to develop mission critical skills. Stokes Scholars are particularly sought for mathematics, computer science, engineering, and foreign languages. 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 2019, four IC elements participated in the Stokes Scholarship Program: CIA, DIA, NGA, and NSA. Minorities represented 75.7% of Stokes Scholars and women represented 39.6%. This was an increase from FY 2018, with 73.2% and 39.3% respectively.

Figure 23: Stokes Minority Representation FY 2015–2019<sup>13</sup>

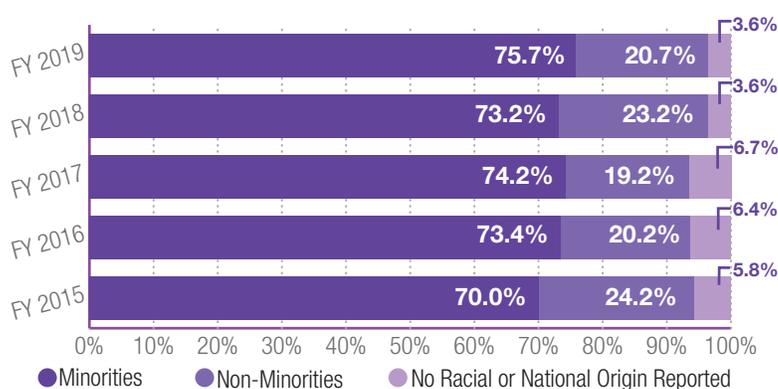


Figure 24: Stokes Women’s Representation FY 2015–2019

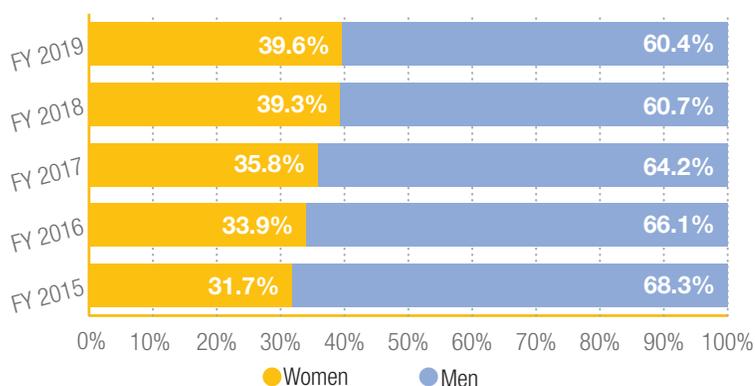


Photo credit: Defense Intelligence Agency

<sup>13</sup>All percentages are rounded to the first decimal place, resulting in the end total having variance between 0.1-0.2% +/-.

The Intelligence Community is committed to growing the next generation of intelligence professionals by offering students a variety of temporary employment and scholarship opportunities. Below are some of the programs offered:

STUDENT OPPORTUNITIES AND SCHOLARSHIPS	
<b>Boren Scholarships</b>	Boren Scholarships provide U.S. undergraduate students with the resources and encouragement they need to acquire skills and experiences in areas of the world critical to the future security of our nation. These scholarships offer up to \$20,000 for an academic year abroad.
<b>Boren Fellowships</b>	Boren Fellowships provide U.S. graduate students the opportunity to add an international and language component to their graduate education through specialization in area of study, language study, or increased language proficiency. The maximum award is \$30,000 for up to two years of study.
<b>IC Centers of Academic Excellence (CAE)</b>	IC Centers of Academic Excellence (CAE) are schools/universities with long-term IC partnerships through competitively awarded grants. Grantees 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 foreign language proficiency and cultural awareness.
<b>Pat Roberts Intelligence Scholars Program (PRISP)</b>	Pat Roberts Intelligence Scholars Program (PRISP) is designed to recruit and train individuals with skills in foreign languages; regional and cultural expertise, STEM and other areas critical to IC missions.
<b>National Security Education Program (NSEP)</b>	National Security Education Program (NSEP) sponsors a number of programs for the study of critical languages and foreign cultures. All funding for these programs require award recipients to seek employment in the Federal government and serve for at least one year in the Department of Defense, Department of State, or Department of Homeland Security an element within the IC, or in another Federal position with national security responsibilities.
<b>STARTALK</b>	STARTALK’s mission is to increase the number of U.S. citizens learning, speaking, and teaching critically needed foreign languages. The program offers students (K–16) and teachers of these languages creative and engaging summer experiences, language education, and language teacher development.
<b>GenCyber</b>	GenCyber provides summer cybersecurity camp experiences for students and teachers at the K–12 level. The goals of the program are to increase interest in cybersecurity careers; increase diversity in the cybersecurity workforce of the nation; help all students understand correct and safe on-line behavior and how to be good digital citizens; and improve teaching methods for delivery of cybersecurity content in K–12 curricula.

The Intelligence Community’s job portal contains extensive information on student and career opportunities at [www.IntelligenceCareers.gov](http://www.IntelligenceCareers.gov).



Photo credit: Office of the Director of National Intelligence

# IC EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY AWARDS PROGRAM

## IC EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY PROFESSIONAL AWARDS

The IC's annual awards program recognizes outstanding programs, leaders, and volunteers whose work advances equality and inclusion in the workforce. In FY 2019, the National Intelligence Professional Awards were conferred on groups, teams, and individuals whose contributions included:

▶ **The Central Intelligence Agency's Hispanic Advisory Council**

Utilizing the Hispanic Advisory Council Ambassador Cadre, the council supported CIA's Talent Center, and worked closely with other Agency Resource Groups and offices to promote diversity and inclusion, providing real and preemptive solutions to ongoing Agency diversity issues.

▶ **The Federal Bureau of Investigations Persons with Disability Advisory Committee**

Conducted extensive research to identify significant gaps within the reasonable accommodation and hiring process for employees with disabilities. The committee's efforts established the first multiple disciplinary Accessibility Committee and created partnerships among FBI stakeholders responsible for assistive technology and development of 504/508 accessibility.



Photo credit: Office of the Director of National Intelligence

# 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
<b>Attrition Rate</b>	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>	<b>Calculation:</b> Minorities who left/all minorities <b>Example:</b> 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.
<b>Share of Overall Attrition</b>	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>	<b>Calculation:</b> Women who left/all employees who left <b>Example:</b> 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.

### External Benchmark Comparisons

The composition of the IC was compared to the most recent benchmark year at the time the report was published, which was one or two years earlier. Thus, FY 2019 IC composition is compared to the US OPM FEORP Report to Congress FY 2017, dated October 2019. As discussed above, the benchmarks for PWD/PWTD are provided in EEOC 29 C.F.R. Section 1614.203. It is difficult to find an exact population to benchmark the IC against due to the need to hold a TS//SCI security clearance and be a US citizen among other requirements.

External Benchmarks	Women	Minorities
Federal Workforce	43.3%	37.1%
Civilian Labor Force	46.9%	37.4%

### 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.

## SECTIONS 504 AND 508

Section 504, as amended, of the Rehabilitation Act of 1973, is a civil rights law that prohibits discrimination on the basis of disability. Section 504 requires agencies to provide individuals with disabilities an equal opportunity to participate in their programs and benefit from their services, including the provision of information to employees and members of the public. Amended in 1998, Section 508 of the Rehabilitation Act requires Federal agencies to ensure that persons with disabilities (both employees and members of the public) have comparable access to and use of electronic information technology. That means that any electronic and information technology used, maintained, developed, or procured by Federal agencies must be accessible to persons with disabilities. Federal agencies. Agencies must provide appropriate auxiliary aids where necessary to ensure an equal opportunity. Types of auxiliary aids may include brailled or large print versions of materials, electronic diskettes, audiotapes, qualified interpreters or readers, telecommunications devices for deaf persons (TDDs), captioning of video, and other methods of making information available and accessible to persons with disabilities. In considering what type of auxiliary aid to provide, agencies must consider the request of the individual with a disability and shall honor that request, unless it can demonstrate that another effective means of communication exists.

### Disability

Disability information is generally captured on the federal government Standard Form (SF-256) “Self-Identification of Disability” 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.).

### 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:

- ▶ Developmental Disability, for example, autism spectrum disorder;
- ▶ Traumatic Brain Injury;
- ▶ Deaf or serious difficulty hearing, benefiting from, for example, American Sign Language; 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, PTSD, or major depression;
- ▶ Dwarfism;
- ▶ Significant disfigurement, for example, disfigurements caused by burns, wounds, accidents, or congenital disorders.

### Selective Education Programs

Provide educational opportunities sponsored by prestigious military organizations, universities, and private sector organizations. They offer intelligence professionals opportunities 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.

### 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.

# APPENDIX

## APPENDIX B – ACRONYMS

AAAN	African American Affinity Network	HACU	Hispanic Association of Colleges & Universities
AAPI	Asian American Pacific Islander	HBCU	Historically Black Colleges and Universities
ADA	Americans with Disabilities Act	HR	Human Resources
ADAAA	ADA Amendments Act	IC	Intelligence Community
AIAN	American Indian/Alaska Native	ICAN	IC Affinity Network
AISES	American Indian Science and Engineering Society	INSCOM	Intelligence and Security Command
AMIE	Advancing Minorities Interest in Engineering	LGBT	Lesbian, Gay, Bisexual, Transgender, and Allies
BEYA	Black Engineer of the Year Award	LGBTQ	Lesbian, Gay, Bisexual, Transgender and Queer
CAE	Center of Academic Excellence	LINK	Latino Intelligence Network
CIA	Central Intelligence Agency	MCIA	Marine Corps Intelligence Activity
DEA	Drug Enforcement Administration	MD	Management Directive
DHH	Deaf and Hard of Hearing	NASIC	National Air and Space Intelligence Center
DHS	Department of Homeland Security	NGA	National Geospatial-Intelligence Agency
DIA	Defense Intelligence Agency	NHPI	Native Hawaiian/Pacific Islander
DISES	Defense Intelligence Senior Executive Service	NIA	Naval Intelligence Activity
DISL	Defense Intelligence Senior Level	NIS	National Intelligence Strategy
DOE-IN	Department of Energy, Office of Intelligence and Counterintelligence	NRO	National Reconnaissance Office
DoS	Department of State	NSA	National Security Agency
DoS/I&A	Department of State, Office of Intelligence and Analysis	NSEP	National Security Education Program
DoS-INS	Department of State (DoS) Bureau of Intelligence and Research (INR)	ODNI	Office of the Director of National Intelligence
EEO	Equal Employment Opportunity	OPM	Office of Personnel Management
EEOC	Equal Employment Opportunity Commission	PRISP	Pat Roberts Intelligence Scholars Program
EEOD	Equal Employment Opportunity and Diversity	PWD	Persons with Disabilities
EO	Equal Opportunity	PWTD	Persons with Targeted Disabilities
ERG	Employee Resource Group	RNO	Race and National Origin
FBI/IB	Federal Bureau of Investigation Intelligence Branch	SES	Senior Executive Service
FEORP	Federal Equal Opportunity Recruitment Program	SF	Standard Form
FY	Fiscal Year	SNIS	Senior National Intelligence Service
GS	General Schedule	STEM	Science, Technology, Engineering, and Mathematics
GG	General Grade	TDD	Telecommunications Device for the Deaf
		USA	United States Army
		USAF	United States Air Force
		USC	United States Code
		USCG	United States Coast Guard
		USMC	United States Marine Corps
		USN	United States Navy
		WIN	Women's Intelligence Network

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# A PLEDGE TO OUR PEOPLE

As the leaders of the United States Intelligence Community, we help create the standards that govern our workforce, shape our culture, and enable our mission. While our role in protecting our nation is vitally important, the people who protect our nation are equally important. Our mission can only be accomplished through the dedicated service of intelligence professionals, whom we expect to conduct themselves, and be treated, in a manner that is characterized by respect, civility, and professionalism.

Over the past several months, we have engaged in meaningful and direct discussions about sexual harassment. Any workplace harassment, or other forms of discrimination, is contrary to our standards of professionalism, and we will not tolerate it in our workplace.

Today, we commit to implementing stronger measures to identify and address all forms of discrimination in the Intelligence Community (IC). Our work ahead will require the commitment of every IC leader and professional, and includes the following steps:

**SHARED ACCOUNTABILITY.** We acknowledge our ultimate accountability for taking proactive measures to prevent harassment and discrimination. We will proactively seek to understand the extent to which harassment is occurring in our workplace. We also will ensure there are adequate and safe reporting channels, with measures to safeguard against retaliation;

**RESPONSIBILITY AT ALL LEVELS.** We insist that all managers uphold their responsibility to prevent harassment and discrimination and model a culture of civility and professionalism. Reporting unlawful harassment and discrimination should never be just the responsibility of the victim—our intelligence professionals share the responsibility to report harassment and discrimination, and to intervene if witnessing inappropriate behavior in the workplace;

**TRANSPARENCY.** We understand that transparency is crucial to the IC's efforts to prevent harassment and discrimination. We will measure the number of reported incidents of harassment within the IC, and track the consequences and outcomes of substantiated incidents. We will regularly share this information with the workforce, while safeguarding individual privacy;

**LEADERSHIP TRAINING.** We direct that harassment prevention and empathy training become mandatory elements of IC leadership education, beginning with the front-line manager through the middle and senior leadership ranks. Our IC leaders set the tone within our organizations. In addition to understanding the appropriate way to respond to allegations of harassment and discrimination, all leaders must demonstrate inclusive and empathic leadership skills to build trust and maintain a positive workplace culture; and

**EMPLOYEE AWARENESS.** We will lead efforts to promote awareness of our expectations, and ensure that our workforce is aware of their rights and responsibilities. We will increase the availability of resources to educate our workforce. Everyone is expected to know the types of behaviors that constitute harassment, how to access safe reporting channels, and the availability of confidential avenues for support and assistance.

We take these initial steps as a sign of our continual commitment to you. We will continue this critical dialogue, monitor the impact of these steps, and make adjustments as necessary to ensure that the U.S. Intelligence Community remains an employer of choice for all individuals.



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# A PLEDGE TO OUR PEOPLE



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