Annual Demographic Report

Fiscal Year 2022

HIRING AND RETENTION OF MINORITIES, WOMEN, AND PERSONS WITH DISABILITIES IN THE UNITED STATES INTELLIGENCE COMMUNITY

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FOREWORD ›››

We are pleased to issue publicly the Intelligence Community's Fiscal Year (FY) 2022 Annual Demographic Report, which provides transparency into the demographic diversity of the Intelligence Community (IC) and allows you to hold the IC accountable for advancing diversity, equity, inclusion, and accessibility (DEIA) in the face of ever-evolving mission demands. As you will see from the data contained in this report, although the IC has made strides in attracting demographically diverse IC applicants, there is still work to be done in hiring and retaining a workforce that reflects our country's population and to improve equitable representation among our senior ranks. It is also worth noting that this year's report includes for the first time intersectional data regarding gender and minority status. Such data has provided us with additional insights and will serve to inform our actions as we make progress toward our DEIA goals.

Safeguarding our nation requires a diverse workforce that is ready to respond to a rapidly evolving threat landscape and tackle new national security challenges. The IC will continue to leverage new and existing partnerships—both internal and external—as well as streamline outreach and hiring processes to more competitively and rapidly onboard such a workforce, knowing that they will bring the new experiences, skills, perspectives, and viewpoints we need in the IC in order to pursue our mission. We commit to them that once in the IC, we want to hear what they have to say, for we want all employees to share their views and to feel a sense of belonging within our workforce.

We are committed to attracting, developing, and retaining a highly technical and talented workforce that represents our country's diversity. We believe it is critical for our mission success, is the right thing to do, and will engender greater trust in our institutions. Moreover, as a public institution in a democracy, we should reflect the diversity that exists in our nation.

Sincerely,

Avril D. Haines
Director of National Intelligence

Stephanie A. La Rue
Chief, Intelligence Community Diversity, Equity, Inclusion, and Accessibility

Dr. Stacey A. Dixon
Principal Deputy Director of National Intelligence

PURPOSE >>>

This report was prepared in response to the National Security Act of 1947, Section 114 [50 U.S.C. 3050] as amended, and congressional directive under Public Law 116-92, section 5704, which requires the Director of National Intelligence (DNI) to submit an annual demographic report on the employment of minorities, women, and persons with disabilities (PWD) in the U.S. IC.

This report, known as the IC Annual Demographic Report, has been published publicly since 2016 to provide transparency into the IC's progress and ongoing efforts to increase demographic diversity. This report focuses on the IC civilian workforce's demographic composition based on information reported by each IC element, including IC-wide representation of applicants and individuals employed in the IC; pay grade representation; and hiring, promotion, and attrition of minorities, women, and PWD in FY 2022 (October 2021–September 2022).

Additionally, this report highlights demographic representation based on supervisory or managerial status, Selective Education Program (SEP) participation, Joint Duty Rotation (JDR) participation, mission categories, and student program participation.

BACKGROUND ❯❯❯

THE UNITED STATES INTELLIGENCE COMMUNITY

The Office of the Director of National Intelligence (ODNI) leads a coalition of agencies and organizations (elements) by providing intelligence integration for the IC. The elements fall within the Executive Branch of the U.S. Government and work both independently and collectively to gather and analyze the intelligence necessary to conduct diplomacy, foreign affairs, and national security activities.

As seen in Figure 1, the IC is composed of 18 elements, which include:

- Office of the Director of National Intelligence (ODNI)
- Central Intelligence Agency (CIA)
- Defense Intelligence Agency (DIA)
- Federal Bureau of Investigation (FBI), Intelligence Branch
- National Geospatial-Intelligence Agency (NGA)
- National Reconnaissance Office (NRO)
- National Security Agency (NSA)
- Drug Enforcement Administration's (DEA) Office of National Security Intelligence

- Department of Energy's (DOE) Office of Intelligence and Counterintelligence
- Department of Homeland Security's (DHS) Office of Intelligence and Analysis
- Department of State's Bureau of Intelligence and Research (DOS-INR)
- Department of the Treasury's Office of Intelligence and Analysis (Treasury-OIA)
- U.S. Army (USA), Intelligence and Security Enterprise
- U.S. Air Force (USAF), Intelligence Surveillance Reconnaissance
- U.S. Coast Guard (USCG), Coast Guard Intelligence
- U.S. Marine Corps (USMC), Marine Corps Intelligence Activity
- U.S. Navy (USN), Naval Intelligence Activity
- U.S. Space Force Intelligence

CIA, DIA, FBI, NGA, NRO, and NSA are the IC's primary program managers and comprise the majority of the total IC workforce.

Figure 1: Intelligence Community Elements

INTELLIGENCE INTEGRATION			Office of the Director of National Intelligence		
PROGRAM MANAGERS	Central Intelligence Agency	Defense Intelligence Agency	FBI, Intelligence Branch	National Geospatial-Intelligence Agency	National Reconnaissance Office	National Security Agency
DEPARTMENTAL	DEA, Office of National Security Intelligence	DOE, Office of Intelligence and Counterintelligence	DHS, Office of Intelligence and Analysis	DOS, Bureau of Intelligence and Research	Treasury, Office of Intelligence and Analysis
SERVICES	USA, Intelligence and Security Enterprise	USAF, Intelligence Surveillance Reconnaissance	USCG, Coast Guard Intelligence	USMC, Marine Corps Intelligence Activity	USN, Naval Intelligence Activity	United States Space Force Intelligence

SCOPE ›››

This report provides demographic trends on IC workforce composition, applicant, hiring, promotion, and attrition data as of the end of FY 2022. Differences in the data reported in similar products may have minimal variations because of separate data processing methodology used by IC elements. Percentages are rounded to the nearest tenth decimal and therefore may not total to 100 percent. Statistical significance testing was conducted to examine differences between demographic proportions. Furthermore, this report includes demographic information and trends for only full-time and part-time civilians funded by the National Intelligence Program (NIP).[1]

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[1] The U.S. intelligence budget has two major components: the NIP and the Military Intelligence Program (MIP). The aggregated data collection methods used for the IC Annual Demographic Report in previous years may have included NIP-funded civilians, NIP-funded military members, MIP-funded civilians, and/or MIP-funded military members.

METHODOLOGY ⟫⟫⟫

THE IC AT THE INTERSECTIONS

In previous years, the IC Annual Demographic Report contained only information on race and ethnicity, gender (men and women), and disability status. The changes made to the FY 2022 demographic data collection process enabled the collection and analysis of individual-level data for the first time and the ability to perform analyses across demographic groups, commonly known as intersectional analysis.

The ability to analyze the overlap of different aspects of social identity, including race and ethnicity, gender, and disability status, provides a more nuanced understanding of how these intersections shape the workplace experiences of specific groups within the IC workforce.

This report includes intersectional views by gender and minority status. Highlighting this data creates greater transparency around the multifaceted diversity of the IC workforce and additional insights to better inform the IC on future actions needed to advance its DEIA goals. Future investments in data collection and analytic capabilities will allow for the capture of additional attributes and identities to conduct more robust intersectional analyses (e.g., gender and disability status, minority status and disability status).

DATA MODERNIZATION

In FY 2022, the IC collected anonymized, individual-level demographic data for the first time. ODNI's IC DEIA Office partnered with the IC Human Capital (HC) Office to streamline IC demographic data collection and reporting.

DATA COLLECTION CHALLENGES

This report does not provide year-over-year comparisons because of changes in data collection methodology. Therefore, differences across fiscal years may be a result of methodological changes and may not reflect actual demographic changes in the IC. Appendix A provides IC workforce representation, hiring, promotion, and attrition overall share and rate trends for the past five fiscal years,

and Appendix B includes additional information regarding specific data obtained by the IC elements in the data call.

One IC element did not provide ODNI with data in instances where fewer than 10 individuals comprise a group, which excluded approximately 30 percent of that element's overall workforce composition. Because this element comprises a significant percentage of the IC workforce, the percentages included in this report may not accurately reflect the true diversity of the IC. Accordingly, the IC will focus on additional measures to remove barriers to data access and standardize data collection methodologies across all IC elements to ensure data is accurately captured and reported in future data calls.

Data on sexual orientation and gender identity (SOGI) beyond the men and women binary (e.g., non-binary) were requested as an optional data collection field for the first time in FY 2022; however, no IC elements provided this data. In accordance with Executive Order 14035, the IC will pursue initiatives to better understand the barriers to capturing SOGI metrics, to include the expansion and tracking of this type of voluntary, self-reported demographic data, as well as strategies to promote trust in the disclosure of this data. Last year, ODNI created the IC's first-ever Transgender Inclusion Coordinator position to build knowledge and equity for persons of all genders.

BENCHMARKS

Civilian labor force and federal workforce statistics were used as two benchmarks to compare with the IC workforce. Civilian labor force data was obtained from the Current Population Survey, a national monthly sample survey conducted by the U.S. Census Bureau for the U.S. Bureau of Labor Statistics (BLS).[2] Federal workforce data was obtained from FedScope, an online tool that provides data elements from the Office of Personnel Management's Enterprise Human Resources Integration-Statistical Data Mart that is used to support statistical analyses of Federal personnel management programs.[3] In addition, the U.S. Equal Employment Opportunity Commission (EEOC) established a 12.0 percent PWD goal, as well as a

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[2] Civilian labor force benchmarks for minorities and women were calculated for ages 20 years and over. Civilian labor force benchmark for PWD was calculated for ages 16 years and over. CPS Tables: U.S. Bureau of Labor Statistics (bls.gov); https://www.bls.gov/news.release/pdf/disabl.pdf

[3] U.S. Office of Personnel Management, "Fedscope," https://www.opm.gov/policy-data-oversight/data-analysis-documentation/fedscope/

2.0 percent persons with targeted disabilities (PWTD) goal, for permanent hires at all pay grades.[4]

MEASURES

This report includes measures for overall shares and rates and describes some demographic information as underrepresentation and overrepresentation compared to the overall IC composition data, non-IC federal data, and civilian labor force data. These terms characterize a statistically significant difference between demographic proportions at the 99.9 percent confidence interval using one-proportion z-tests and two sample z-tests.

The distinction between overall shares and rates is displayed in Figure 2, using attrition as an example.

Figure 2: Measures for Overall Shares and Rates

	OVERALL SHARE OF ATTRITION	ATTRITION RATE
DEFINITION	A demographic group's attritions as a proportion of the IC's total attritions, expressed as a percentage.	The proportion of attritions within a demographic group, expressed as a percentage.
PURPOSE	Used as a comparison to overall representation. Answers questions such as, *"Of all employees who left the IC in a FY, what percentage were PWD?"*	Used with group analyses. Answers questions such as, *"What percentage of the PWD workforce left the IC in a FY?"*
CALCULATIONS	PWD who left/all employees who left. Example: *If 400 employees left the IC, and 100 were PWD, the PWD share of overall attrition would be 100/400 or 25.0 percent.*	PWD who left/all PWD. Example: *If 20 PWD left the IC, and there were 200 PWD total, the attrition rate would be 20/200 or 10.0 percent.*
IMPLICATIONS	An increasing share of overall attrition within an organization can indicate a larger trend is worth exploring if it affects one group over others.	An increasing attrition rate within an organization could indicate problems if the attrition occurs in one specific group or is unexpected based on human capital plans and activities.

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[4] United States Equal Employment Opportunity Commission, "The EEO Status of Workers with Disabilities in the Federal Sector," https://www.eeoc.gov/federal-sector/reports/eeo-status-workers-disabilities-federal-sector

EXECUTIVE SUMMARY ❯❯❯

Despite exceeding the civilian labor force benchmark for PWD, the IC is not meeting civilian labor force and federal workforce benchmarks for minorities and women nor the EEOC benchmark for PWD. The share of minorities, women, and PWD generally decreases as pay grade increases, with all three demographic groups having the least workforce representation at the highest pay grades.

An analysis shows that the IC's recruitment efforts are yielding limited positive outcomes in attracting minorities and PWD into the IC, as the applicant demographics are statistically more diverse than the IC's overall demographic composition. The share of women applicants, however, lags behind other demographic groups. Though the share of minority and PWD new hires exceeds their respective group's overall IC composition, the share of new hires still lags behind the share of applicants for these groups. The disparity in hiring success would need to be significantly diminished if new hire demographics are to proportionally reflect the applicant pool or other demographic benchmarks. Potential factors inhibiting minority and PWD applicants from onboarding should be identified and minimized. Specifically, barriers in the IC hiring process appear to be impacting minority men and PWD, whose share of new hires is lagging behind their share of applicants. Hiring efforts for women have yielded the most positive outcomes, as women are the only demographic group whose share of new hires exceeds both their share of the IC workforce and share of applicants.

When compared with their overall promotion composition, minorities are statistically underrepresented in promotions to the General Schedule (GS)/General Grade (GG)-14 to senior pay grades, women are underrepresented in promotions to the GS/GG-15 and senior pay grades, and PWD are consistently represented in promotions at all grade levels. This trend holds true from an intersectional perspective, with the representation of minority women, minority men, and non-minority women in promotions generally decreasing at each increasing pay grade.

The IC continues to lag behind in the representation of minorities, women, and PWD in the senior leadership ranks, defined as the GS/GG-15 and senior pay grades. To enhance competitiveness for future promotions and leadership positions, IC employees can obtain experience through supervisory and managerial positions and complete SEPs or JDRs that provide opportunities for increased intelligence integration, interagency collaboration, subject matter expertise, and knowledge of the IC. However, minorities, women, and PWD are still statistically underrepresented in the senior leadership ranks, despite better representation in SEPs, JDRs, and supervisory and managerial positions. These groups' participation in these seemingly career-enhancing opportunities does not translate to improved representation in the senior ranks, and the IC must further examine and rectify promotion practices and existing organizational processes that are creating obstacles to senior-level advancement. Additionally, reevaluating how senior-level positions are allocated across the IC to explore bureaucratic obstacles hindering or capping the fair evaluation and promotion of high-performing IC officers could yield more equitable representation in the senior ranks.

While the retention of minorities and PWD continues to be an enduring challenge in the IC, more notable progress is being made in the retention of women in the IC workforce, whose share of attrition is lower than both their share of the IC workforce and share of new hires. An intersectional view of these findings, however, reveals potential barriers that exist for minority women who, in addition to PWD, have the greatest share of attrition within individuals with less than one year of service.

These trends are not likely to resolve in the near term without major reforms to recruitment, hiring, promotion, and retention processes that target each respective demographic group. The recruitment efforts underway have yielded an applicant pool that exceeds the PWD representation and almost matches the minority representation benchmarks in the federal and civilian labor force, but women applicants are significantly underrepresented—by more than 10 percentage points. In light of the gaps that exist between the IC's demographic composition and these target demographic benchmarks, the IC should study ways to reduce the disparity between these groups' representation in the applicant phase and their representation in hiring, promotion, leadership representation, and retention.

Regarding promotion and leadership representation, the IC should study why there is an underrepresentation of minorities and women at the senior ranks despite these groups having better representation in supervisory and managerial positions and SEP and JDR participation. The IC should also address the high rates of attrition among PWD and minority employees. PWD and minority women, in particular, more often left the IC in less than one year compared to other demographic groups, suggesting the need for sweeping accessibility reform and intersectional approaches to the IC's retention efforts.

DEMOGRAPHIC COMPOSITION IN THE IC, FY 2022 ⟫⟫⟫

Figures 3 to 7 provide an overall view of the IC workforce demographic composition in FY 2022 by minority status, race and ethnicity, gender, and disability status, as well as an intersectional view by gender and minority status.

Figure 3: IC Workforce Representation by Minority Status

72.9%

1.5%

25.6%

■ Non-Minority
■ Minority
■ No Race or National Origin (RNO)
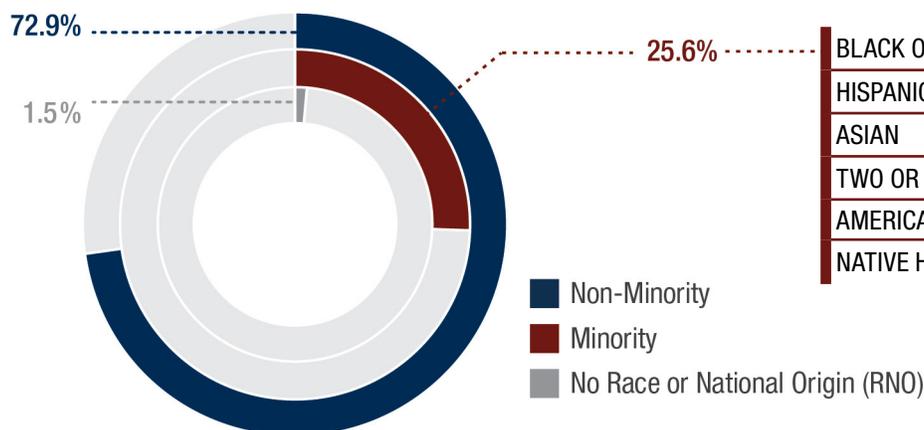
Figure 4: IC Representation by Race and Ethnicity

BLACK OR AFRICAN AMERICAN	11.8%
HISPANIC	6.9%
ASIAN	4.1%
TWO OR MORE RACES	2.4%
AMERICAN INDIAN / ALASKA NATIVE	0.2%
NATIVE HAWAIIAN / PACIFIC ISLANDER	0.2%

Figure 5: IC Workforce Representation by Gender

58.8%
40.8%
0.3%

- Men
- Women
- Decline to Answer
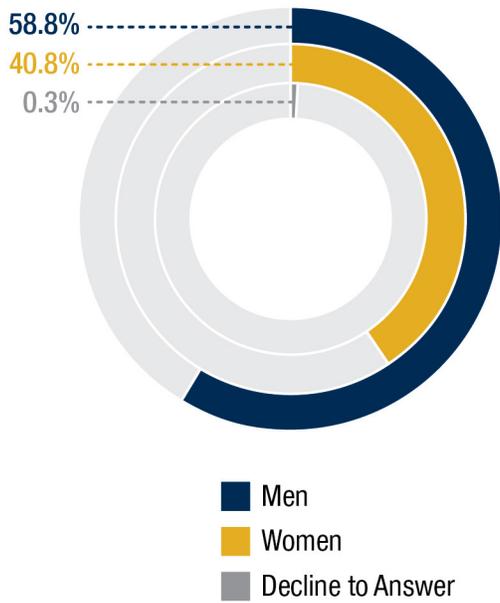
FIGURE 6: IC Workforce Representation by Disability Status

85.2%
7.2%
6.1%
1.6%

- Non-PWD
- PWD
- Decline to Answer
- PWTD
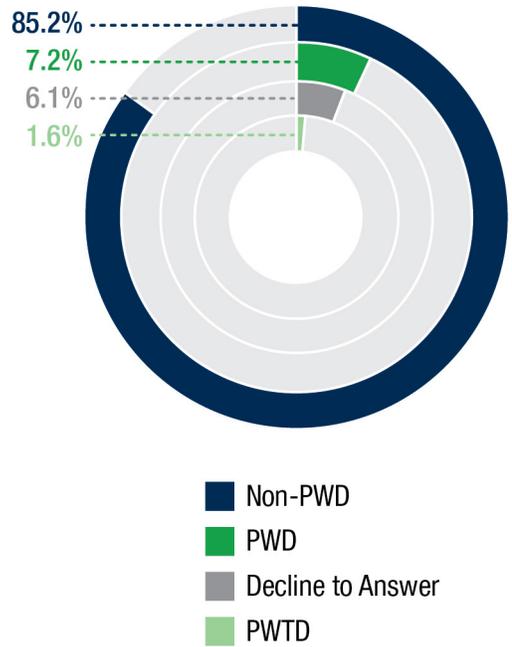
FIGURE 7: IC Workforce Representation by Gender and Minority Status

45.3%
27.6%
12.8%
12.7%
1.5%

- Non-Minority Men
- Non-Minority Women
- Minority Women
- Minority Men
- Other
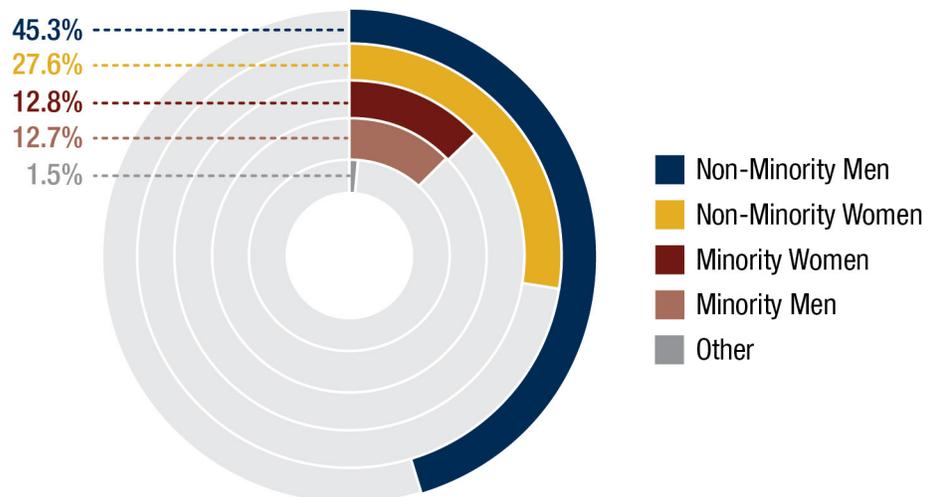
IC WORKFORCE COMPOSITION >>>

The IC exceeds the civilian labor force benchmark for PWD, but it is not meeting civilian labor force and federal workforce benchmarks for minorities and women nor the EEOC benchmark for PWD. The share of minorities, women, and PWD generally decreases as pay grade increases, with all three demographic groups having the least workforce representation at the highest pay grades. These trends are not likely to resolve in the near term without reforms to recruitment, hiring, promotion, and retention processes that remove barriers to equitable access, evaluation, opportunity, and advancement for each respective demographic group.

MINORITIES >

Minorities in the IC are statistically underrepresented in relation to the 2022 federal workforce benchmark and 2021 civilian labor force benchmarks (39.2 percent and 39.5 percent, respectively), comprising just 25.6 percent of the IC workforce in FY 2022.[5] The racial and ethnic minority groups with the greatest representation in the IC workforce are Black or African American (11.8 percent) and Hispanic or Latino (6.9 percent).
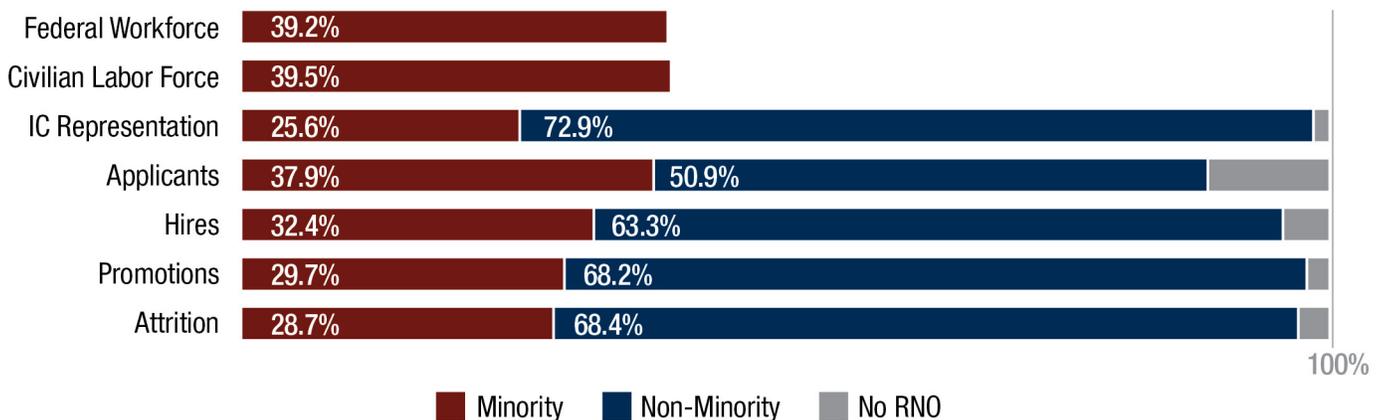
Although minorities comprise a greater share of applicants (37.9 percent), new hires (32.4 percent), and promotions (29.7 percent) than their overall share of the IC workforce,

they also comprise a greater share of attrition (28.7 percent) than their overall share of the IC workforce. Deeper inquiry into the data suggests that there are factors that hinder the advancement of minority IC members beginning as early as hiring deliberations. Focused, direct, and sustained efforts at addressing systemic changes are necessary to improve minority retention and representation in the IC.

The share of minorities decreases at each increasing pay grade beginning at the GS/GG-11 pay grade, and minorities tend to be statistically underrepresented at the highest pay grades. When compared with their overall IC composition (25.6 percent), minorities are overrepresented at the Wage Grade (WG) to GS/GG-10 and GS/GG-11 pay grades (32.0 percent and 33.1 percent, respectively) and underrepresented at the GS/GG-15 and senior pay grades (16.8 percent and 13.3 percent, respectively). Non-minorities, however, comprise 72.9 percent of the IC workforce and are underrepresented at the WG to GS/GG-10 and GS/GG-11 pay grades (65.2 percent and 65.1 percent, respectively) but overrepresented at the GS/GG-15 and senior pay grades (82.2 percent and 85.7 percent, respectively).

Asian and Black or African American employees, as well as employees who identify as two or more races, have the greatest representation at the GS/GG-11 pay grade, whereas Hispanic or Latino employees have the greatest representation at the WG to GS/GG-10 pay grade.

Figure 8: IC Minority Representation in Comparison to the Federal Workforce and Civilian Labor Force Benchmarks[6]

	Minority	Non-Minority	No RNO
Federal Workforce	39.2%		
Civilian Labor Force	39.5%		
IC Representation	25.6%	72.9%	
Applicants	37.9%	50.9%	
Hires	32.4%	63.3%	
Promotions	29.7%	68.2%	
Attrition	28.7%	68.4%	

100%

■ Minority ■ Non-Minority ■ No RNO

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5   In most BLS publications of the Current Population Survey, people of Hispanic or Latino ethnicity are included in the race groups (White, Black or African American, Asian). At the time of this report's release, the 2022 civilian labor force numbers which separate Hispanic or Latino ethnicity and race were not yet available. Because the civilian labor force minority benchmark could not be accurately calculated without separated ethnicity and race numbers, the civilian labor force minority calculation included in this report reflect 2021 numbers versus 2022.

6   Due to unavailable 2022 data, the civilian labor force minority benchmark reflects 2021 numbers.

OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE

Figure 9: IC Workforce Representation by Minority Status and Pay Grade

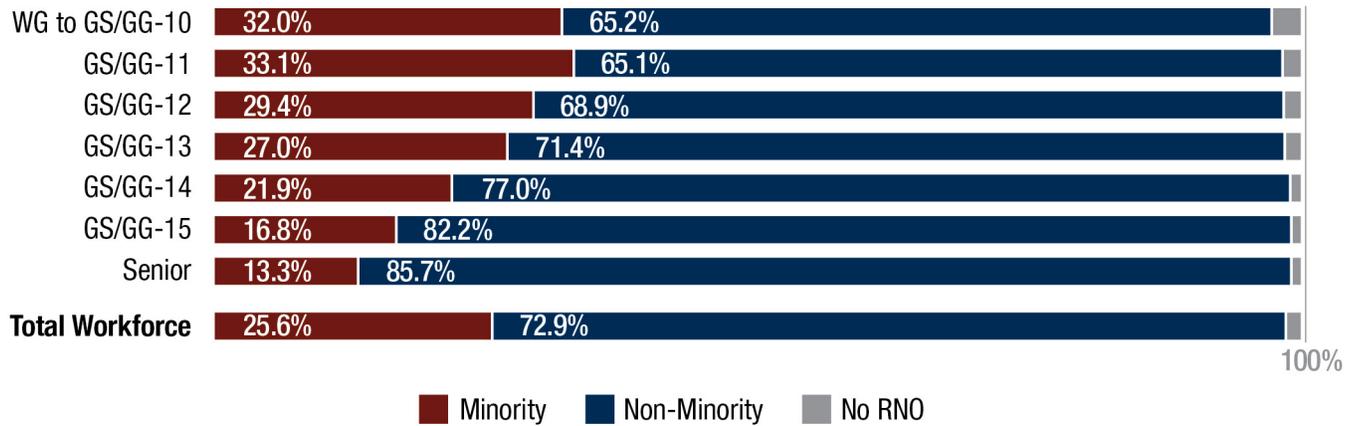| | WG to GS/GG-10 | 32.0% | 65.2% |
	GS/GG-11	33.1%	65.1%
	GS/GG-12	29.4%	68.9%
	GS/GG-13	27.0%	71.4%
	GS/GG-14	21.9%	77.0%
	GS/GG-15	16.8%	82.2%
	Senior	13.3%	85.7%
	Total Workforce	25.6%	72.9%

100%

■ Minority ■ Non-Minority ■ No RNO

Figure 10: IC Workforce Representation by Race and Ethnicity and Pay Grade

	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or Other Pacific Islander	Two or More Races	MINORITY TOTAL
WG to GS/GG-10	0.1%	4.8%	13.9%	10.2%	0.2%	2.9%	**32.0%**
GS/GG-11	0.2%	5.0%	14.8%	9.9%	0.2%	3.0%	**33.1%**
GS/GG-12	0.2%	4.5%	13.3%	9.0%	0.2%	2.3%	**29.4%**
GS/GG-13	0.2%	4.2%	12.9%	7.0%	0.2%	2.5%	**27.0%**
GS/GG-14	0.2%	4.1%	10.3%	5.1%	0.1%	2.1%	**21.9%**
GS/GG-15	0.2%	2.7%	8.3%	3.6%	0.1%	1.9%	**16.8%**
Senior	0.4%	2.7%	5.6%	3.0%	0.2%	1.3%	**13.3%**
Overall Workforce Composition	0.2%	4.1%	11.8%	6.9%	0.2%	2.4%	**25.6%**

WOMEN ➤

Women in the IC are statistically underrepresented in relation to both the federal workforce and civilian labor force benchmarks (45.0 percent and 46.7 percent, respectively) in FY 2022. Women comprised 40.8 percent of the IC workforce in FY 2022.

Although women comprise a greater share of new hires (42.8 percent), promotions (42.3 percent), and have a lower share of attrition (37.5 percent) than their overall share of the IC workforce, they comprise a lower share of applicants (33.7 percent) than their overall share of the IC workforce. Recruitment efforts targeted at attracting more women applicants—such as marketing to women and recruiting from institutions and skills organizations that serve

women—are likely to help their representation in the IC in the long term, judging from the effectiveness of recruiting efforts directed at attracting minority applicants.

The share of women decreases at each increasing pay grade beginning at the GS/GG-12 pay grade. When compared with their overall IC composition (40.8 percent), women are statistically overrepresented at the WG to GS/GG-10 pay grade (48.8 percent) and underrepresented at the GS/GG-15 and senior pay grades (34.9 percent and 32.1 percent, respectively). Men, however, comprise 58.8 percent of the IC workforce and are underrepresented at the WG to GS/GG-10 pay grade (49.6 percent) but overrepresented at the GS/GG-15 and senior pay grades (65.0 percent and 67.7 percent, respectively).

Figure 11: IC Gender Representation in Comparison to the Federal Workforce and Civilian Labor Force Benchmarks
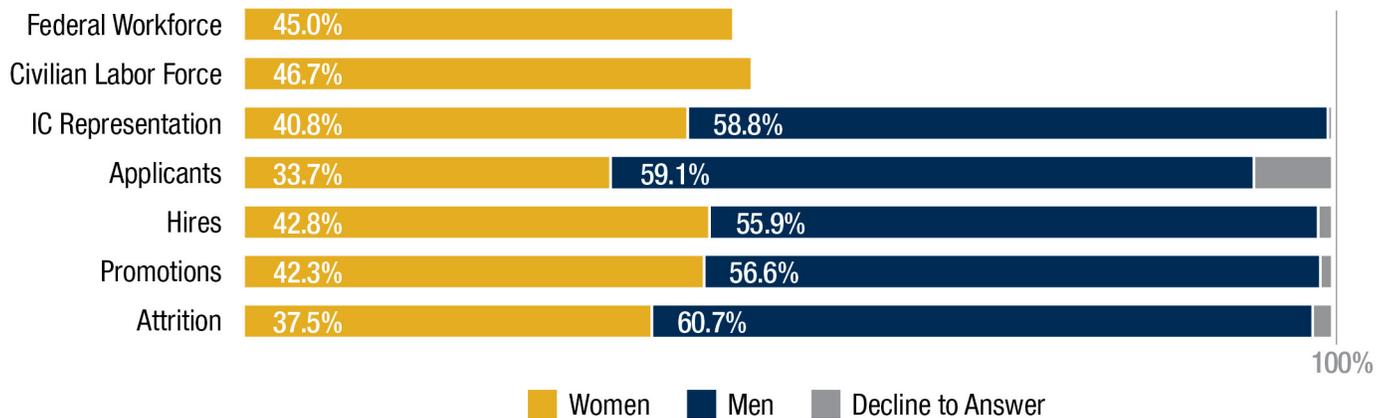
	Women	Men	
Federal Workforce	45.0%		
Civilian Labor Force	46.7%		
IC Representation	40.8%	58.8%	
Applicants	33.7%	59.1%	
Hires	42.8%	55.9%	
Promotions	42.3%	56.6%	
Attrition	37.5%	60.7%	

100%

■ Women   ■ Men   ■ Decline to Answer

Figure 12: IC Workforce Representation by Gender and Pay Grade

	Women	Men	
WG to GS/GG-10	48.8%	49.6%	
GS/GG-11	45.1%	54.4%	
GS/GG-12	45.2%	54.5%	
GS/GG-13	39.6%	60.2%	
GS/GG-14	38.5%	61.4%	
GS/GG-15	34.9%	65.0%	
Senior	32.1%	67.7%	
Total Workforce	40.8%	58.8%	

100%

■ Women   ■ Men   ■ Decline to Answer
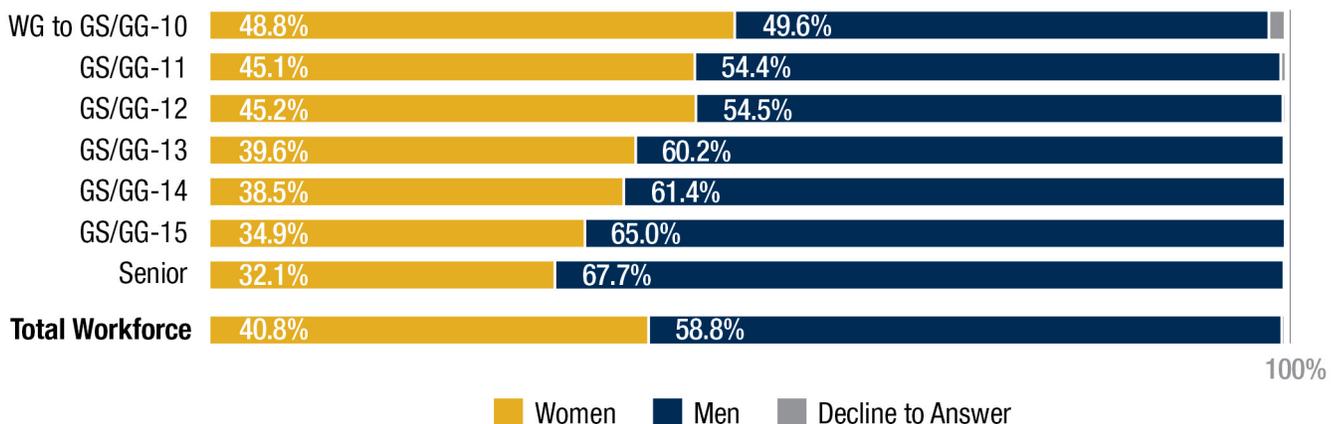
PERSONS WITH DISABILITIES[7] ❯

The share of PWD in the IC is statistically higher than the civilian labor force but lower than the EEOC PWD benchmark (4.6 percent and 12.0 percent, respectively), and the composition of PWTD in the IC workforce (1.6 percent) is lower than the EEOC PWTD benchmark (2.0 percent). PWD (including PWTD) comprised 8.7 percent of the IC workforce in FY 2022.

Although PWD comprise a greater share of applicants (13.2 percent), new hires (11.1 percent), and promotions (12.4 percent) than their overall share of the IC workforce, PWD also comprise a greater share of attrition (12.8 percent) than their overall share of the IC workforce.

The IC observed that the share of individuals who declined to answer is greatest for PWD. In some areas, such as

hiring, the share of individuals who declined to disclose their disability status is greater than the share of PWD. This finding indicates an opportunity for the IC to educate the workforce about disability status and data usage while increasing workforce trust to disclose varying ability status to obtain more accurate data.

PWD (including PWTD) have the greatest representation at the GS/GG-11 pay grade, and the share of PWD decreases at each increasing pay grade beginning at the GS/GG-13 pay grade. Although PWD and non-PWD are not statistically underrepresented or overrepresented at any pay grades, the IC does not meet the EEOC 12.0 percent PWD goal or the EEOC 2.0 percent PWTD goal at any pay grade. Furthermore, the share of individuals who declined to disclose their disability status is particularly greater at the higher pay grades.

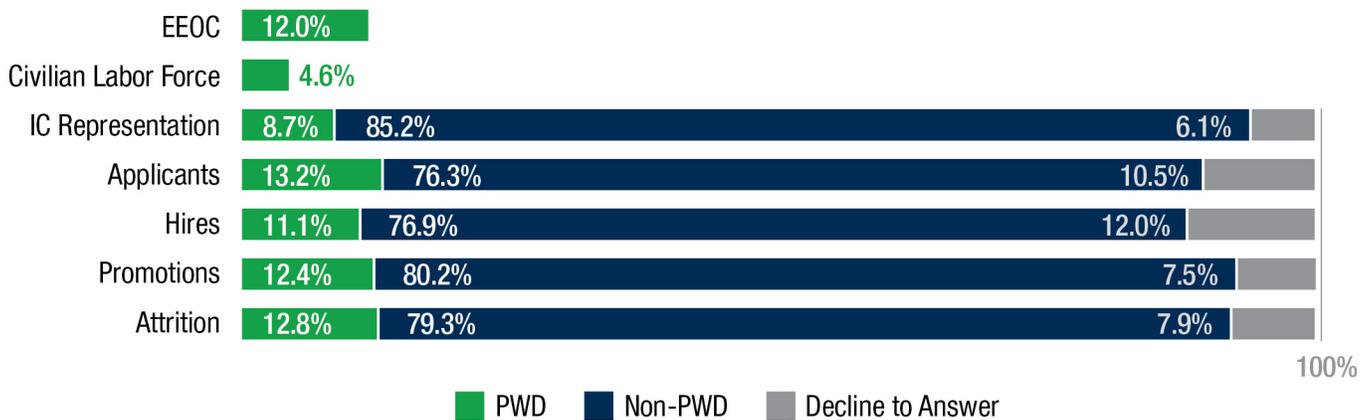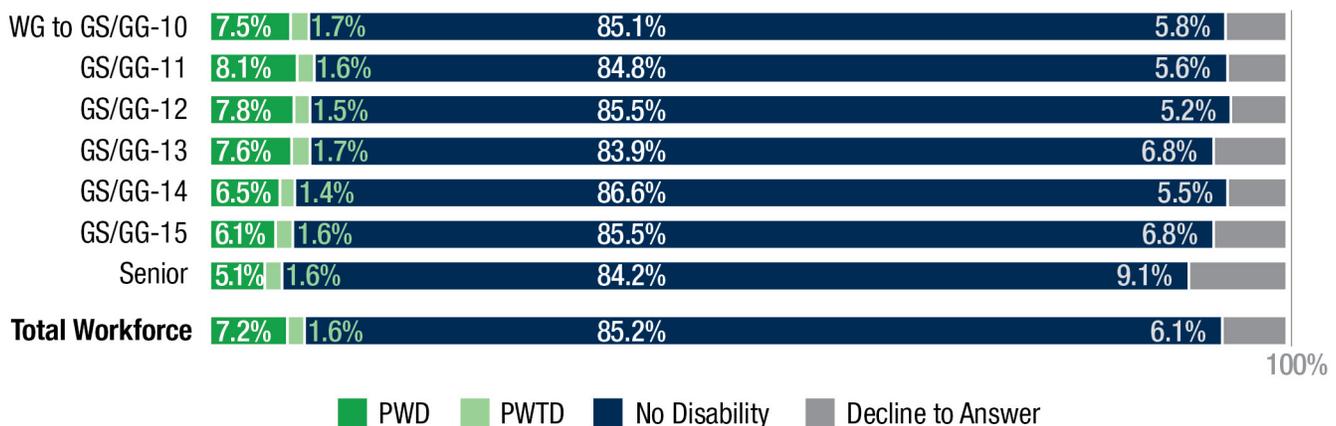Figure 13: IC PWD Representation in Comparison to the EEOC and Civilian Labor Force Benchmarks

	PWD	Non-PWD	Decline to Answer
EEOC	12.0%		
Civilian Labor Force	4.6%		
IC Representation	8.7%	85.2%	6.1%
Applicants	13.2%	76.3%	10.5%
Hires	11.1%	76.9%	12.0%
Promotions	12.4%	80.2%	7.5%
Attrition	12.8%	79.3%	7.9%

Figure 14: IC Workforce Representation by Disability Status and Pay Grade

	PWD	PWTD	No Disability	Decline to Answer
WG to GS/GG-10	7.5%	1.7%	85.1%	5.8%
GS/GG-11	8.1%	1.6%	84.8%	5.6%
GS/GG-12	7.8%	1.5%	85.5%	5.2%
GS/GG-13	7.6%	1.7%	83.9%	6.8%
GS/GG-14	6.5%	1.4%	86.6%	5.5%
GS/GG-15	6.1%	1.6%	85.5%	6.8%
Senior	5.1%	1.6%	84.2%	9.1%
Total Workforce	7.2%	1.6%	85.2%	6.1%

[7] References to PWD throughout this report are aggregated percentages of both PWD and PWTD unless specified.

INTERSECTIONAL DEMOGRAPHIC ANALYSIS ➤➤

The IC workforce gender representation is more balanced between minority groups than non-minority groups—who tend to experience much greater shares of men than women within their composition. The IC workforce was comprised of 12.8 percent minority women and 12.7 percent minority men, versus 27.6 percent non-minority women and 45.3 percent non-minority men in FY 2022.

Minority women and minority men comprise a greater share of applicants, new hires, and promotions than their respective group's overall IC composition but also a greater share of attrition, suggesting underlying disparities that are detailed in the remainder of this report that likely exist at each stage. Furthermore, non-minority women and non-minority men comprise a lower share of applicants, new hires, and promotions than their respective group's overall IC composition, with non-minority men also comprising a greater share of attrition.

While minority women and minority men have the greatest representation at the lowest pay grades, non-minority men have the greatest representation at the senior pay grade. The share of minority women decreases at each increasing pay grade beginning at the GS/GG-11 pay grade, and, with the exception of some pay grades, minority men and non-minority women also have decreasing representation at the higher pay grades. The inverse is true for non-minority men, whose representation increases at each increasing pay grade.

When compared with their respective group's overall IC composition, both minority women and minority men are statistically underrepresented at the senior pay grade, with minority women also being underrepresented at the GS/GG-15 pay grade. Non-minority men, however, are overrepresented at the GS/GG-15 and senior pay grades and underrepresented at the WG to GS/GG-12 pay grades. Representation of non-minority women is consistent across all pay grades.

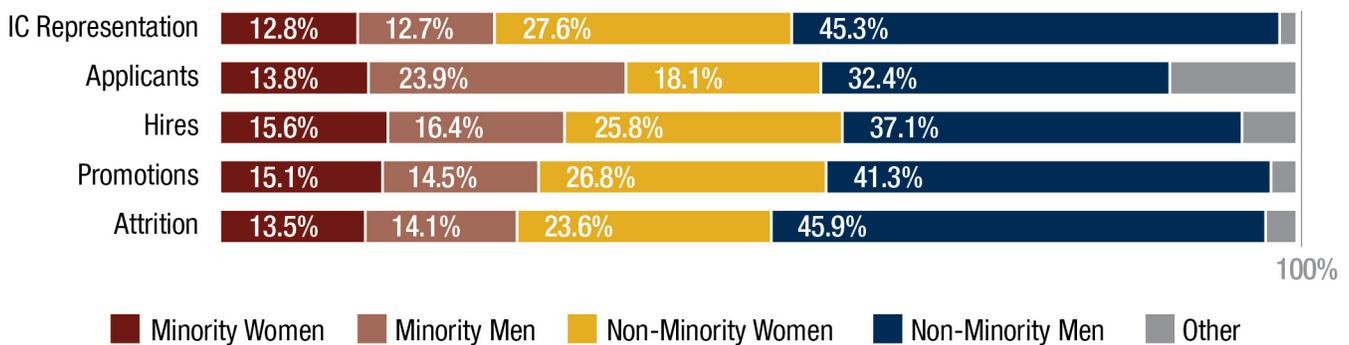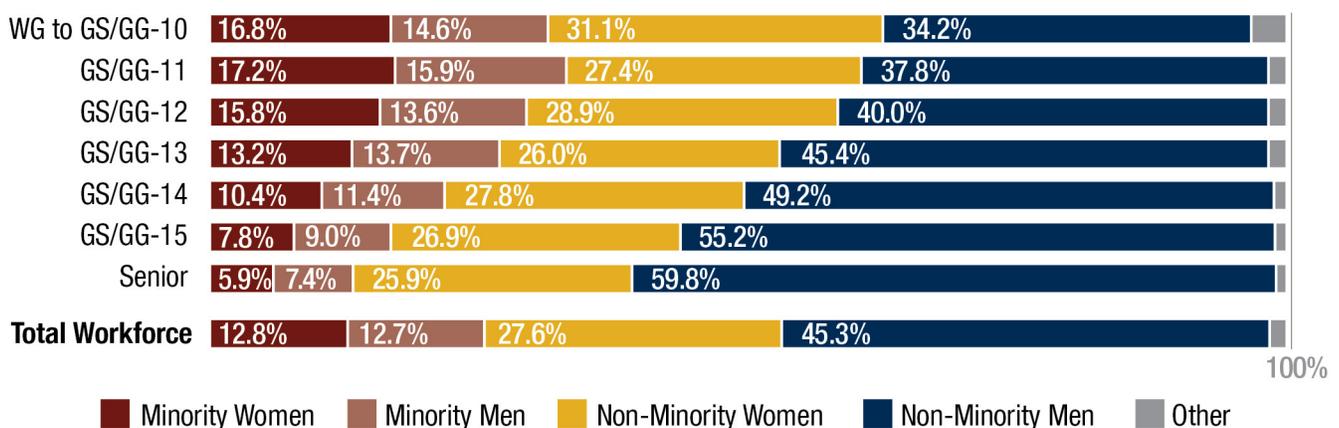Figure 15: IC Gender and Minority Representation

	Minority Women	Minority Men	Non-Minority Women	Non-Minority Men	Other
IC Representation	12.8%	12.7%	27.6%	45.3%	
Applicants	13.8%	23.9%	18.1%	32.4%	
Hires	15.6%	16.4%	25.8%	37.1%	
Promotions	15.1%	14.5%	26.8%	41.3%	
Attrition	13.5%	14.1%	23.6%	45.9%	

Figure 16: IC Workforce Representation by Gender, Minority Status, and Pay Grade

	Minority Women	Minority Men	Non-Minority Women	Non-Minority Men	Other
WG to GS/GG-10	16.8%	14.6%	31.1%	34.2%	
GS/GG-11	17.2%	15.9%	27.4%	37.8%	
GS/GG-12	15.8%	13.6%	28.9%	40.0%	
GS/GG-13	13.2%	13.7%	26.0%	45.4%	
GS/GG-14	10.4%	11.4%	27.8%	49.2%	
GS/GG-15	7.8%	9.0%	26.9%	55.2%	
Senior	5.9%	7.4%	25.9%	59.8%	
Total Workforce	12.8%	12.7%	27.6%	45.3%	

APPLICANTS[8] >>>

The IC's recruitment efforts are yielding positive outcomes in attracting minorities and PWD into the IC. To continue its efforts in building a more demographically diverse workforce, the IC should sustain these efforts and specifically prioritize the recruitment of women, whose share of applicants to the IC is lagging behind other demographic groups. These trends could indicate the need to revise IC culture, reputation, and branding in a way that resonates with women to eventually attract a more representative applicant pool.

MINORITIES >

The share of minority applicants exceeds the overall minority IC composition (25.6 percent), as minorities comprised 37.9 percent of all applicants in FY 2022.

The share of applicants for each racial and ethnic minority group also exceeds their respective group's overall IC composition. The racial and ethnic minority groups with the greatest share of applicants are Hispanic or Latino (13.1 percent) and Black or African American (12.6 percent).

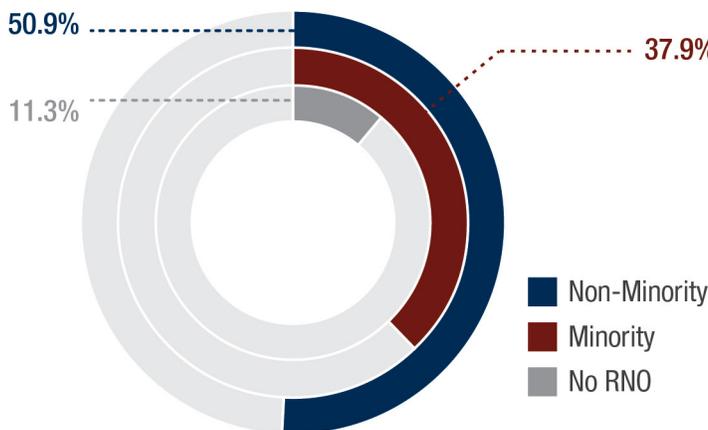Figure 17: IC Applicant Representation by Minority Status

50.9%
11.3%
37.9%

- Non-Minority
- Minority
- No RNO

Figure 18: IC Applicant Representation by Race and Ethnicity

HISPANIC	13.1%
BLACK OR AFRICAN AMERICAN	12.6%
ASIAN	8.7%
TWO OR MORE RACES	3.4%
AMERICAN INDIAN / ALASKA NATIVE	0.3%
NATIVE HAWAIIAN / PACIFIC ISLANDER	0.2%

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[8] Seven out of 18 IC elements provided applicant data, which included all six IC program managers.

WOMEN ❯

The share of women applicants lags behind the overall women IC composition (40.8 percent), as women comprised 33.7 percent of all applicants in FY 2022.

PERSONS WITH DISABILITIES ❯

The share of PWD applicants exceeds the overall PWD IC composition (8.7 percent), as PWD comprised 13.2 percent of all applicants in FY 2022.

INTERSECTIONAL DEMOGRAPHIC ANALYSIS ❯❯

The share of minority women and minority men applicants exceeds their respective group's IC composition (12.8 percent and 12.7 percent, respectively). The overall share of applicants was comprised of 13.8 percent minority women, 23.9 percent minority men, 18.1 percent non-minority women, and 32.4 percent non-minority men in FY 2022.
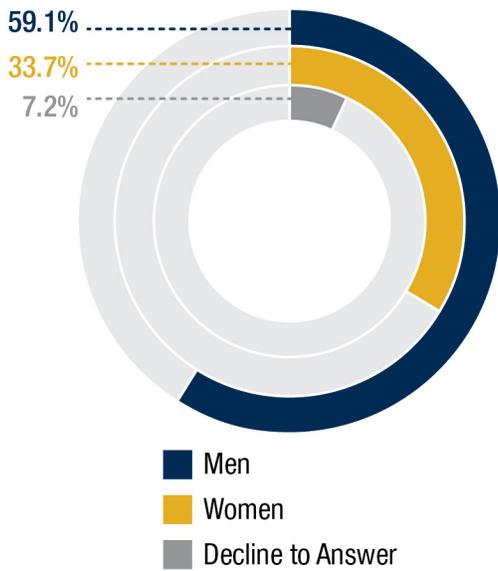
Figure 19: IC Applicant Representation by Gender

59.1%
33.7%
7.2%

- Men
- Women
- Decline to Answer

Figure 20: IC Applicant Representation by Disability Status

76.3%
13.2%
10.5%

- Non-PWD
- PWD
- Decline to Answer
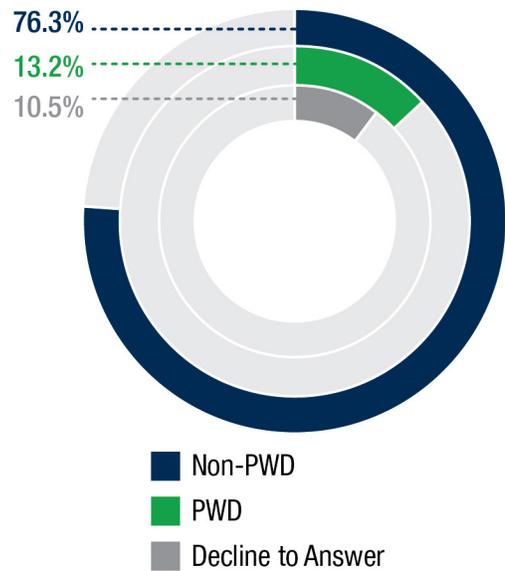
Figure 21: IC Applicant Representation by Gender and Minority Status

32.4%
23.9%
18.1%
13.8%
11.9%

- Non-Minority Men
- Minority Men
- Non-Minority Women
- Minority Women
- Other
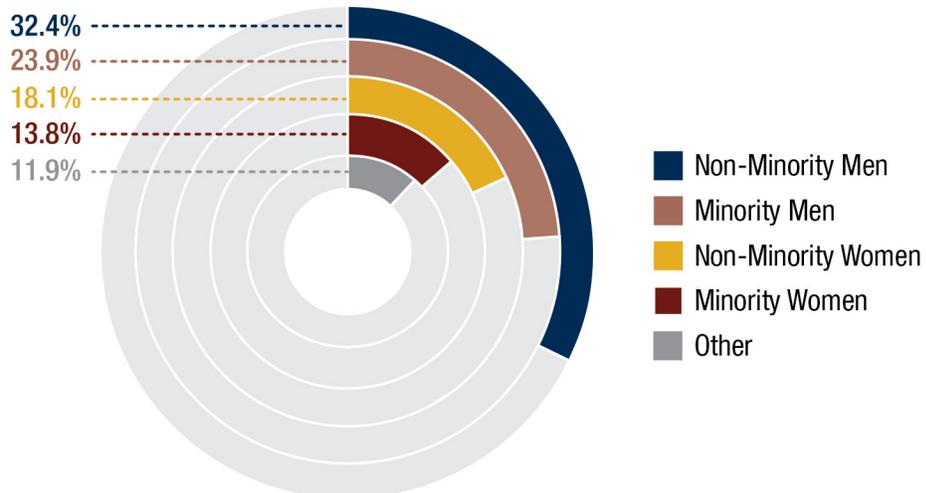
HIRING ⟩⟩⟩

Hiring efforts for women have yielded the most positive outcomes, as women are the only demographic group whose share of new hires exceeds both their share of the IC workforce and share of applicants—despite being statistically underrepresented in the applicant pool. Potential factors inhibiting minority and PWD applicants from onboarding should be identified and minimized, as these groups saw dips in representation between the applicant and new hire pools. Specifically, barriers in the IC hiring process appear to be impacting minority men and PWD, whose share of new hires is lagging behind their share of applicants.

MINORITIES ⟩

The share of minority new hires exceeds the overall minority IC composition (25.6 percent) but lags behind the share

of minority applicants (37.9 percent). Minorities comprised 32.4 percent of all new hires in FY 2022. Approximately 9.2 percent of all minorities in the IC were hired in FY 2022 compared to 6.3 percent of all non-minorities.

The share of Black or African American new hires exceeds the share of Black or African American applicants; however, the share of new hires who are Hispanic or Latino, Asian, or two or more races lags behind the share of applicants from those respective racial and ethnic minority groups. The racial and ethnic minority groups with the greatest share of new hires are Black or African American (14.9 percent) and Hispanic or Latino (8.8 percent).

Figure 22: IC Hiring Representation by Minority Status

63.3%
4.3%
32.4%

- Non-Minority
- Minority
- No RNO
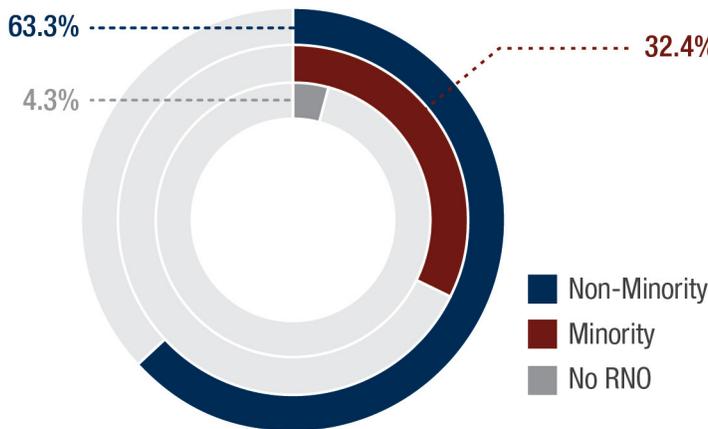
Figure 23: IC Hiring Representation by Race and Ethnicity

BLACK OR AFRICAN AMERICAN	14.9%
HISPANIC	8.8%
ASIAN	5.7%
TWO OR MORE RACES	2.6%
AMERICAN INDIAN / ALASKA NATIVE	0.2%
NATIVE HAWAIIAN / PACIFIC ISLANDER	0.2%

The share of minority new hires steadily increases between the WG to GS/GG-12 pay grades and then decreases starting at the GS/GG-13 pay grade, with the exception of an increase at the senior pay grade. This higher share of minority new hires at the senior pay grade, however, is negligible, as only 0.6 percent of all new hires entered the IC at the senior pay grade. When compared with their overall hiring composition, minorities are statistically underrepresented in hiring at the GS/GG-15 pay grade, comprising just 22.9 percent of new hires at that pay grade.

Black or African American and Hispanic or Latino new hires have the least representation at the senior pay grade, whereas Asian and American Indian or Alaska Native new hires have the greatest representation at this pay grade. Native Hawaiian or Other Pacific Islander new hires have the greatest representation at the GS/GG-15 pay grade.

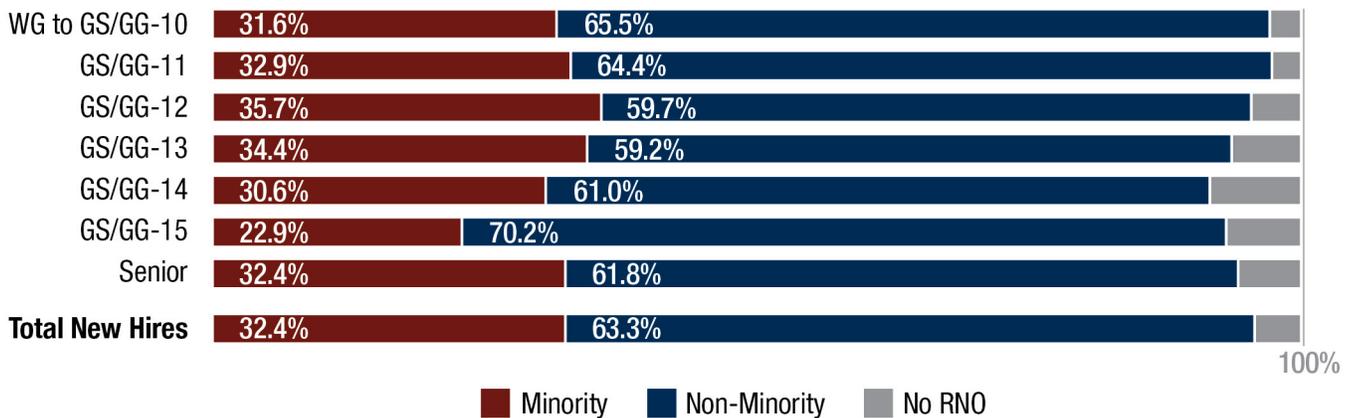Figure 24: IC Hiring Representation by Minority Status and Pay Grade

Pay Grade	Minority	Non-Minority
WG to GS/GG-10	31.6%	65.5%
GS/GG-11	32.9%	64.4%
GS/GG-12	35.7%	59.7%
GS/GG-13	34.4%	59.2%
GS/GG-14	30.6%	61.0%
GS/GG-15	22.9%	70.2%
Senior	32.4%	61.8%
Total New Hires	32.4%	63.3%

100%

■ Minority   ■ Non-Minority   ■ No RNO

Figure 25: IC Hiring Representation by Race and Ethnicity and Pay Grade

	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or Other Pacific Islander	Two or More Races	MINORITY TOTAL
WG to GS/GG-10	0.0%	6.2%	12.4%	10.2%	0.2%	2.7%	**31.6%**
GS/GG-11	0.0%	4.8%	16.8%	8.6%	0.3%	2.4%	**32.9%**
GS/GG-12	0.4%	5.7%	18.4%	9.3%	0.0%	1.8%	**35.7%**
GS/GG-13	0.2%	4.8%	18.5%	7.4%	0.2%	3.3%	**34.4%**
GS/GG-14	0.4%	5.2%	15.8%	5.6%	0.2%	3.3%	**30.6%**
GS/GG-15	0.0%	6.4%	10.6%	3.2%	0.5%	2.1%	**22.9%**
Senior	2.9%	17.6%	8.8%	2.9%	0.0%	0.0%	**32.4%**
Overall New Hire Composition	0.2%	5.7%	14.9%	8.8%	0.2%	2.6%	**32.4%**

WOMEN ❯

The share of women new hires exceeds both the overall IC women composition (40.8 percent) and share of women applicants (33.7 percent). Women comprised 42.8 percent of all new hires in FY 2022. Approximately 7.6 percent of all women in the IC were hired in FY 2022 compared to 6.9 percent of all men in the IC.

The share of women new hires decreases at each increasing pay grade. When compared with their overall hiring composition, women are statistically underrepresented in hiring at the GS/GG-14 to senior pay grades.
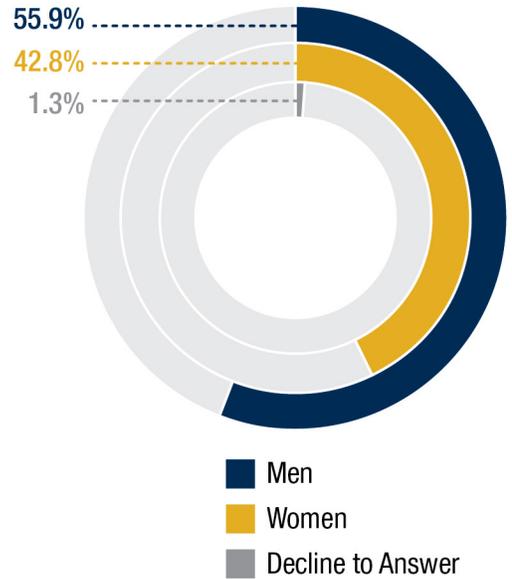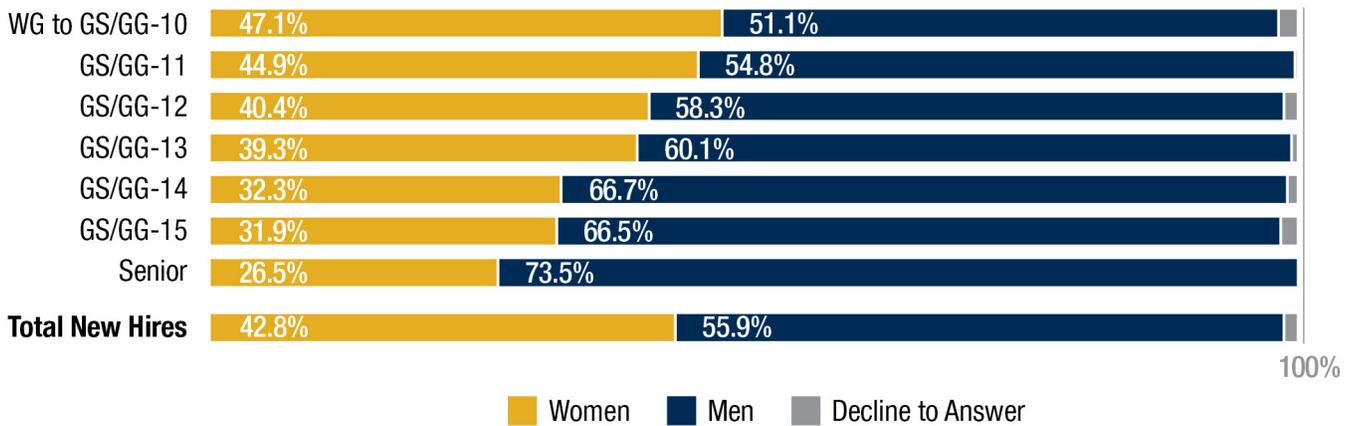

Figure 26: IC Hiring Representation by Gender

55.9%
42.8%
1.3%

■ Men
■ Women
■ Decline to Answer

Figure 27: IC Hiring Representation by Gender and Pay Grade

	Women	Men
WG to GS/GG-10	47.1%	51.1%
GS/GG-11	44.9%	54.8%
GS/GG-12	40.4%	58.3%
GS/GG-13	39.3%	60.1%
GS/GG-14	32.3%	66.7%
GS/GG-15	31.9%	66.5%
Senior	26.5%	73.5%
Total New Hires	42.8%	55.9%

100%

■ Women   ■ Men   ■ Decline to Answer

PERSONS WITH DISABILITIES ❯

The share of PWD new hires exceeds the overall PWD IC composition (8.7 percent) but lags behind the share of PWD applicants (13.2 percent). PWD comprised 11.1 percent of all new hires in FY 2022. Approximately 9.2 percent of all PWD in the IC were hired in FY 2022 compared to 6.5 percent of all non-PWD in the IC.

When compared with their overall hiring composition, PWD are statistically overrepresented in hiring at the GS/GG-13 pay grade, comprising 16.3 percent of new hires at that pay grade.
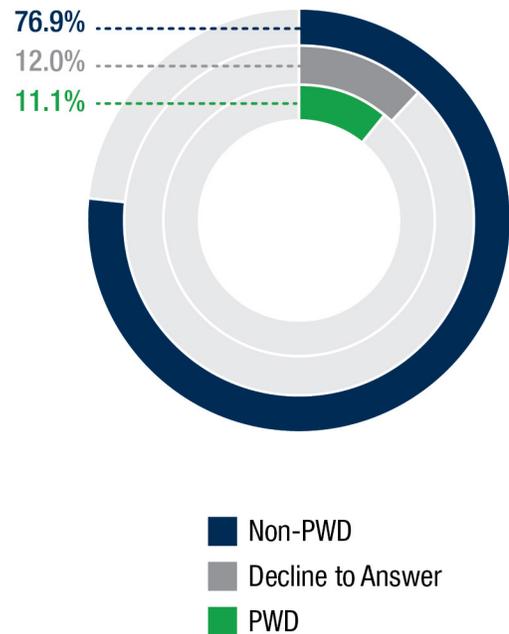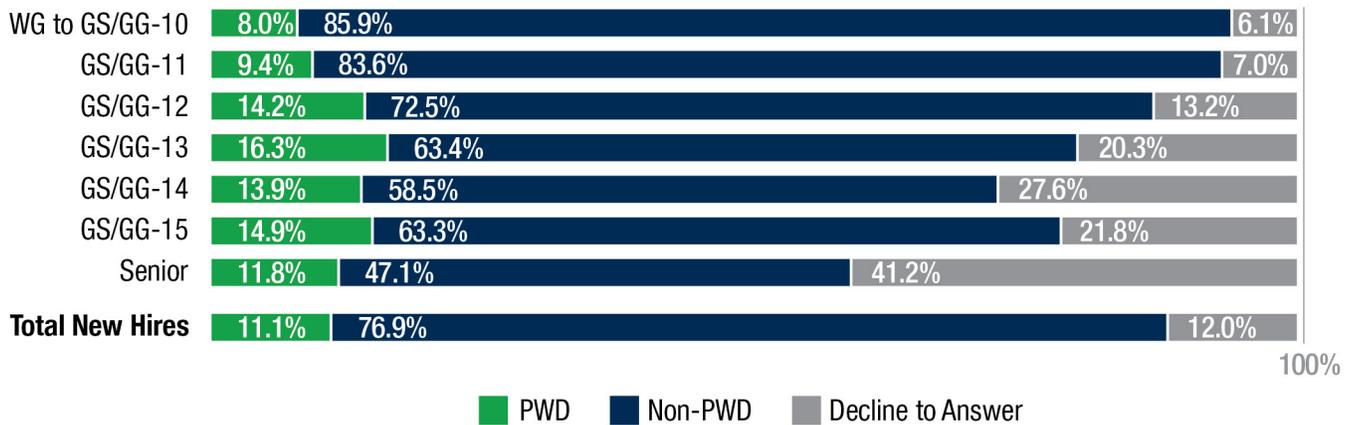
Figure 28: IC Hiring Representation by Disability Status

76.9%
12.0%
11.1%

■ Non-PWD
■ Decline to Answer
■ PWD

Figure 29: IC Hiring Representation by Disability Status and Pay Grade

	PWD	Non-PWD	Decline to Answer
WG to GS/GG-10	8.0%	85.9%	6.1%
GS/GG-11	9.4%	83.6%	7.0%
GS/GG-12	14.2%	72.5%	13.2%
GS/GG-13	16.3%	63.4%	20.3%
GS/GG-14	13.9%	58.5%	27.6%
GS/GG-15	14.9%	63.3%	21.8%
Senior	11.8%	47.1%	41.2%
Total New Hires	11.1%	76.9%	12.0%

100%

■ PWD ■ Non-PWD ■ Decline to Answer

INTERSECTIONAL DEMOGRAPHIC ANALYSIS ➤➤

The share of minority women and minority men new hires exceeds their respective group's overall IC composition (12.8 percent and 12.7 percent, respectively), with the share of minority women new hires also exceeding the share of minority women applicants (13.8 percent). The overall share of new hires was comprised of 15.6 percent minority women, 16.4 percent minority men, 25.8 percent non-minority women, and 37.1 percent non-minority men in FY 2022. The group with the greatest share of new hires in their respective workforce is minority men (9.4 percent),

followed by minority women (8.8 percent), non-minority women (6.8 percent), and non-minority men (6.0 percent).

When compared with their overall hiring composition, minority women are statistically underrepresented in hiring at the GS/GG-15 pay grade but overrepresented at the senior pay grade. Non-minority women are underrepresented in hiring at the GS/GG-13 pay grade to senior pay grades and overrepresented at the WG to GS/GG-10 pay grade, whereas non-minority men are overrepresented in hiring at the GS/GG-14 to senior pay grades. Representation of minority men in hiring is consistent across all pay grades.

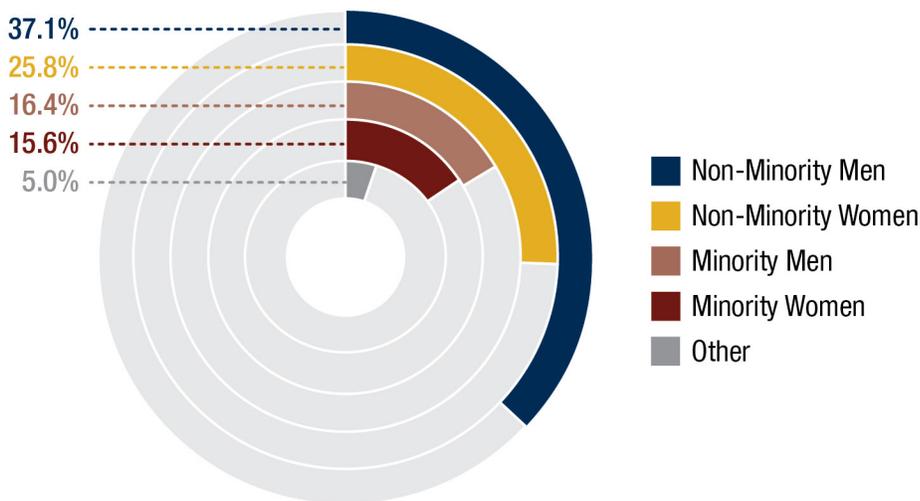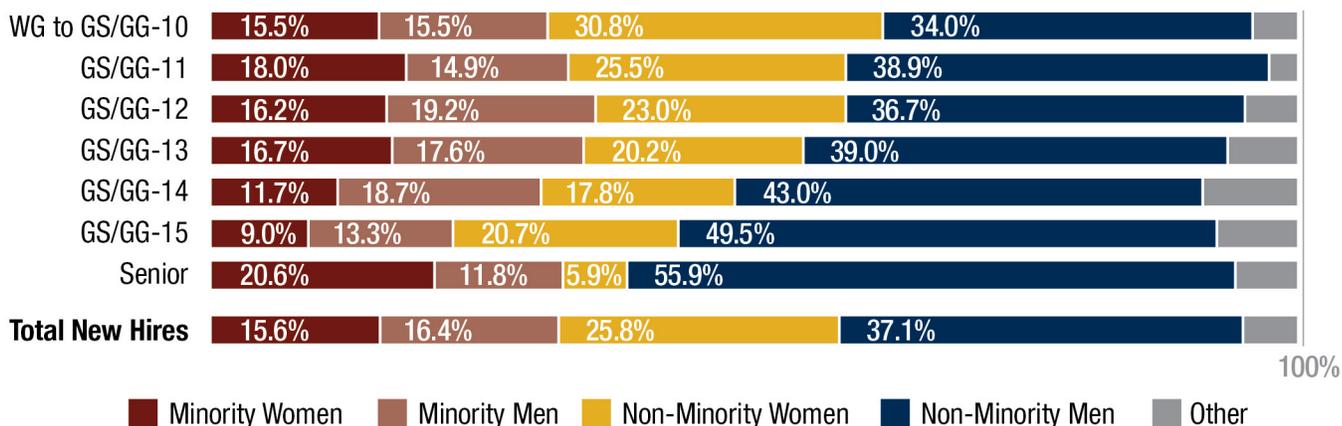Figure 30: IC Hiring Representation by Gender and Minority Status

37.1%	
25.8%	
16.4%	
15.6%	
5.0%	

- ■ Non-Minority Men
- ■ Non-Minority Women
- ■ Minority Men
- ■ Minority Women
- ■ Other

Figure 31: IC Hiring Representation by Gender, Minority Status, and Pay Grade

Pay Grade	Minority Women	Minority Men	Non-Minority Women	Non-Minority Men
WG to GS/GG-10	15.5%	15.5%	30.8%	34.0%
GS/GG-11	18.0%	14.9%	25.5%	38.9%
GS/GG-12	16.2%	19.2%	23.0%	36.7%
GS/GG-13	16.7%	17.6%	20.2%	39.0%
GS/GG-14	11.7%	18.7%	17.8%	43.0%
GS/GG-15	9.0%	13.3%	20.7%	49.5%
Senior	20.6%	11.8%	5.9%	55.9%
Total New Hires	15.6%	16.4%	25.8%	37.1%

100%

■ Minority Women   ■ Minority Men   ■ Non-Minority Women   ■ Non-Minority Men   ■ Other

PROMOTIONS ＞＞＞

Whereas PWD are equitably represented in promotions across all pay grades, minorities and women are statistically underrepresented in promotions at the higher pay grades. This trend holds true from an intersectional perspective, with the representation of minority women, minority men, and non-minority women promotions generally decreasing at each increasing pay grade.

MINORITIES ＞

The share of minority promotions exceeds the overall minority IC composition (25.6 percent), as minorities comprised 29.7 percent of all IC employees who were promoted in FY 2022.

The racial and ethnic minority groups with the greatest share of promotions are Black or African American (14.6 percent) and Hispanic or Latino (6.9 percent). The share of promotions for employees who identify as Black or

African American, Asian, and two or more races exceeds their respective racial and ethnic minority groups' overall IC composition, whereas the share of Hispanic or Latino promotions is similar to their overall IC composition.

The share of minority promotions decreases at each increasing pay grade beginning at the GS/GG-11 pay grade. When compared with their overall promotion composition, minorities are statistically underrepresented in promotions to the GS/GG-14 to senior pay grades, comprising just 9.8 percent of promotions to the senior pay grade.

Black or African American and Asian employees were the least represented in promotions to the senior pay grade. Hispanic or Latino employees were the least represented in promotions to the GS/GG-15 pay grade. Within promotions to the GS/GG-11 pay grade, Black or African American and Asian employees have the greatest representation, and within promotions to the GS/GG-12 pay grade, Hispanic or Latino employees have the greatest representation.

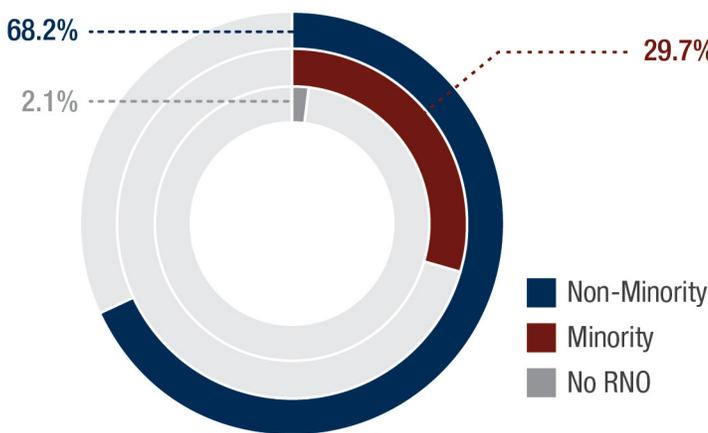Figure 32: IC Promotion Representation by Minority Status

68.2%
2.1%
29.7%

- Non-Minority
- Minority
- No RNO

Figure 33: IC Promotion Representation by Race and Ethnicity

BLACK OR AFRICAN AMERICAN	14.6%
HISPANIC	6.9%
ASIAN	4.9%
TWO OR MORE RACES	3.0%
AMERICAN INDIAN / ALASKA NATIVE	0.3%
NATIVE HAWAIIAN / PACIFIC ISLANDER	0.1%

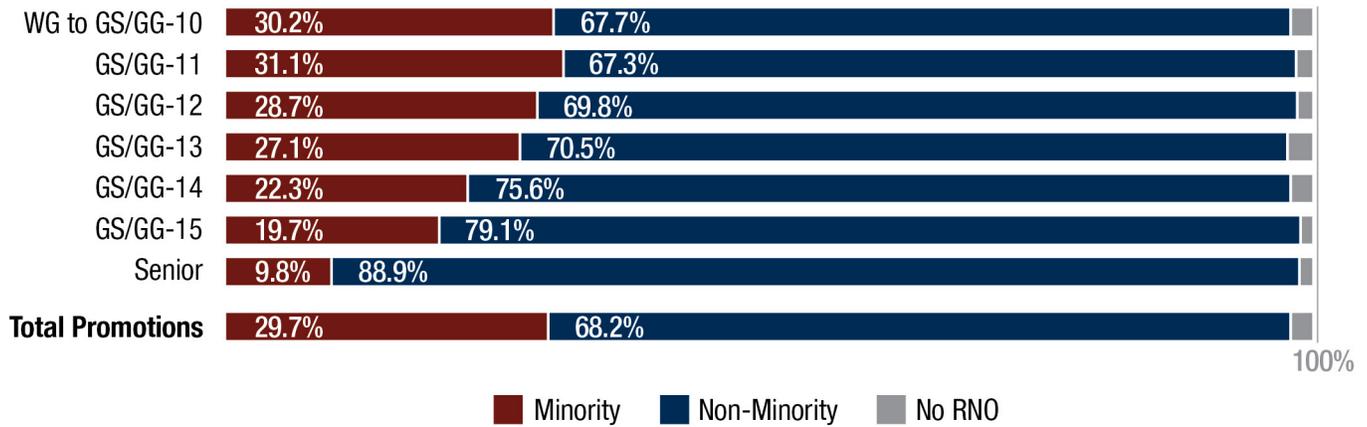Figure 34: IC Promotion Representation by Minority Status and Pay Grade

	Minority	Non-Minority	No RNO
WG to GS/GG-10	30.2%	67.7%	
GS/GG-11	31.1%	67.3%	
GS/GG-12	28.7%	69.8%	
GS/GG-13	27.1%	70.5%	
GS/GG-14	22.3%	75.6%	
GS/GG-15	19.7%	79.1%	
Senior	9.8%	88.9%	
Total Promotions	29.7%	68.2%	

Figure 35: IC Promotion Representation by Race and Ethnicity and Pay Grade

	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or Other Pacific Islander	Two or More Races	MINORITY TOTAL
WG to GS/GG-10	0.2%	5.1%	14.9%	6.8%	0.1%	3.2%	**30.2%**
GS/GG-11	0.3%	5.3%	16.7%	5.9%	0.1%	2.8%	**31.1%**
GS/GG-12	0.3%	4.2%	14.4%	7.7%	0.0%	2.1%	**28.7%**
GS/GG-13	0.2%	4.2%	13.0%	6.2%	0.2%	3.4%	**27.1%**
GS/GG-14	0.3%	3.9%	10.6%	5.5%	0.0%	2.0%	**22.3%**
GS/GG-15	0.3%	3.5%	9.4%	4.1%	0.1%	2.3%	**19.7%**
Senior	0.5%	2.1%	9.1%	5.9%	0.0%	2.1%	**19.8%**
Overall Promotion Composition	0.3%	4.9%	14.6%	6.9%	0.1%	3.0%	**29.7%**

WOMEN ➤

The share of promotions for women exceeds the overall women IC composition (40.8 percent), as women comprised 42.3 percent of all IC employees who were promoted in FY 2022.

The share of promotions for women decreases at each increasing pay grade. When compared with their overall promotion composition, women are statistically underrepresented in promotions to the GS/GG-15 and senior pay grades, comprising less than one-third (31.6 percent) of promotions to the senior pay grade.

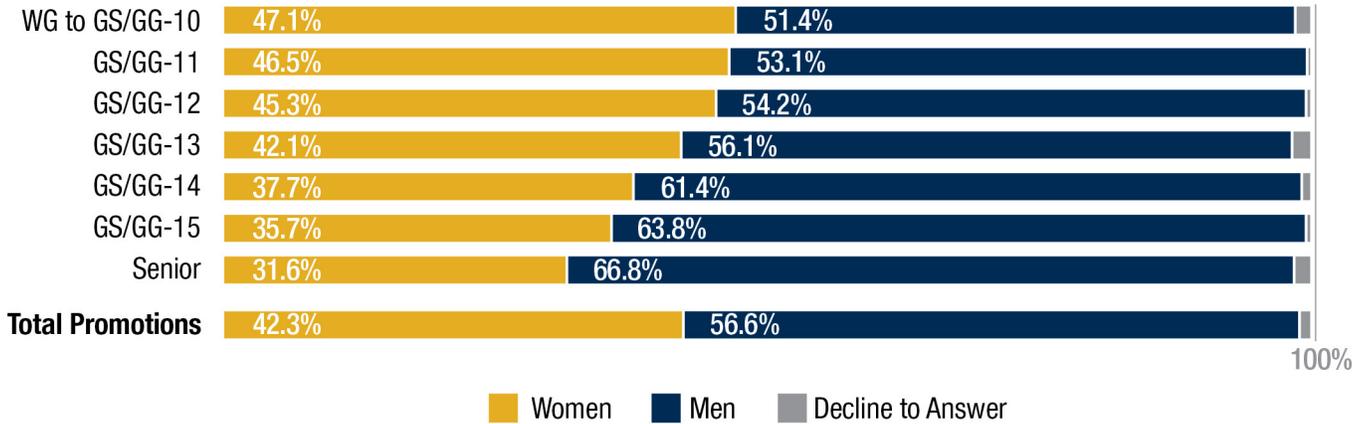Figure 36: IC Promotion Representation by Gender

56.6%
42.3%
1.1%

- Men
- Women
- Decline to Answer
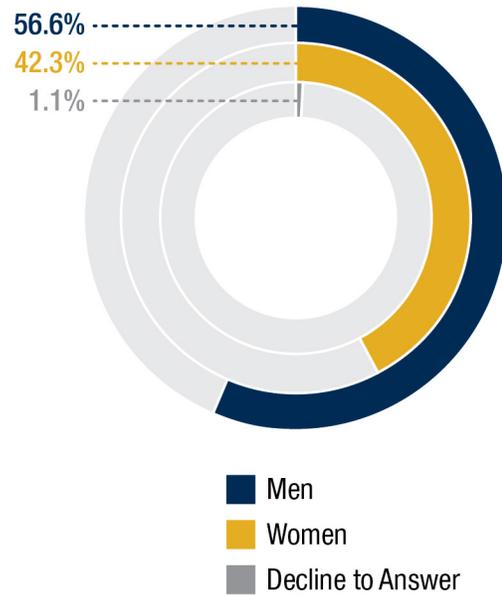
Figure 37: IC Promotion Representation by Gender and Pay Grade

	Women	Men
WG to GS/GG-10	47.1%	51.4%
GS/GG-11	46.5%	53.1%
GS/GG-12	45.3%	54.2%
GS/GG-13	42.1%	56.1%
GS/GG-14	37.7%	61.4%
GS/GG-15	35.7%	63.8%
Senior	31.6%	66.8%
Total Promotions	42.3%	56.6%

100%

- Women
- Men
- Decline to Answer

PERSONS WITH DISABILITIES ❯

The share of PWD promotions exceeds the overall PWD IC composition (8.7 percent), as PWD comprised 12.4 percent of all IC employees who were promoted in FY 2022.

The share of PWD promotions steadily increases between the WG to GS/GG-13 pay grades and then decreases starting at the GS/GG-14 pay grade, with the exception of an increase at the senior pay grade. When compared with their overall promotion composition, PWD are consistently represented in promotions at all grade levels, with the greatest share of PWD promotions occurring at the GS/GG-12 and GS/GG-13 pay grades.

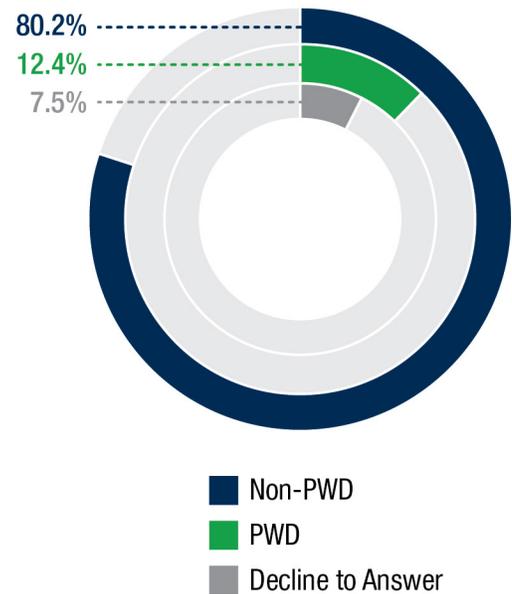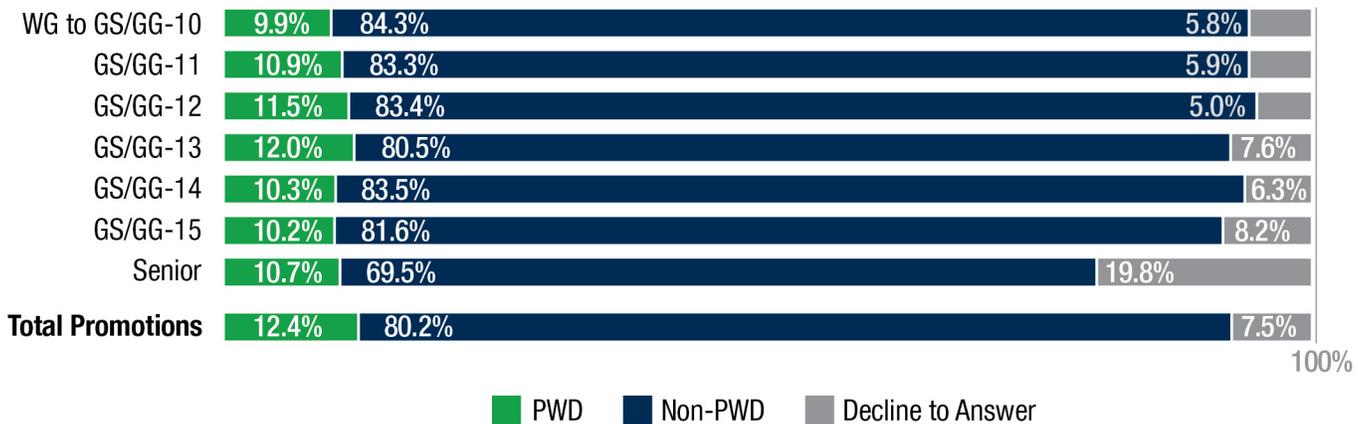Figure 38: IC Promotion Representation by Disability Status

80.2%
12.4%
7.5%

- Non-PWD
- PWD
- Decline to Answer

Figure 39: IC Promotion Representation by Disability Status and Pay Grade

Pay Grade	PWD	Non-PWD	Decline to Answer
WG to GS/GG-10	9.9%	84.3%	5.8%
GS/GG-11	10.9%	83.3%	5.9%
GS/GG-12	11.5%	83.4%	5.0%
GS/GG-13	12.0%	80.5%	7.6%
GS/GG-14	10.3%	83.5%	6.3%
GS/GG-15	10.2%	81.6%	8.2%
Senior	10.7%	69.5%	19.8%
Total Promotions	12.4%	80.2%	7.5%

100%

- PWD
- Non-PWD
- Decline to Answer

INTERSECTIONAL DEMOGRAPHIC ANALYSIS ➤➤

The share of promotions for minority men and minority women exceeds their respective group's overall IC composition (12.8 percent and 12.7 percent, respectively). The overall share of individuals who were promoted was comprised of 15.1 percent minority women, 14.5 percent minority men, 26.8 percent non-minority women, and 41.3 percent non-minority men in FY 2022.

Minority women and non-minority women have decreasing representation in promotions to the higher pay grades, whereas the inverse is true for non-minority men. Minority men also have decreasing representation in promotions at the higher pay grades, with the exception of an increase at the senior pay grade.

When compared with their respective group's overall promotion composition, minority women are statistically underrepresented in promotions to the GS/GG-15 and senior pay grades, whereas non-minority men are overrepresented in promotions to the GS/GG-14 to senior pay grades and also underrepresented in promotions to the WG to GS/GG-10 pay grade.

Figure 40: IC Promotion Representation by Gender and Minority Status
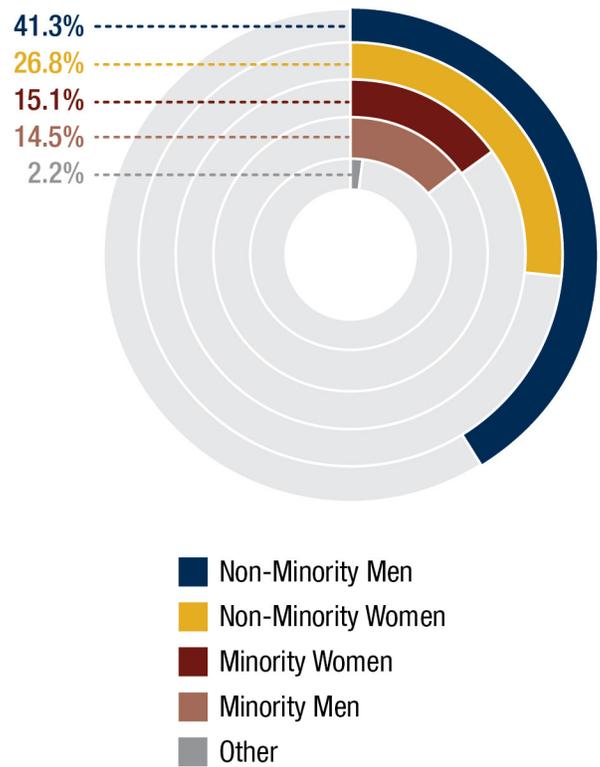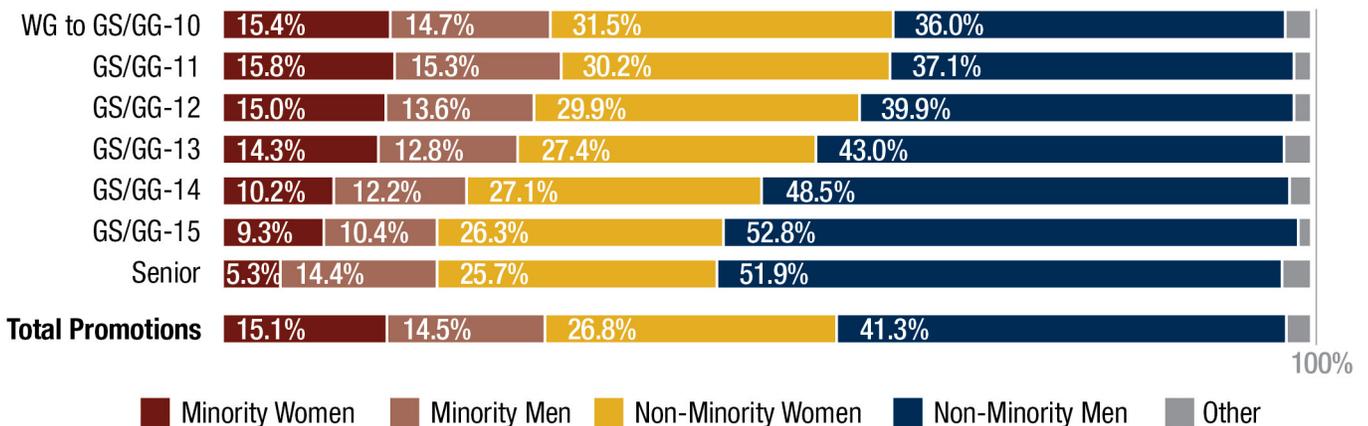
- 41.3%
- 26.8%
- 15.1%
- 14.5%
- 2.2%

■ Non-Minority Men
■ Non-Minority Women
■ Minority Women
■ Minority Men
■ Other

Figure 41: IC Promotion Representation by Gender, Minority Status, and Pay Grade

Pay Grade	Minority Women	Minority Men	Non-Minority Women	Non-Minority Men
WG to GS/GG-10	15.4%	14.7%	31.5%	36.0%
GS/GG-11	15.8%	15.3%	30.2%	37.1%
GS/GG-12	15.0%	13.6%	29.9%	39.9%
GS/GG-13	14.3%	12.8%	27.4%	43.0%
GS/GG-14	10.2%	12.2%	27.1%	48.5%
GS/GG-15	9.3%	10.4%	26.3%	52.8%
Senior	5.3%	14.4%	25.7%	51.9%
Total Promotions	15.1%	14.5%	26.8%	41.3%

100%

■ Minority Women ■ Minority Men ■ Non-Minority Women ■ Non-Minority Men ■ Other
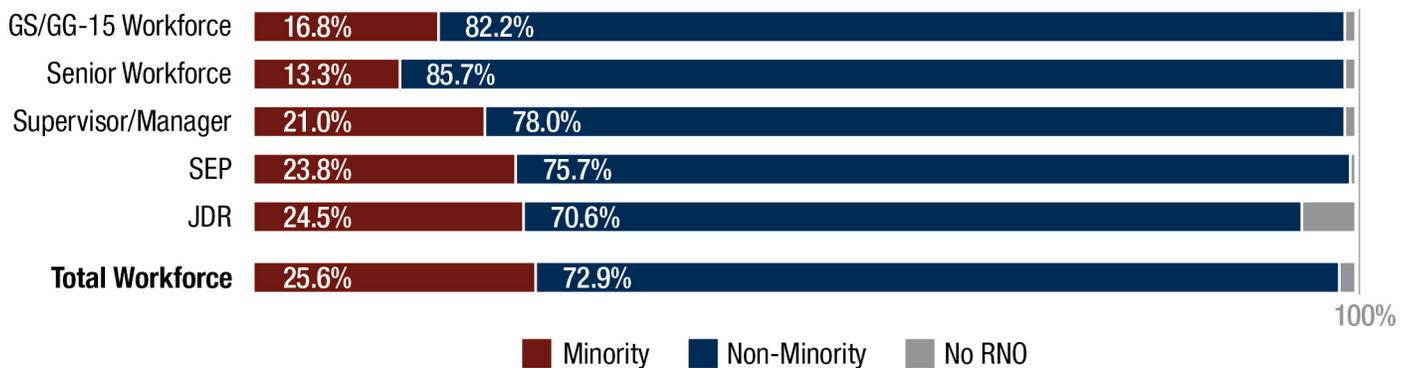
DIVERSITY IN
THE SENIOR RANKS ❯❯❯

Despite having greater representation in SEPs, JDRs, and supervisory and managerial positions, minorities, women, and PWD are still statistically underrepresented in the senior leadership ranks. The IC defines leadership as employees at the GS/GG-15 and senior pay grades. To enhance competitiveness for future promotions and leadership positions, IC employees can obtain experience through supervisory and managerial positions and complete SEPs or JDRs that provide opportunities for increased intelligence integration, interagency collaboration, and knowledge of the IC. The participation of minorities, women, and PWD in these seemingly career-enhancing opportunities does not lead to improved representation in senior positions, and the IC must further examine and rectify promotion practices and existing organizational processes that are creating obstacles to senior-level advancement.

Additionally, reevaluating how senior-level positions are allocated across the IC to explore bureaucratic obstacles hindering or capping the fair evaluation and promotion of high performing IC officers could yield more equitable representation in the senior ranks.

MINORITIES ❯

Minorities comprise 16.8 percent and 13.3 percent of the GS/GG-15 and senior pay grades, respectively. Minorities comprise 21.0 percent of supervisory and managerial positions, 23.8 percent of SEP participants, and 24.5 percent of JDR participants.
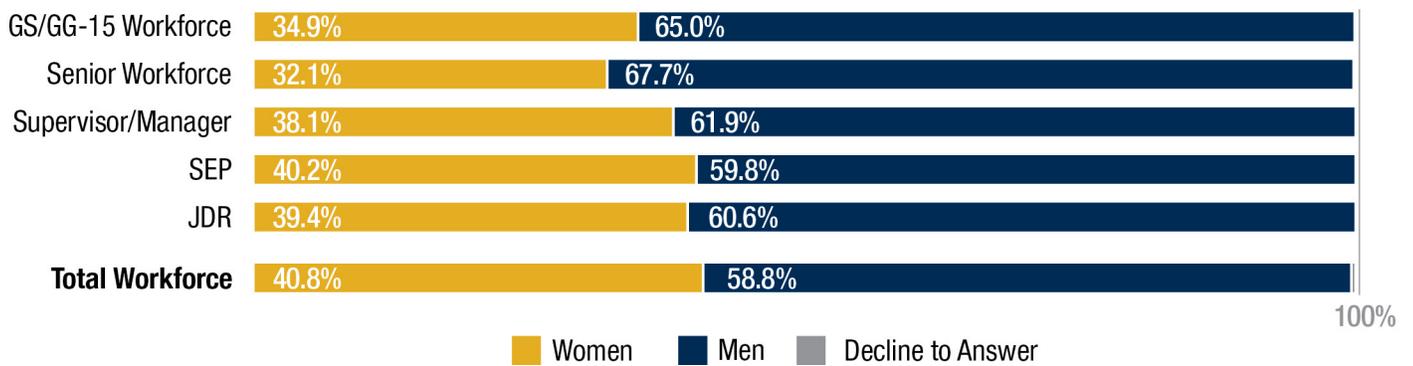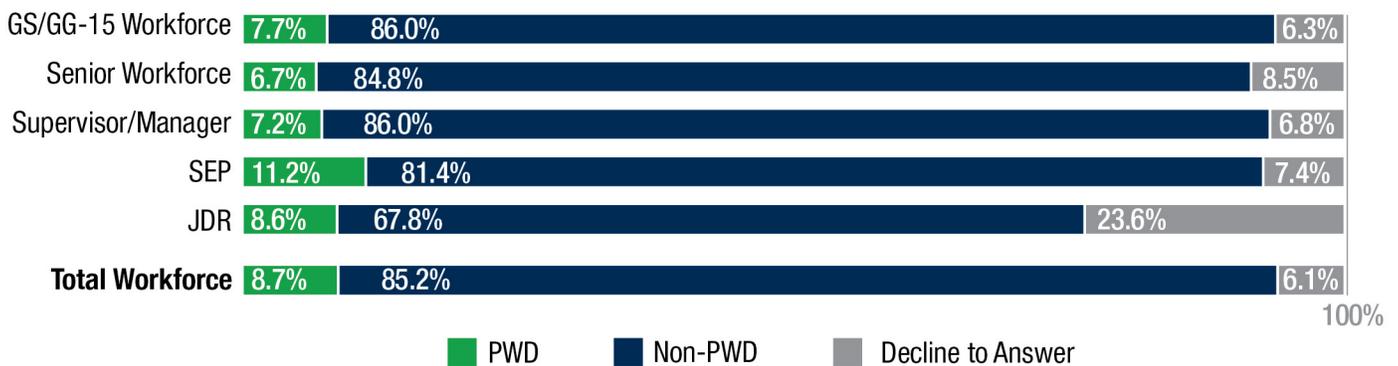
Figure 42: IC Representation in the Senior Leadership Ranks, Supervisory and Managerial Positions, and Professional Development Opportunities by Minority Status

	Minority	Non-Minority	No RNO
GS/GG-15 Workforce	16.8%	82.2%	
Senior Workforce	13.3%	85.7%	
Supervisor/Manager	21.0%	78.0%	
SEP	23.8%	75.7%	
JDR	24.5%	70.6%	
Total Workforce	25.6%	72.9%	

100%

WOMEN ❯

Women comprise 34.9 percent and 32.1 percent of the GS/GG-15 and senior pay grades, respectively. Women comprise 38.1 percent of supervisory and managerial positions, 40.2 percent of SEP participants, and 39.4 percent of JDR participants.

PERSONS WITH DISABILITIES ❯

PWD comprise 7.7 percent and 6.7 percent of the GS/GG-15 and senior pay grades, respectively. PWD comprise 7.2 percent of supervisory and managerial positions, 11.2 percent of SEP participants, and 8.6 percent of JDR participants.

Figure 43: IC Representation in the Senior Leadership Ranks, Supervisory and Managerial Positions, and Professional Development Opportunities by Gender

	Women	Men
GS/GG-15 Workforce	34.9%	65.0%
Senior Workforce	32.1%	67.7%
Supervisor/Manager	38.1%	61.9%
SEP	40.2%	59.8%
JDR	39.4%	60.6%
Total Workforce	40.8%	58.8%

100%

■ Women ■ Men ■ Decline to Answer

Figure 44: IC Representation in the Senior Leadership Ranks, Supervisory and Managerial Positions, and Professional Development Opportunities by Disability Status
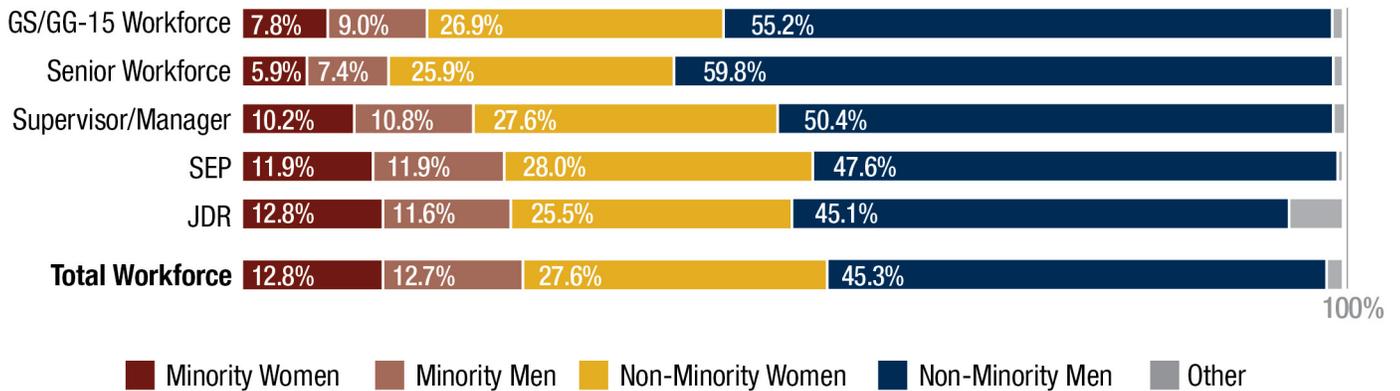
	PWD	Non-PWD	Decline to Answer
GS/GG-15 Workforce	7.7%	86.0%	6.3%
Senior Workforce	6.7%	84.8%	8.5%
Supervisor/Manager	7.2%	86.0%	6.8%
SEP	11.2%	81.4%	7.4%
JDR	8.6%	67.8%	23.6%
Total Workforce	8.7%	85.2%	6.1%

100%

■ PWD ■ Non-PWD ■ Decline to Answer

INTERSECTIONAL DEMOGRAPHIC ANALYSIS »»

As minority women, minority men, and non-minority women advance to the senior pay grade, their representation decreases. The GS/GG-15 pay grade is comprised of 7.8 percent minority women, 9.0 percent minority men, 26.9 percent non-minority women, and 55.2 percent non-minority men. The senior pay grade is comprised of 5.9 percent minority women, 7.4 percent minority men, 25.9 percent non-minority women, and 59.8 percent non-minority men.

In terms of supervisory and managerial status, only non-minority men are statistically overrepresented in these positions. Representation in SEP and JDR participation is consistent for all groups in relation to their overall workforce composition. Despite equitable levels of effort and participation in these professional development opportunities, however, the lack of representation of minority women, minority men, and non-minority women in the senior leadership ranks suggests the need to examine factors contributing to discrepancies in the systemic evaluation of candidates for promotion and senior-level advancement.

Figure 45: IC Representation in the Senior Leadership Ranks, Supervisory and Managerial Positions, and Professional Development Opportunities by Gender and Minority Status

	Minority Women	Minority Men	Non-Minority Women	Non-Minority Men
GS/GG-15 Workforce	7.8%	9.0%	26.9%	55.2%
Senior Workforce	5.9%	7.4%	25.9%	59.8%
Supervisor/Manager	10.2%	10.8%	27.6%	50.4%
SEP	11.9%	11.9%	28.0%	47.6%
JDR	12.8%	11.6%	25.5%	45.1%
Total Workforce	12.8%	12.7%	27.6%	45.3%

100%

■ Minority Women   ■ Minority Men   ■ Non-Minority Women   ■ Non-Minority Men   ■ Other

ATTRITION ►►►

The retention of minorities and PWD continues to be an enduring challenge in the IC as cumulative disparities that span each stage of IC tenures are likely contributing to the uneven attrition and resignation rate of minority and PWD officers. Notable progress is being made in the retention of women in the IC workforce, as women are the only demographic group whose share of attrition is lower than both their share of the IC workforce and share of new hires. An intersectional view of these findings, however, reveals potential barriers that exist for minority women who, in addition to PWD, have the greatest share of attrition within individuals with less than one year of service.

MINORITIES ►

The share of minority attrition does not exceed the share of minority new hires (32.4 percent) but does exceed the overall minority IC composition (25.6 percent). The IC thus must focus its efforts towards retaining minorities for its hiring efforts to yield meaningful net gains. Minorities comprised 28.7 percent of all IC employees who left the workforce in FY 2022.

The racial and ethnic minority groups with the greatest share of attrition are Black or African American (14.2 percent) and Hispanic or Latino (6.5 percent). The only groups whose share of attrition does not exceed their respective group's overall IC composition are Hispanic or Latino and Native Hawaiian or Other Pacific Islander. Furthermore, the only racial and ethnic minority group whose share of attrition exceeds their respective group's share of new hires was American Indian or Alaska Native, in which the difference is likely due to the small overall workforce composition for this demographic group. These findings suggest the need to examine the unique factors attributing to attrition that differ by race and ethnicity. For example, the promotion data indicates disparities in the promotion of minorities that begin in pay grades as low as promotion to GS/GG-13. These kinds of cumulative disparities that span IC tenures are likely contributing to the uneven attrition and resignation rate of minority and PWD officers in the IC.

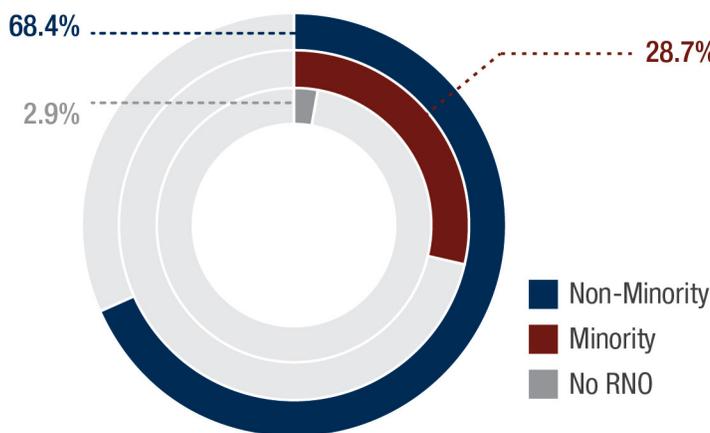Figure 46: IC Attrition Representation by Minority Status

68.4%
2.9%
28.7%

- Non-Minority
- Minority
- No RNO

Figure 47: IC Attrition Representation by Race and Ethnicity

BLACK OR AFRICAN AMERICAN	14.2%
HISPANIC	6.5%
ASIAN	4.9%
TWO OR MORE RACES	2.6%
AMERICAN INDIAN / ALASKA NATIVE	0.3%
NATIVE HAWAIIAN / PACIFIC ISLANDER	0.1%

Minorities represent a greater share of resignations compared with retirements (29.7 percent versus 22.6 percent, respectively).

Minorities represent the greatest share of attrition within individuals with 5 to less than 10 years of service (33.6 percent).

Almost one quarter (24.5 percent) of individuals with less than one year of service who left the IC in FY 2022 were

Black or African American. Furthermore, Hispanic or Latino employees have the greatest share of attrition within individuals with 10 to less than 15 years of service (8.3 percent), whereas Asian employees have the greatest share of attrition within individuals with 15 to less than 20 years of service (6.0 percent).

Figure 48: IC Attrition Representation by Minority Status and Attrition Type

Resignation
| 29.7% | 66.5% |

Retirement
| 22.6% | 75.9% |

100%

■ Minority   ■ Non-Minority   ■ Decline to answer
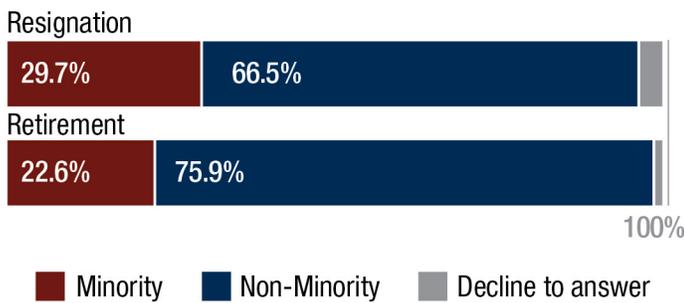
Figure 49: IC Attrition Representation by Minority Status and Federal Service Tenure

< 1 year	32.1%	60.4%
1 to < 5 years	32.6%	64.7%
5 to < 10 years	33.6%	64.8%
10 to < 15 years	30.5%	68.2%
15 to < 20 years	27.5%	71.9%
20+ years	22.8%	76.6%

100%

■ Minority   ■ Non-Minority   ■ Decline to Answer
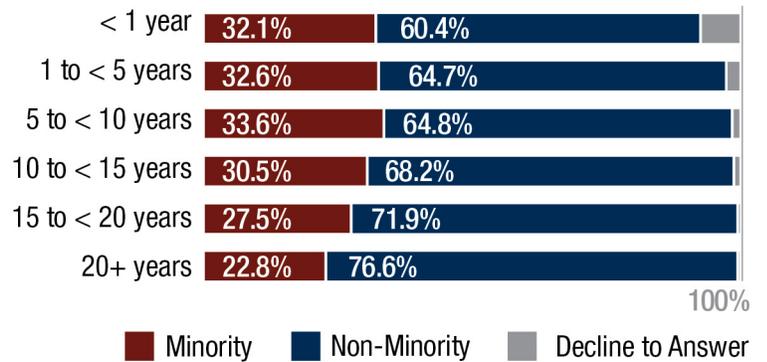
Figure 50: IC Attrition Representation by Race and Ethnicity and Federal Service Tenure

	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or Other Pacific Islander	Two or More Races	MINORITY TOTAL
< 1 year	0.0%	3.8%	24.5%	3.8%	0.0%	0.0%	32.1%
1 to < 5 years	0.4%	5.9%	16.3%	6.6%	0.0%	3.4%	32.6%
5 to < 10 years	0.1%	5.7%	16.3%	7.9%	0.0%	3.6%	33.6%
10 to < 15 years	0.4%	5.5%	14.0%	8.3%	0.1%	2.3%	30.5%
15 to < 20 years	0.3%	6.0%	12.2%	5.4%	0.3%	3.3%	27.5%
20+ years	0.3%	3.3%	12.0%	5.4%	0.1%	1.6%	22.8%
Overall Attrition Composition	0.3%	4.9%	14.2%	6.5%	0.1%	2.6%	28.7%

WOMEN ⟩

The share of women attrition does not exceed the overall women IC composition or share of women new hires (40.8 percent and 42.8 percent, respectively), indicating progress made towards retaining women in the IC. Women comprised 37.5 percent of all IC employees who left the workforce in FY 2022.

Women represent a greater share of resignations compared with retirements (39.4 percent versus 34.2 percent, respectively).

Similar to minorities, women represent the greatest share of attrition within individuals with 5 to less than 10 years of service (42.1 percent).

Figure 51: IC Attrition Representation by Gender

60.7%
37.5%
1.8%

- Men
- Women
- Decline to Answer
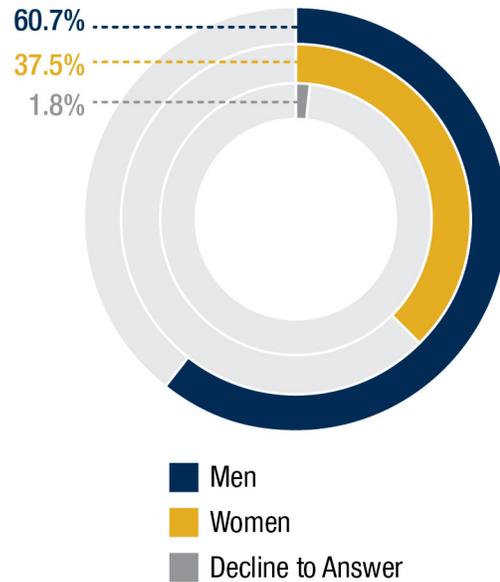
Figure 52: IC Attrition Representation by Gender and Attrition Type

	Women	Men	
Resignation	39.4%	58.5%	
Retirement	34.2%	64.8%	

100%

- Women
- Men
- Decline to answer
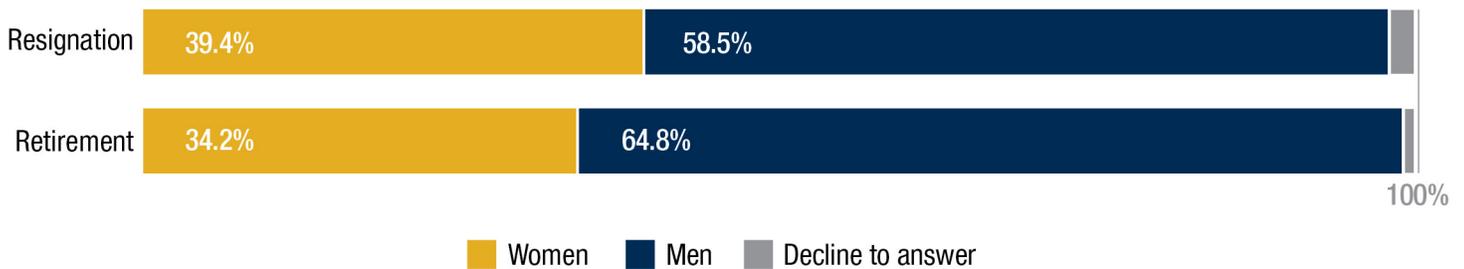
Figure 53: IC Attrition Representation by Gender and Federal Service Tenure

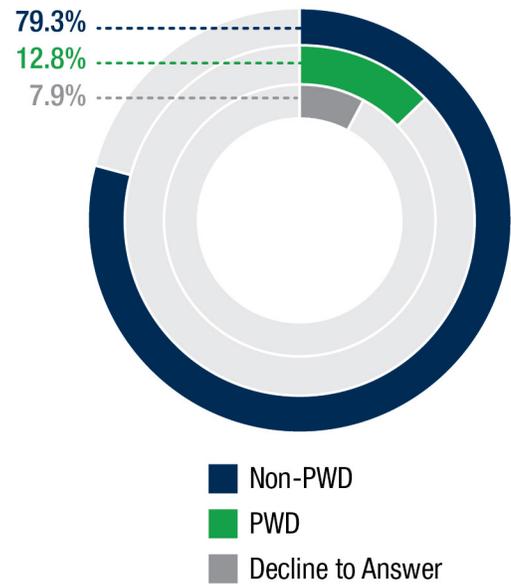|	Women	Men	
< 1 year	37.7%	60.4%	
1 to < 5 years	40.7%	58.7%	
5 to < 10 years	42.1%	57.4%	
10 to < 15 years	40.9%	58.7%	
15 to < 20 years	28.5%	71.4%	
20+ years	36.6%	63.2%	

100%

- Women
- Men
- Decline to answer
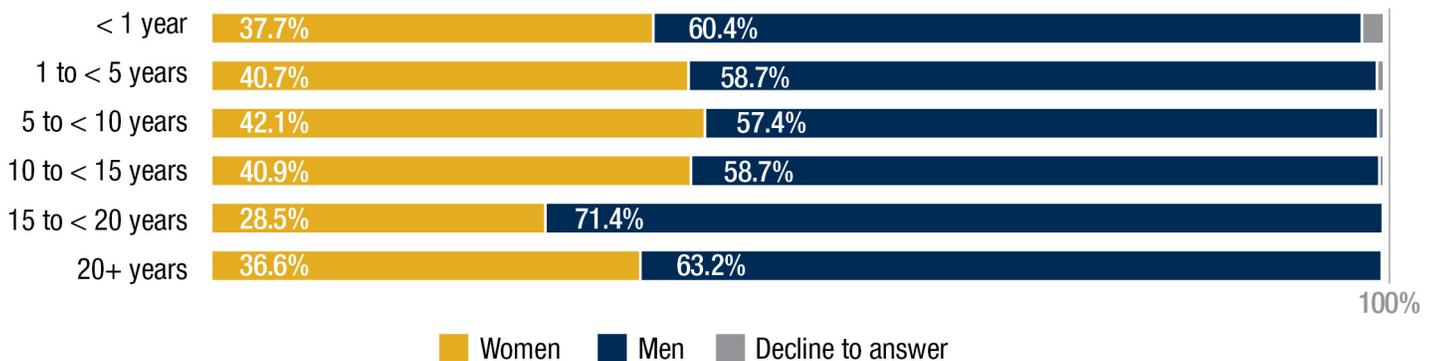
PERSONS WITH DISABILITIES ❯

The share of PWD attrition exceeds the overall PWD IC composition and share of PWD new hires (8.7 percent and 11.1 percent, respectively), suggesting a critical need to understand the factors influencing PWD to leave the IC—especially if they are primarily driven by accessibility concerns. PWD comprised 12.8 percent of all IC employees who left the workforce in FY 2022.

PWD represent a greater share of retirements compared with resignations (13.7 percent versus 12.0 percent, respectively).

PWD have the greatest share of attrition within individuals with less than one year of service (18.9 percent).

Figure 54: IC Attrition Representation by Disability Status

79.3%
12.8%
7.9%

- Non-PWD
- PWD
- Decline to Answer

Figure 55: IC Attrition Representation by Disability Status and Attrition Type

| Resignation | 12.0% | 78.4% | 9.6% |
| Retirement | 13.7% | 80.2% | 6.2% |

100%

- PWD
- Non-PWD
- Decline to answer
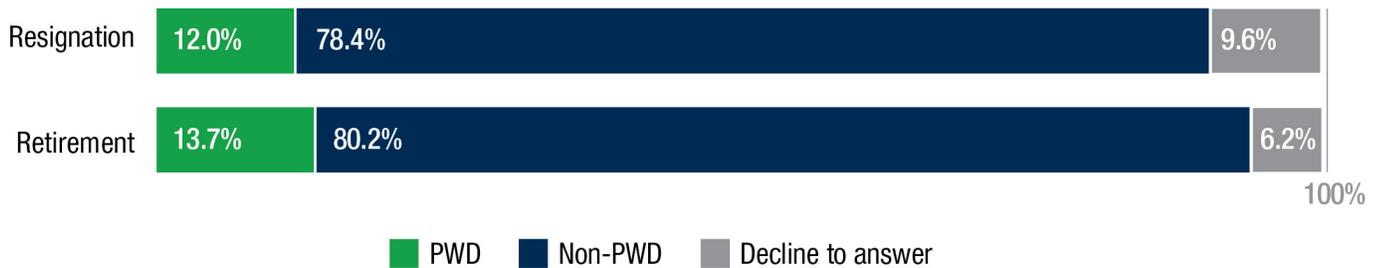
Figure 56: IC Attrition Representation by Disability Status and Federal Service Tenure

< 1 year	18.9%	69.8%	11.3%
1 to < 5 years	14.8%	78.7%	6.5%
5 to < 10 years	11.9%	82.5%	5.7%
10 to < 15 years	15.3%	76.6%	8.1%
15 to < 20 years	15.3%	77.4%	7.3%
20+ years	10.9%	84.3%	4.8%

100%

- PWD
- Non-PWD
- Decline to answer
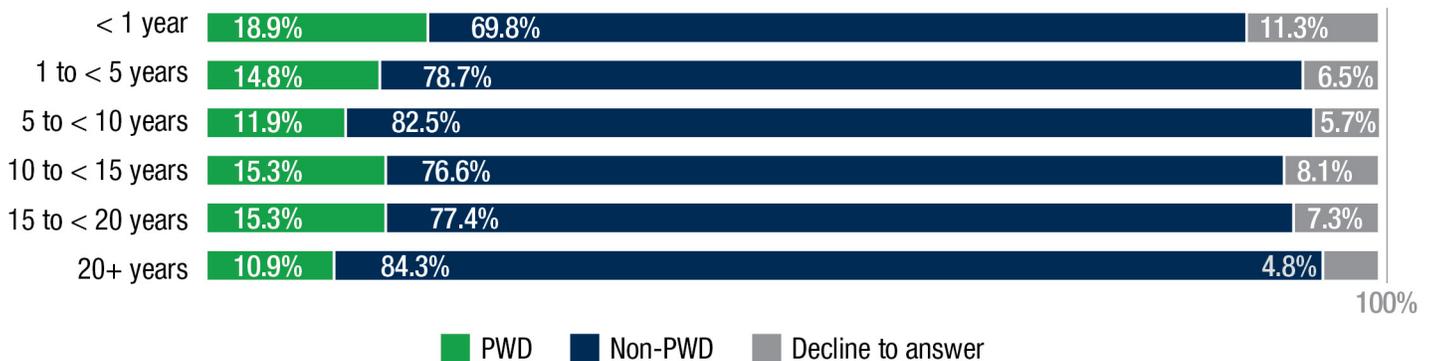
INTERSECTIONAL DEMOGRAPHIC ANALYSIS ▶▶

The share of attrition for minority women, minority men, and non-minority men exceeds their respective group's overall IC composition (12.8 percent, 12.7 percent, and 45.3 percent, respectively). The overall share of IC employees who left the workforce in FY 2022 was comprised of 13.5 percent minority women, 14.1 percent minority men, 23.6 percent non-minority women, and 45.9 percent non-minority men.

Both minority women and minority men represent a greater share of resignations compared with retirements, whereas non-minority men represent a greater share of retirements compared with resignations. Non-minority women are similarly represented in both resignations and retirements.

In terms of federal service tenure, minority women have the greatest share of attrition within individuals with less than one year of service, whereas non-minority men have the greatest share of attrition within individuals with 15 to less than 20 years of service. Furthermore, both minority men and non-minority women have the greatest share of attrition within individuals with 5 to less than 10 years of service.

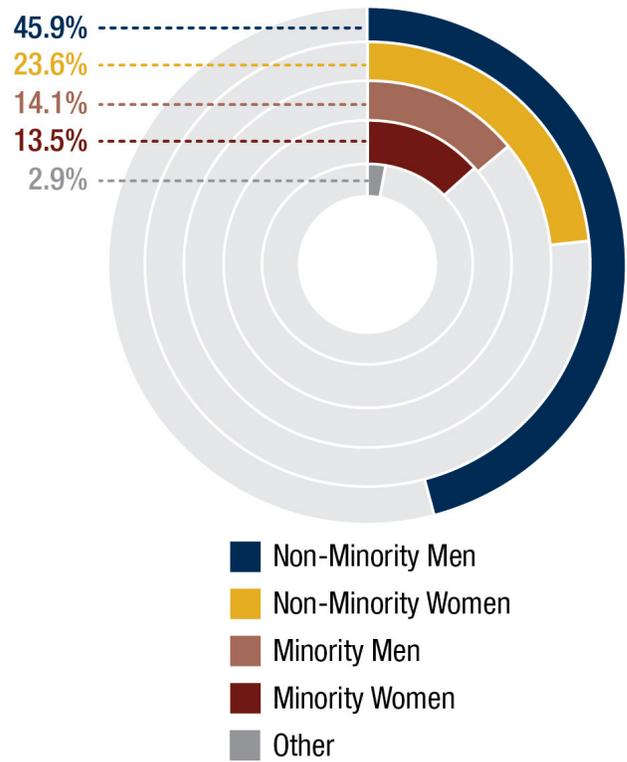Figure 57: IC Attrition Representation by Gender and Minority Status

- 45.9%
- 23.6%
- 14.1%
- 13.5%
- 2.9%

■ Non-Minority Men
■ Non-Minority Women
■ Minority Men
■ Minority Women
■ Other

Figure 58: IC Attrition Representation by Gender, Minority Status, and Attrition Type

	Minority Women	Minority Men	Non-Minority Women	Non-Minority Men	Other
Resignation	14.8%	14.8%	23.9%	42.5%	
Retirement	10.3%	12.4%	23.9%	52.1%	

■ Minority Women ■ Minority Men ■ Non-Minority Women ■ Non-Minority Men ■ Other
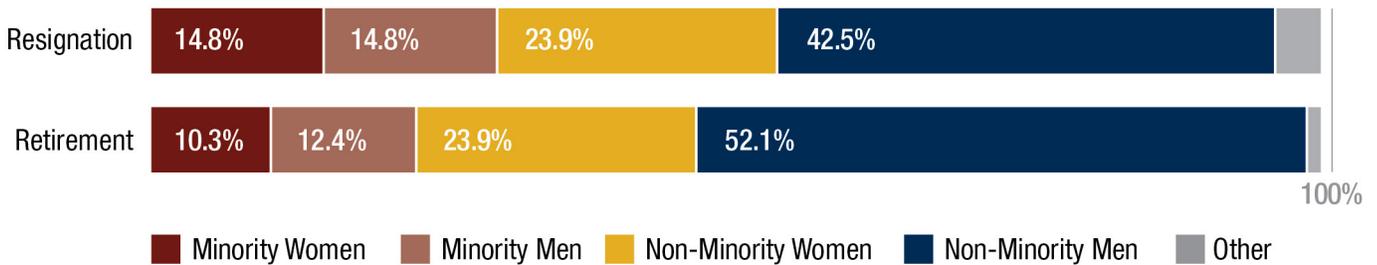
Figure 59: IC Attrition Representation by Gender, Minority Status, and Federal Service Tenure

	Minority Women	Minority Men	Non-Minority Women	Non-Minority Men	Other
< 1 year	17.0%	15.1%	20.8%	39.6%	
1 to < 5 years	16.0%	16.4%	23.7%	40.9%	
5 to < 10 years	16.7%	16.9%	24.6%	40.1%	
10 to < 15 years	16.4%	14.1%	24.2%	44.0%	
15 to < 20 years	9.6%	17.9%	18.7%	53.2%	
20+ years	11.4%	11.4%	25.2%	51.4%	

■ Minority Women ■ Minority Men ■ Non-Minority Women ■ Non-Minority Men ■ Other
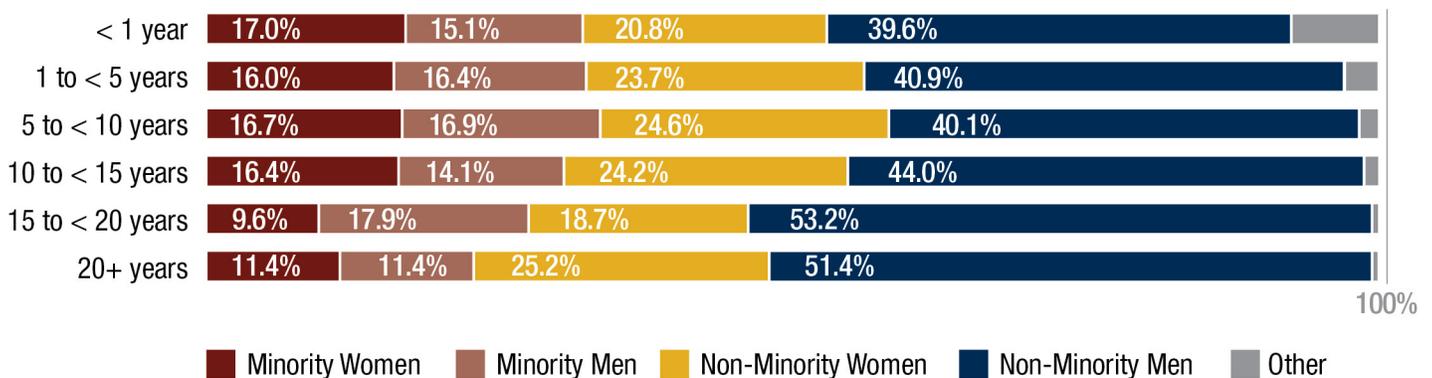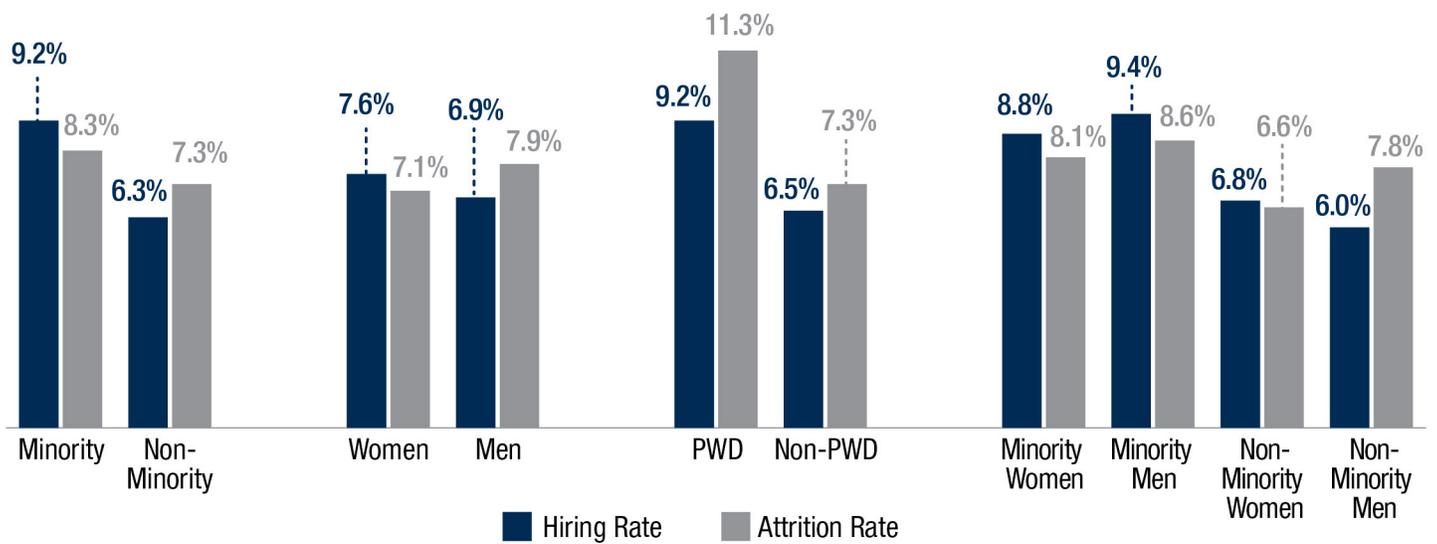
HIRING VERSUS ATTRITION ❯❯❯

Minorities were hired into the IC at the higher rate than they left the IC, whereas the inverse is true for PWD. However, minorities and PWD also left the IC at a higher rate than their non-minority and non-PWD counterparts. Understanding the factors contributing to PWD and minorities leaving the IC will allow the IC to prioritize its efforts in retaining diverse talent.

Women were hired into the IC at a higher rate than they left the IC and also had a higher hiring rate and lower attrition rate compared to men. From an intersectional perspective, differences in attrition rates between women based on minority status also suggest that the IC faces more challenges with retaining minority women than non-minority women.

Figure 60: IC Hiring Rates and Attrition Rates

Legend: ■ Hiring Rate ■ Attrition Rate

Category	Hiring Rate	Attrition Rate
Minority	9.2%	8.3%
Non-Minority	6.3%	7.3%
Women	7.6%	7.1%
Men	6.9%	7.9%
PWD	9.2%	11.3%
Non-PWD	6.5%	7.3%
Minority Women	8.8%	8.1%
Minority Men	9.4%	8.6%
Non-Minority Women	6.8%	6.6%
Non-Minority Men	6.0%	7.8%

MISSION CATEGORY ❯❯❯

Mission categories are the highest classification in the IC occupational structure, comprising broad sets of related occupations representing a particular function.

Figure 61: Mission Category Descriptions[9]

ANALYSIS AND PRODUCTION	Occupations or positions whose incumbents prepare finished intelligence products from information obtained and processed from one or more intelligence sources in support of customer requirements.
COLLECTION AND OPERATIONS	Occupations or positions whose incumbents engage in the collection and reporting of information obtained from intelligence sources by various means, including human and technical means, as well as occupations whose incumbents engage in intelligence and counterintelligence operations, and technical support of collection and operations.
ENTERPRISE INFORMATION TECHNOLOGY	Occupations or positions whose incumbents engage in assuring the security of department or national security systems and information by 1) providing knowledge and technology to suppliers and clients; and 2) supporting an organization's information systems, to include telecommunications, network operations, and computing infrastructure.
ENTERPRISE MANAGEMENT AND SUPPORT	Occupations or positions whose incumbents engage in sustaining activities that support an organization, to include human resources, finance, logistics, security, legal, and acquisition.
MISSION MANAGEMENT	Occupations or positions whose incumbents engage in the coordination and integration of IC-wide intelligence requirements, resources, and activities.
PROCESSING AND EXPLOITATION	Occupations or positions whose incumbents engage in the conversion of information collected from various intelligence sources into a form that can be analyzed to produce an intelligence product.
RESEARCH AND TECHNOLOGY	Occupations or positions whose incumbents engage in basic, applied, and advanced scientific and engineering research and development.

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[9] Intelligence Community Directive 652: Occupational Structure for the Intelligence Community Civilian Workforce

OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE

MINORITIES ❯

Minorities have the least representation in the Analysis and Production and Research and Technology mission categories (19.4 percent and 14.8 percent, respectively) and the greatest representation in the Mission Management and Enterprise Information Technology mission categories (41.2 percent and 34.3 percent, respectively).

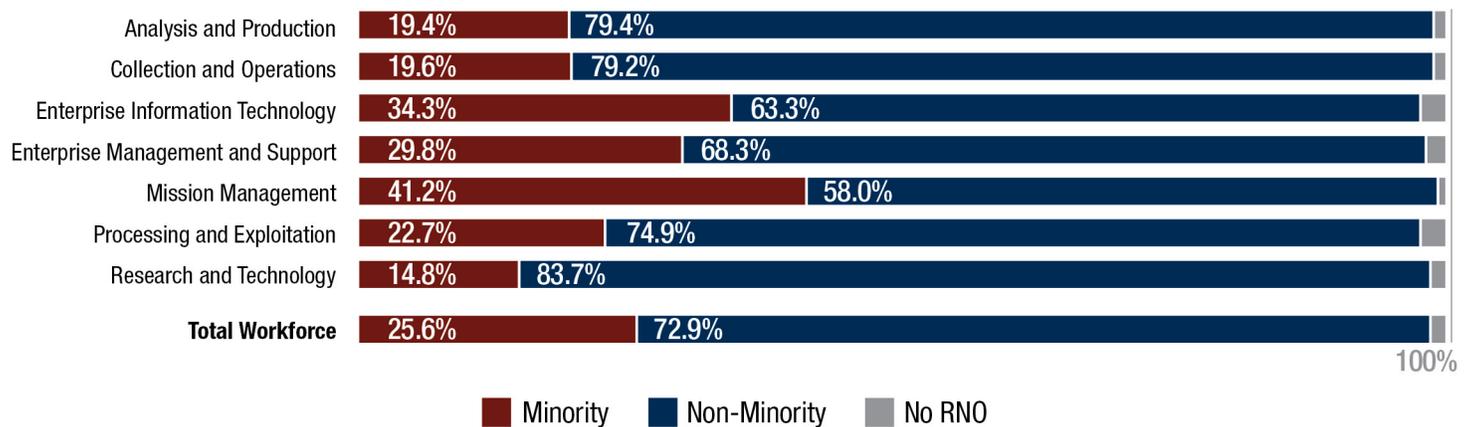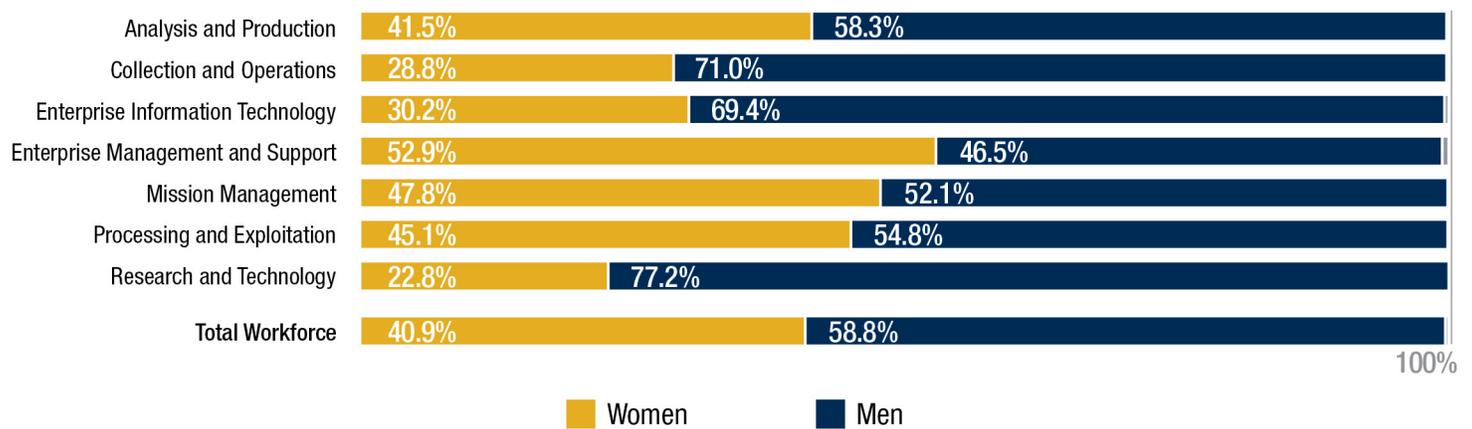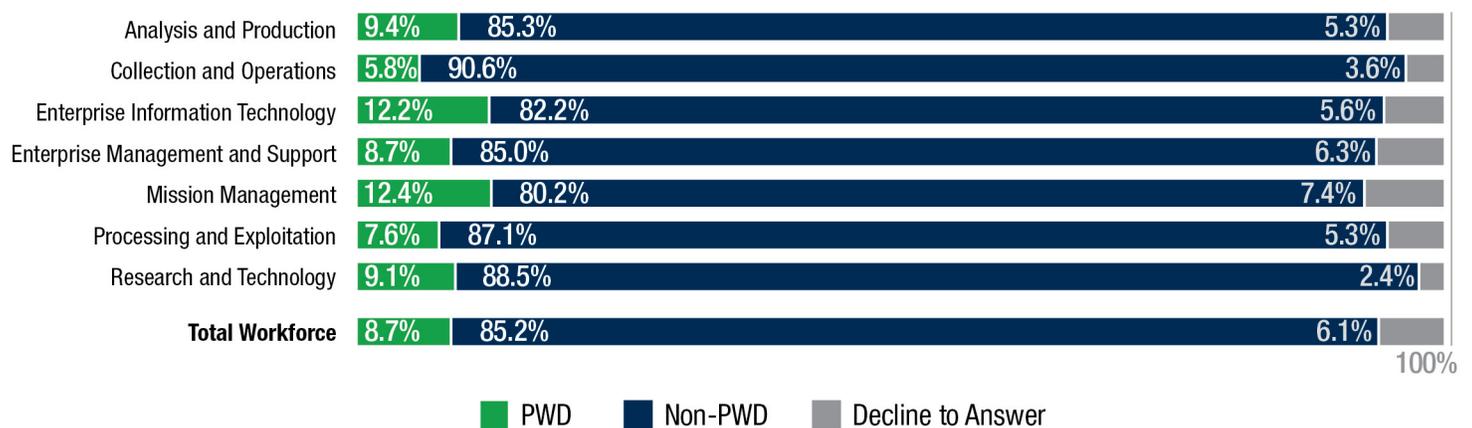Figure 62: IC Mission Category Representation by Minority Status

Mission Category	Minority	Non-Minority
Analysis and Production	19.4%	79.4%
Collection and Operations	19.6%	79.2%
Enterprise Information Technology	34.3%	63.3%
Enterprise Management and Support	29.8%	68.3%
Mission Management	41.2%	58.0%
Processing and Exploitation	22.7%	74.9%
Research and Technology	14.8%	83.7%
Total Workforce	25.6%	72.9%

100%

■ Minority   ■ Non-Minority   ■ No RNO

Figure 63: IC Mission Category Representation by Race and Ethnicity

	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or Other Pacific Islander	Two or More Races	MINORITY TOTAL
Analysis and Production	0.2%	4.4%	6.1%	6.0%	0.1%	2.6%	**19.4%**
Collection and Operations	0.2%	4.1%	5.5%	7.5%	0.2%	2.1%	**19.6%**
Enterprise Information Technology	0.1%	4.3%	20.1%	6.6%	0.5%	2.8%	**34.3%**
Enterprise Management and Support	0.2%	2.7%	17.8%	6.9%	0.2%	1.9%	**29.8%**
Mission Management	0.3%	4.7%	24.7%	7.9%	0.2%	3.5%	**41.2%**
Processing and Exploitation	0.1%	6.9%	6.1%	7.6%	0.1%	1.9%	**22.7%**
Research and Technology	0.2%	3.8%	4.7%	4.4%	0.1%	1.6%	**14.8%**
Overall Workforce Composition	0.2%	4.1%	11.8%	6.2%	0.2%	2.4%	**25.6%**

WOMEN ❯

Women have the least representation in the Collection and Operations and Research and Technology mission categories (28.8 percent and 22.8 percent, respectively) and the greatest representation in the Enterprise Management and Support and Mission Management mission categories (52.9 percent and 47.8 percent, respectively).

PERSONS WITH DISABILITIES ❯

PWD have the least representation in the Processing and Exploitation and Collection and Operations mission categories (7.6 percent and 5.8 percent, respectively) and the greatest representation in the Mission Management and Enterprise Information Technology mission categories (12.4 percent and 12.2 percent, respectively).

Figure 64: IC Mission Category Representation by Gender

Mission Category	Women	Men
Analysis and Production	41.5%	58.3%
Collection and Operations	28.8%	71.0%
Enterprise Information Technology	30.2%	69.4%
Enterprise Management and Support	52.9%	46.5%
Mission Management	47.8%	52.1%
Processing and Exploitation	45.1%	54.8%
Research and Technology	22.8%	77.2%
Total Workforce	40.9%	58.8%

100%

■ Women   ■ Men

Figure 65: IC Mission Category Representation by Disability Status

Mission Category	PWD	Non-PWD	Decline to Answer
Analysis and Production	9.4%	85.3%	5.3%
Collection and Operations	5.8%	90.6%	3.6%
Enterprise Information Technology	12.2%	82.2%	5.6%
Enterprise Management and Support	8.7%	85.0%	6.3%
Mission Management	12.4%	80.2%	7.4%
Processing and Exploitation	7.6%	87.1%	5.3%
Research and Technology	9.1%	88.5%	2.4%
Total Workforce	8.7%	85.2%	6.1%

100%

■ PWD   ■ Non-PWD   ■ Decline to Answer

INTERSECTIONAL DEMOGRAPHIC ANALYSIS »»

Minority women have the greatest representation in the Mission Management mission category (23.5 percent), whereas non-minority men have the least representation in this mission category (34.0 percent). Minority men have the greatest representation in the Enterprise Information Technology mission category (21.3 percent), whereas non-minority women have the least representation in this mission category (16.6 percent).

Minority women and minority men have the least representation in Research and Technology (4.9 percent and 9.9 percent, respectively), whereas non-minority men have the greatest representation in this mission category (66.1 percent). Non-minority women have the greatest representation in Enterprise Management and Support (34.1 percent), which is comparable to the representation of non-minority men in this mission category (34.2 percent).

Figure 66: IC Mission Category Representation by Gender and Minority Status

	Minority Women	Minority Men	Non-Minority Women	Non-Minority Men	Other
Analysis and Production	9.4%	10.0%	31.9%	47.5%	
Collection and Operations	6.7%	12.8%	21.8%	57.3%	
Enterprise Information Technology	12.9%	21.3%	16.6%	46.7%	
Enterprise Management and Support	18.4%	11.4%	34.1%	34.2%	
Mission Management	23.5%	17.7%	23.9%	34.0%	
Processing and Exploitation	12.4%	10.3%	31.6%	43.2%	
Research and Technology	4.9%	9.9%	17.5%	66.1%	
Total Workforce	12.8%	12.7%	27.6%	45.3%	

100%

■ Minority Women   ■ Minority Men   ■ Non-Minority Women   ■ Non-Minority Men   ■ Other

INCLUSION QUOTIENT ❯❯❯

The Inclusion Quotient consists of 20 survey questions that assess the following employee perceptions in the workplace:

- Fairness (i.e., employees feel that they are treated equitably)

- Openness (i.e., management supports diversity in all ways)

- Cooperation (i.e., management supports communication and collaboration)

- Support (i.e., supervisors value their employees)

- Empowerment (i.e., employees have the resources and support needed to excel in the workplace)

Figure 67: Inclusion Quotient Questions

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1. I have enough information to do my job well.

2. I feel encouraged to come up with new and better ways of doing things.

3. My talents are used well in the workplace.

4. Creativity and innovation are rewarded.

5. My supervisor provides me with constructive suggestions to improve my job performance.

6. In my work unit, differences in performance are recognized in a meaningful way.

7. Awards in my work unit depend on how well employees perform their jobs.

8. Supervisors work well with employees of different backgrounds.

9. My supervisor is committed to a workforce representative of all segments of society.

10. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).

11. My supervisor supports my need to balance work and other life issues.

12. Arbitrary action, personal favoritism, and coercion for partisan political purposes are not tolerated.

13. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.

14. In the last six months, my supervisor has talked with me about my performance.

15. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.

16. Employees have a feeling of personal empowerment with respect to work processes.

17. My supervisor listens to what I have to say.

18. My supervisor treats me with respect.

19. Managers promote communication among different work units (for example, about projects, goals, needed resources).

20. Managers support collaboration across work units to accomplish work objectives.

FY 2022 was the first year in which the IC-wide Inclusion Quotient score decreased, with 75 percent of respondents expressing positive views about IC inclusiveness.

Minorities, women, and PWD had the least favorable responses with regards to steps being taken in their work unit to deal with poor performers who cannot or will not improve, where only 50 percent, 46 percent, and 48 percent of respondents in those respective demographic groups expressed positive views. Furthermore, Figure 69 displays the Inclusion Quotient questions with the largest percentage point differences between minorities, women, and PWD and their non-minority, men, and non-PWD counterparts, indicating focus areas for the IC to enhance inclusion.

Figure 68: Inclusion Quotient Score for the IC, FY 2018 to FY 2022

FY 2022	75%
FY 2021	76%
FY 2020	76%
FY 2019	73%
FY 2018	70%

100%
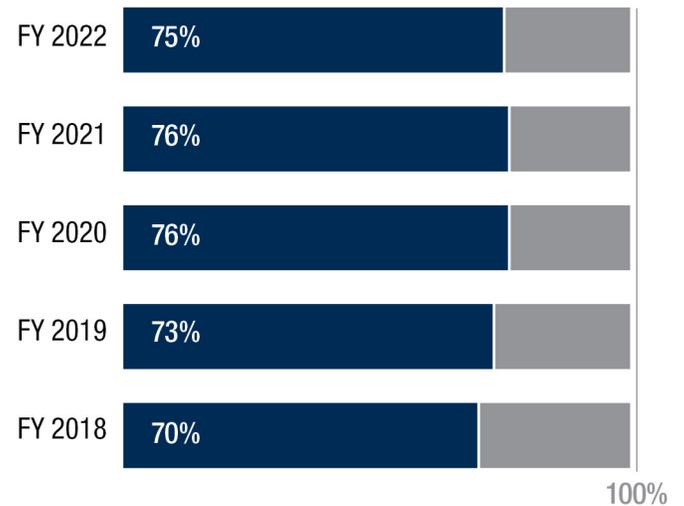
Figure 69: Inclusion Quotient Questions with Largest Percentage Point Differences Between Demographic Groups

	MINORITY	NON-MINORITY	DELTA
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	72%	79%	-7

	WOMEN	MEN	DELTA
In my work unit, differences in performance are recognized in a meaningful way.	53%	61%	-8
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	46%	53%	-7

	PWD	NON-PWD	DELTA
Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	79%	87%	-8

IC STRATEGIC OBJECTIVES
AND PROMISING PRACTICES ❯❯❯

ODNI's IC DEIA Office is responsible for the overall strategic management of the IC's efforts to build a diverse and inclusive workforce and to ensure that equity and accessibility are a core part of management and policymaking processes. The IC DEIA Office recognizes four strategic areas of investment for identifying, assessing, and evaluating DEIA advancements in the IC as mandated by Executive Order 14035: data, partnerships, accessibility, and training.

DATA

The IC will continue to modernize demographic data collection by partnering with ODNI's IC HC Office to execute one annual data call. Data will be collected and analyzed according to a consistent and reliable methodology. Reporting will expand to include more inclusive data fields and additional sources of information from the IC. The IC is investing in the following data-related initiatives:

- CIA created a comprehensive workforce demographic dashboard that summarizes relevant benchmarks across working and hiring. The dashboard is available to the agency workforce.

- DEA created a series of employee engagement pulse surveys that will help shape new and existing initiatives.

- DHS established several internal review and management boards to ensure fairness and transparency at the Corporate Management Board and the Recruitment Selection Board.

- NSA tracks the diversity of the applicant pool and selectees of a random sample of vacancies to identify potential barriers and trends.

- USN/USMC includes DEIA in the Agency's Internal Controls program as a reportable condition that requires a plan of action to garner leadership attention and develop benchmarks to move the needle regarding DEIA.

PARTNERSHIPS

The IC will sustain partnerships internally and develop partnerships externally. ODNI will coordinate with internal partners in policy and security to update or create new inclusive policies in support of DEIA. ODNI will also develop and strengthen relationships with Minority Serving Institutions (MSIs), non-profits, and private corporations. The IC is investing in the following partnership-related initiatives:

- The IC overall is increasing engagements with Historically Black Colleges and Universities using Broad Agency Area Announcements, Cooperative Research and Development Agreements, Education Partnership Agreements, and Partnership Intermediary Agreements.

- CIA developed an MSI Engagement Strategy that describes the high-level outcomes it seeks to achieve and improve with these institutions. The strategy will codify CIA's commitments to strengthen partnerships with MSIs by supporting research and development, transferring CIA knowledge and skills, and providing career development opportunities for students.

ACCESSIBILITY

The IC will continue to increase accessibility for the IC workforce, to include physical accessibility, accessibility of hardware and software, and the availability of qualified sign language interpreters, personal care assistants, and Communication Access Real-time Translation captioners. The IC is investing in the following accessibility-related initiatives:

- An IC Accessibility Council was established to share best practices, challenges, and recommendations related to accessibility for the IC workforce.

- ODNI developed the IC Information Technology Accessibility Maturity Model to assess and compare key areas of information technology accessibility programs across the IC.

TRAINING

The IC will continue investments in training by targeting professional development opportunities that include DEIA principles and best practices that drive the national security mission. The IC is investing in the following training-related initiatives:

- DOS-INR tracks DEIA-related measures for recruitment, hiring, training, awareness, engagement, and retention. Example performance measures include percent compliance in the Department's "Mitigating Unconscious Bias" training.

- FBI requires all employees applying for a GS-15 or senior-level leadership position to answer a question related to their investment in DEIA during their FBI career as part of the interview process.

- Treasury-OIA requires all performance plans to contain a critical element for personal leadership and integrity in which employees must demonstrate "respect for diversity in dealings with co-workers, peers, customers, stakeholders, teams and collaborative networks across the IC." In addition, all supervisory performance plans must include DEIA and Equal Employment Opportunity (EEO) requirements.

IC WORKFORCE DEVELOPMENT ACTIVITIES ❯❯❯

IC AFFINITY NETWORKS

IC Affinity Networks (ICANs) are employee-led, voluntary organizations whose efforts align with the IC's best practices to promote mission outcomes and foster workplace inclusion. ICANs represent the cross-cutting interests of the IC elements and work in partnership with employee and agency resource groups. The IC currently has six ICANs:

- African American Affinity Network (AAAN)
- Asian Pacific American Network (APAN)
- Deaf and Hard of Hearing Affinity Network (DHH)
- IC Lesbian, Gay, Bisexual, and Transgender Affinity Network (IC Pride)
- Latino Intelligence Network (LINK)
- Women's Intelligence Network (WIN)

These organizations actively support IC outreach, recruitment, hiring, onboarding, mentoring, and career development of employees and employment candidates and enlist the involvement of leaders at all organizational levels.

Throughout FY 2022, IC DEIA office sponsored ICAN events that attracted more than 2,000 employees representing underserved communities from the IC.

- **AAAN and LINK** hosted their fifth annual leadership summit under the theme, "Ready!" which acknowledged the need to be agile, vigilant, and empowered.

- **APAN** conducted a multiyear analysis of Asian American, Native Hawaiian, and Pacific Islander (AA and NHPI) employees' promotion and executive presence trends. IC DEIA Chief Stephanie La Rue presented these trends, in combination with IC demographic composition data, in a "Conversations with the DNI" panel discussion to address IC-wide DEIA issues affecting AA and NHPI employees.

- **DHH** held an all-hands meeting focused on addressing historical and present-day accessibility issues affecting the IC. More than 30 IC employees from the DHH community attended the meeting and conveyed to senior leaders the importance of advancing accessibility initiatives.

- **IC Pride** held its tenth annual virtual summit that featured various breakout sessions, including transgender inclusion training and an open forum examining the challenges individuals in the Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual, Plus community with visible or invisible disabilities encounter within the workforce. IC Pride also led the development of IC Directive 125 on gender identity and inclusivity in the IC and was the impetus for creating the IC's first-ever Transgender Inclusion Coordinator position.

- **WIN** held a virtual symposium under the theme, "Leading, Building, and Growing Together," which served as a kick-off and initial planning session for long-term initiatives. Guest speakers and panelists covered topics such as developing leadership skills, being a change agent, and recruiting and retaining women in the IC.

IC STUDENT OPPORTUNITIES ❯❯❯

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

LOUIS STOKES EDUCATIONAL SCHOLARSHIP PROGRAM

The Louis Stokes Educational Scholarship Program (Stokes), established by Title 50 U.S.C. 3614, is an undergraduate and graduate training program designed to facilitate the recruitment of individuals, particularly minority high school students, with a demonstrated capability to develop critical mission skills. Stokes scholars are particularly sought for mathematics, computer science, engineering, and foreign language skills. Students are offered tuition assistance to attend accredited colleges or universities, pursue challenging summer work assignments, and obtain full-time employment after graduation. Stokes candidates must be high school seniors or college freshmen at the time of their application and 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 2022, data on IC Stokes participants was provided by just one IC element. The composition of Stokes participants is depicted in Figures 70 to 73 below.

Figure 70: IC Stokes Participation by Minority Status

80.3%
11.8%
7.9%

- Minority
- Non-Minority
- No RNO
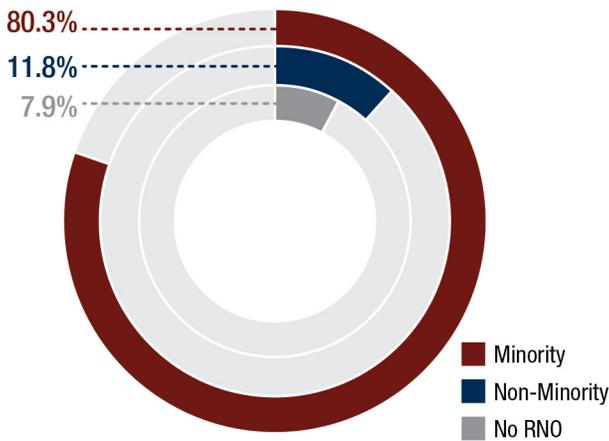
Figure 71: IC Stokes Participation by Gender

55.3%
44.7%

- Men
- Women
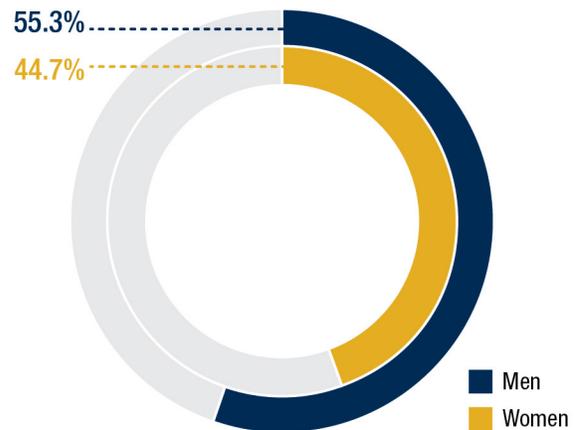
Figure 72: IC Stokes Participation by Disability Status

90.8%
7.9%
1.3%

- Non-PWD
- PWD
- Decline to Answer
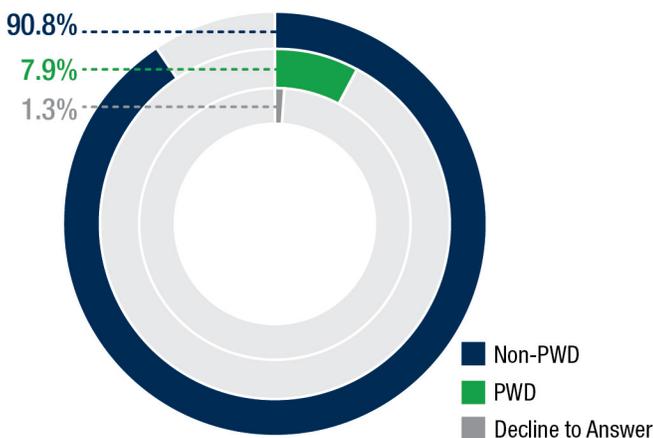
Figure 73: IC Stokes Participation by Gender and Minority Status

47.1%
40.0%
7.1%
5.7%

- Minority Men
- Minority Women
- Non-Minority Men
- Non-Minority Women
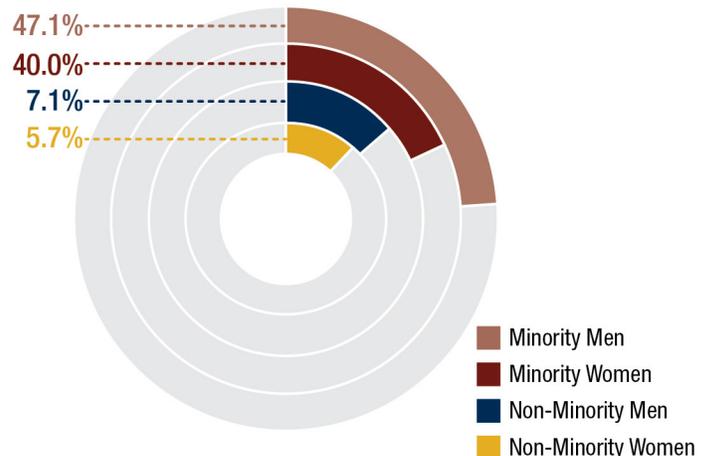
PAT ROBERTS INTELLIGENCE SCHOLARS PROGRAM

The Pat Roberts Intelligence Scholars Program (PRISP) is designed to recruit and train individuals with foreign language, regional and cultural expertise, science, technology, engineering, and mathematics (STEM), and other skills critical to IC missions. PRISP was made permanent in October 2010 with the passage of the

FY 2010 Intelligence Authorization Act, and the eligible population was expanded to include all mission-critical occupations, most notably those intelligence employees working in STEM.

In FY 2022, data on IC PRISP participants was provided by nine out of 18 IC elements. The composition of PRISP participants is depicted in Figures 74 to 77 below.

Figure 74: IC PRISP Participation by Minority Status

79.6%
18.4%
2.0%

- Non-Minority
- Minority
- No RNO
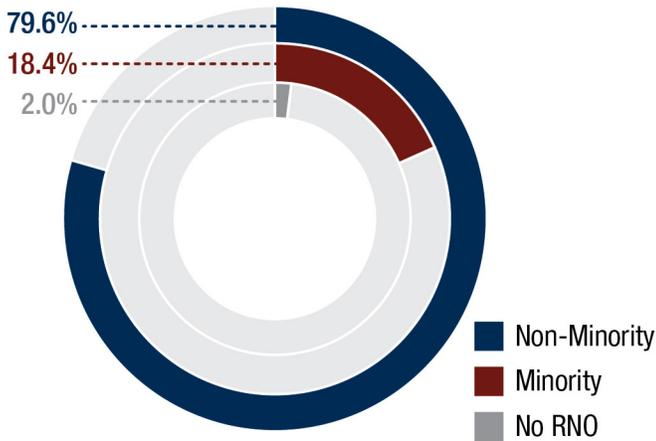
Figure 75: IC PRISP Participation by Gender

55.1%
44.9%

- Men
- Women
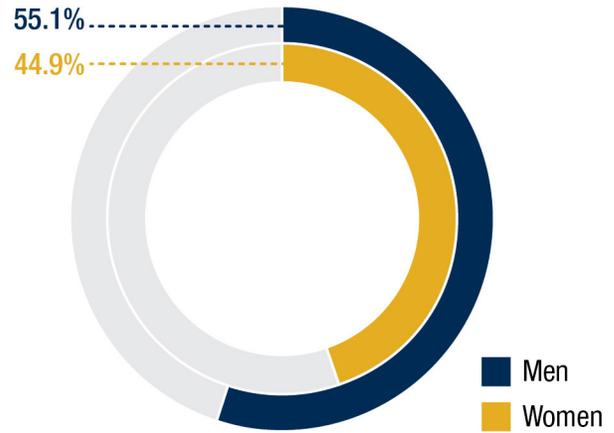
Figure 76: IC PRISP Participation by Disability Status

87.8%
8.2%
4.1%

- Non-PWD
- Decline to Answer
- PWD
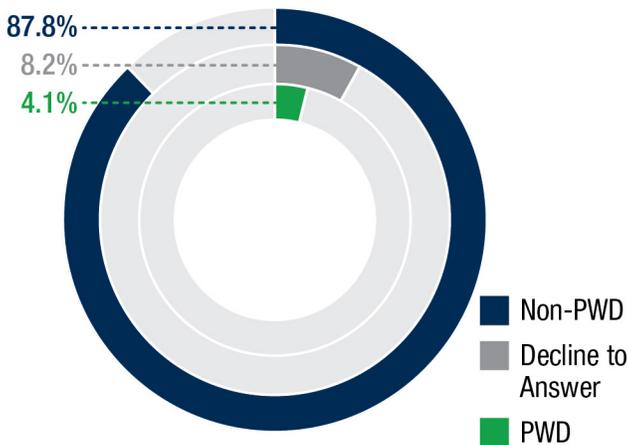
Figure 77: IC PRISP Participation by Gender and Minority Status

40.8%
38.8%
14.3%
4.1%
2.0%

- Non-Minority Women
- Minority Men
- Non-Minority Men
- Minority Women
- Other
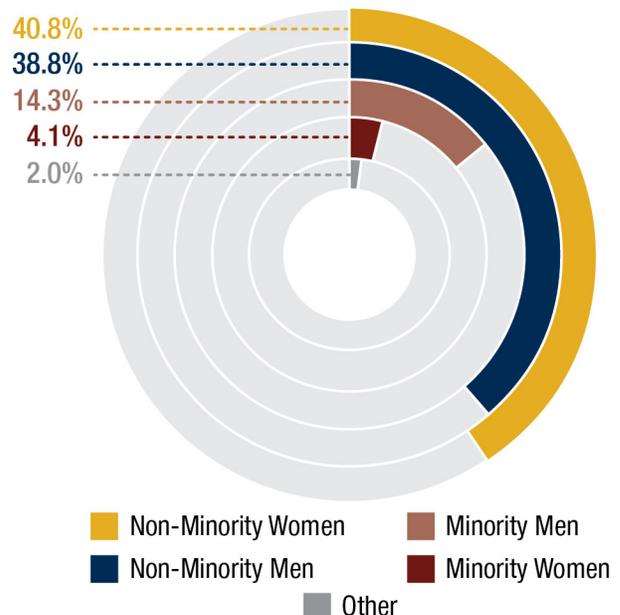
STUDENT PROGRAMS AND SCHOLARSHIPS

GenCyber

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

Boren Scholarship

Boren Scholarships provide U.S. undergraduate students with the resources and encouragement needed to acquire skills and experiences in areas of the world critical to our nation's future security. These scholarships offer up to $20,000 for an academic year abroad. Boren Fellowships offer study abroad opportunities for graduate students interested in geographic areas, languages, and other fields of study underrepresented in study abroad programs and critical to U.S. national security broadly defined. Students propose their plans for language study (required), research, or internship and must commit to at least one year of federal government service following graduation from their program of study. The maximum award is $30,000 for up to two years of study.

IC Centers of Academic Excellence (IC CAE)

ODNI manages the IC CAE Program, which provides long-term IC partnerships with U.S. colleges and universities through competitively awarded grants. Established in 2005, the program was designed to increase awareness of the IC mission and culture throughout ethnically and geographically diverse communities. IC CAE institutions develop or enhance their curricula to build skill sets needed in the IC, host workshops and colloquia on national security or intelligence topics, and encourage language proficiency and cultural awareness.

National Security Education Program

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

STARTALK

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

APPENDIX A:
YEAR-OVER-YEAR TRENDS ❯❯❯

MINORITY ❯

Figure 78: Five Year Trend of IC Minority Workforce Representation, FY 2018 to FY 2022
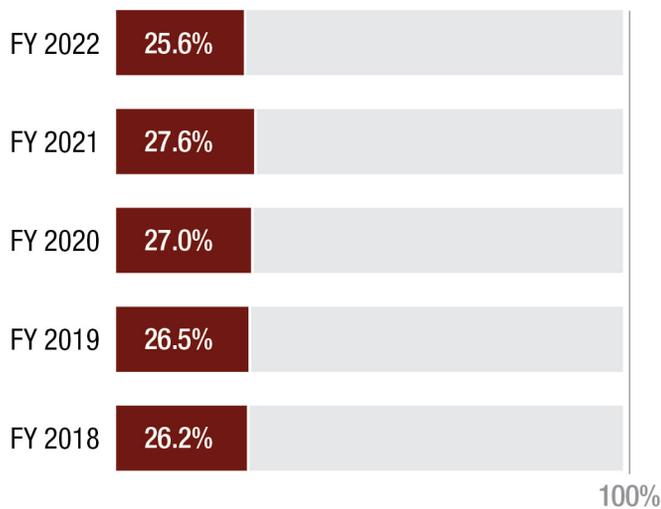
OVERALL REPRESENTATION

FY 2022	25.6%
FY 2021	27.6%
FY 2020	27.0%
FY 2019	26.5%
FY 2018	26.2%

100%

Figure 79: Five Year Trend of IC Minority New Hire Representation, FY 2018 to FY 2022

NEW HIRES

FY 2022	32.4%
FY 2021	31.6%
FY 2020	29.1%
FY 2019	28.4%
FY 2018	28.0%

100%
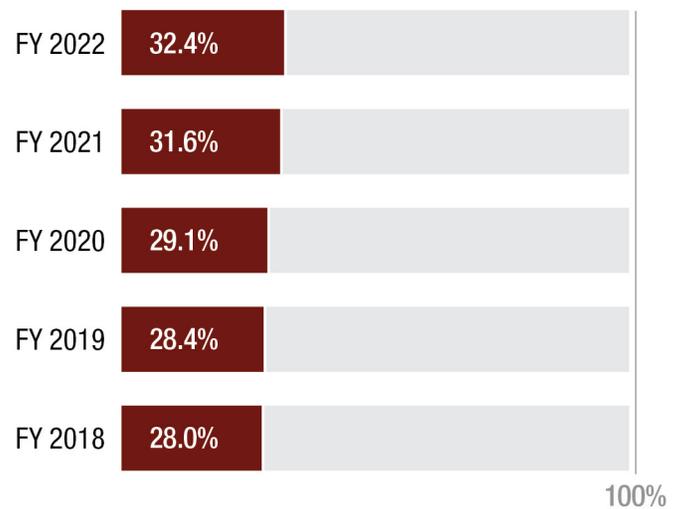
Figure 80: Five Year Trend of IC Minority Promotion Representation, FY 2018 to FY 2022

PROMOTIONS

FY 2022	29.7%
FY 2021	29.0%
FY 2020	27.4%
FY 2019	26.6%
FY 2018	26.1%

100%
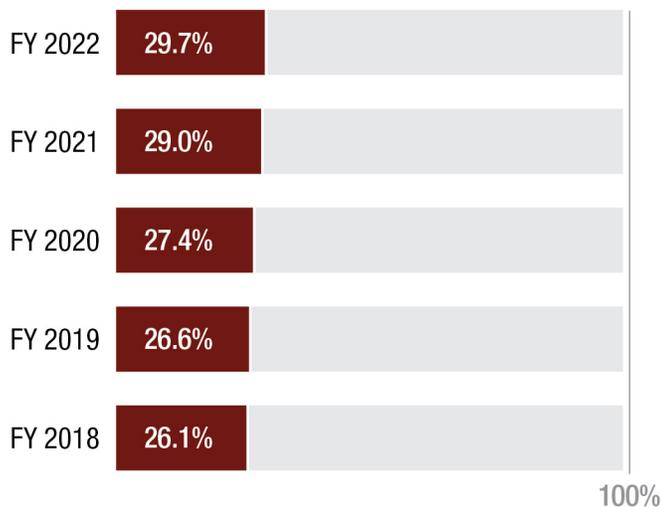
Figure 81: Five Year Trend of IC Minority Attrition Representation, FY 2018 to FY 2022

ATTRITION

FY 2022	28.7%
FY 2021	26.3%
FY 2020	26.2%
FY 2019	25.4%
FY 2018	24.6%

100%
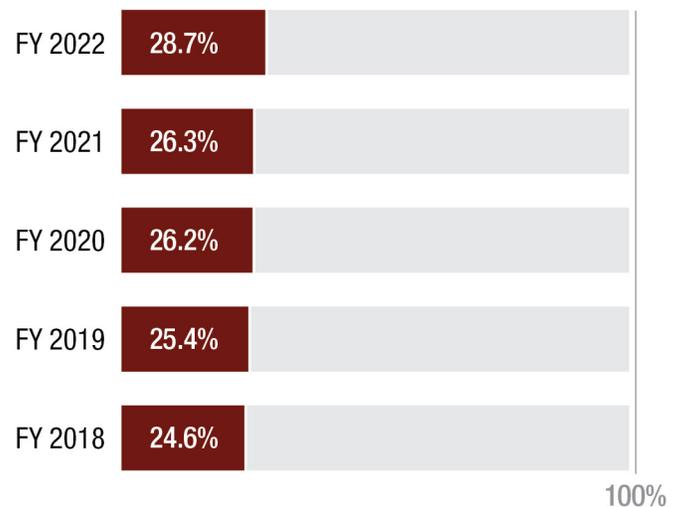
Figure 82: Five Year Trend of IC Minority Hiring Rates, FY 2018 to FY 2022

HIRING RATE

FY 2022	9.2%
FY 2021	7.9%
FY 2020	7.0%
FY 2019	8.1%
FY 2018	7.0%

100%
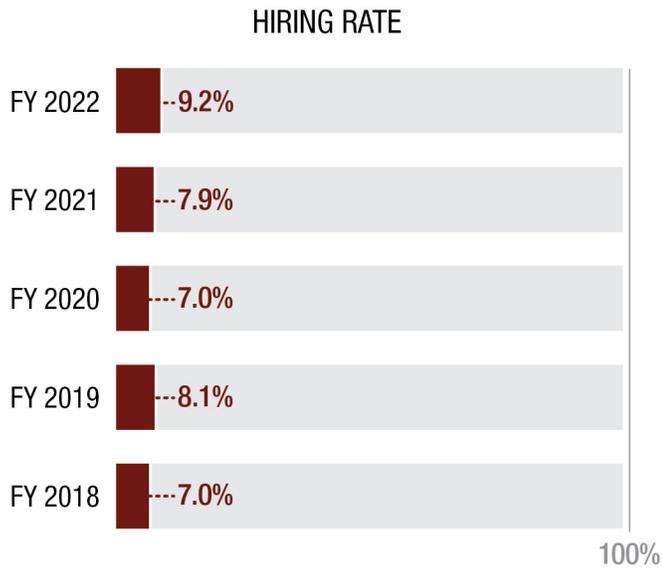
Figure 83: Five Year Trend of IC Minority Promotion Rates, FY 2018 to FY 2022

PROMOTION RATE

FY 2022	16.6%
FY 2021	18.7%
FY 2020	16.0%
FY 2019	16.1%
FY 2018	15.8%

100%
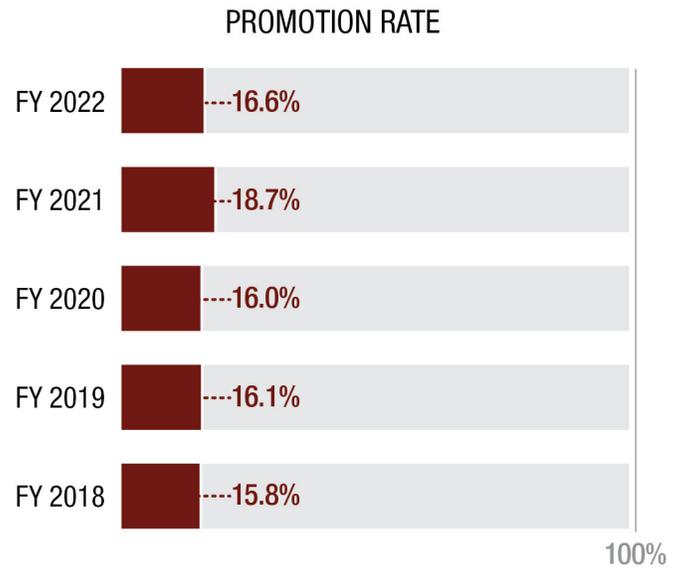
Figure 84: Five Year Trend of IC Minority Attrition Rates, FY 2018 to FY 2022

ATTRITION RATE

FY 2022	8.3%
FY 2021	6.5%
FY 2020	5.4%
FY 2019	5.7%
FY 2018	5.6%

100%
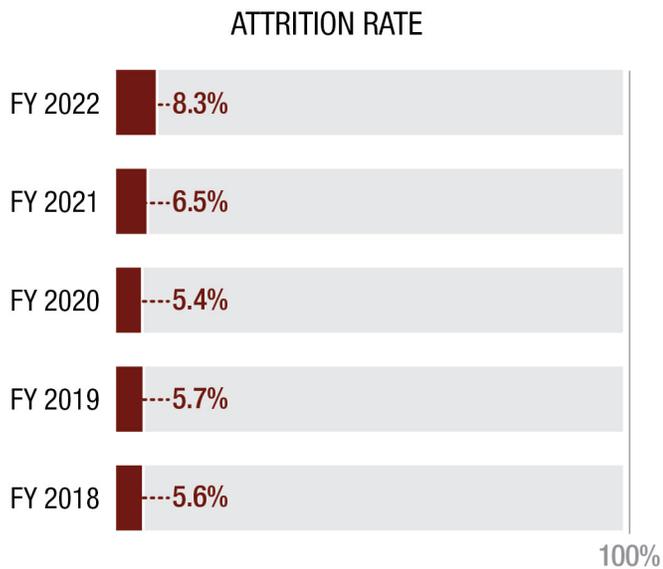
Figure 85: Five Year Trend of IC Women Workforce Representation, FY 2018 to FY 2022

OVERALL REPRESENTATION

FY 2022	40.8%
FY 2021	39.5%
FY 2020	39.3%
FY 2019	39.3%
FY 2018	38.8%

100%
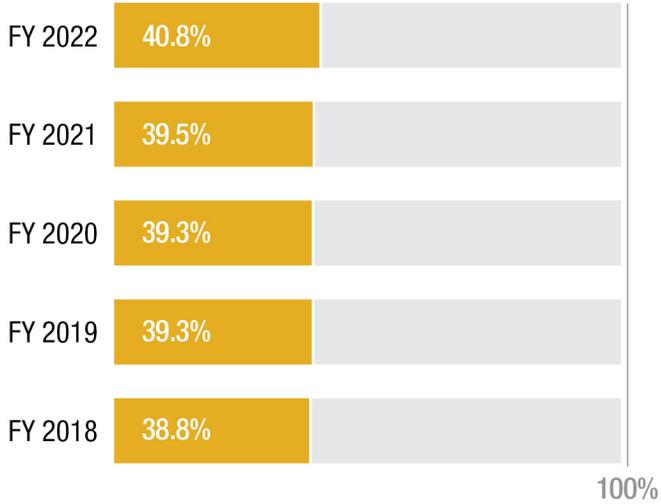
Figure 86: Five Year Trend of IC Women New Hire Representation, FY 2018 to FY 2022

NEW HIRES

FY 2022	42.8%
FY 2021	40.1%
FY 2020	41.0%
FY 2019	40.9%
FY 2018	41.2%

100%
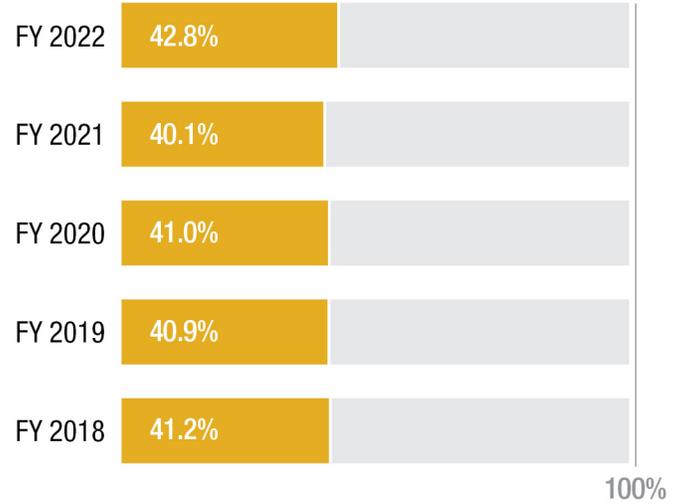
Figure 87: Five Year Trend of IC Women Promotion Representation, FY 2018 to FY 2022

PROMOTIONS

FY 2022	42.3%
FY 2021	45.6%
FY 2020	45.0%
FY 2019	45.1%
FY 2018	44.5%

100%
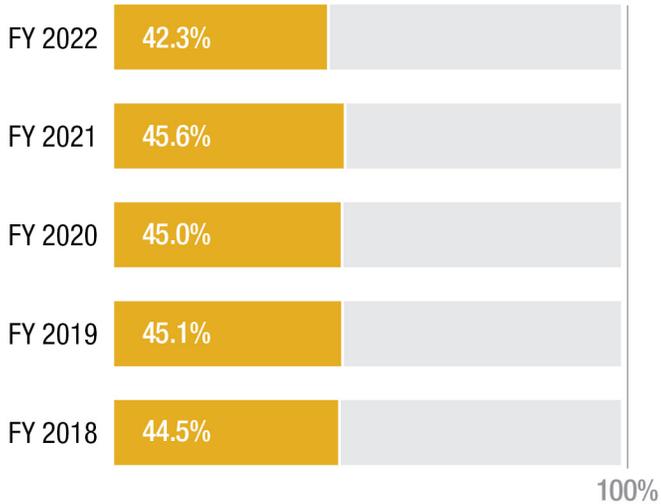
Figure 88: Five Year Trend of IC Women Attrition Representation, FY 2018 to FY 2022

ATTRITION

FY 2022	37.5%
FY 2021	37.9%
FY 2020	40.2%
FY 2019	37.4%
FY 2018	37.4%

100%
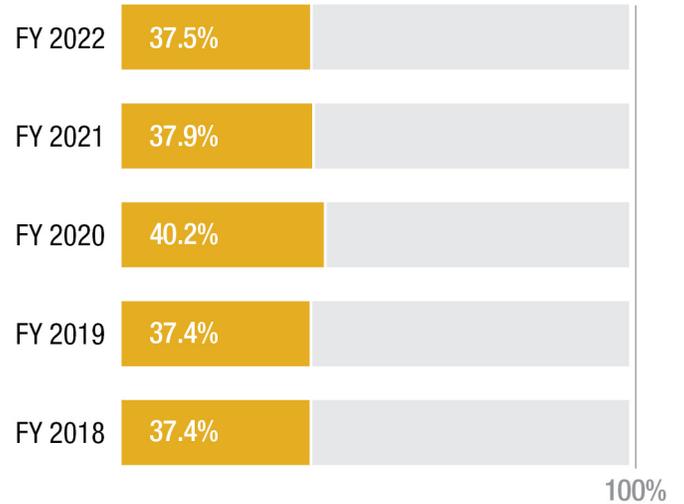
Figure 89: Five Year Trend of IC Women Hiring Rates, FY 2018 to FY 2022

HIRING RATE

FY 2022	7.6%
FY 2021	7.0%
FY 2020	6.7%
FY 2019	7.9%
FY 2018	7.0%

100%
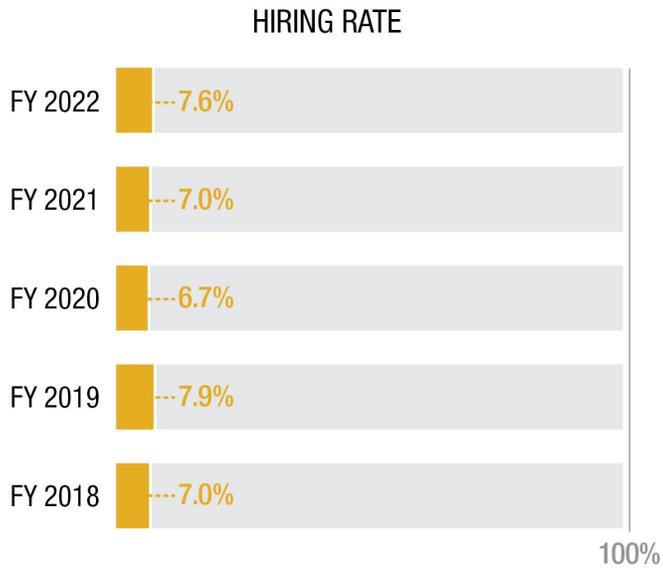
Figure 90: Five Year Trend of IC Women Promotion Rates, FY 2018 to FY 2022

PROMOTION RATE

FY 2022	19.8%
FY 2021	20.5%
FY 2020	18.1%
FY 2019	18.5%
FY 2018	18.1%

100%
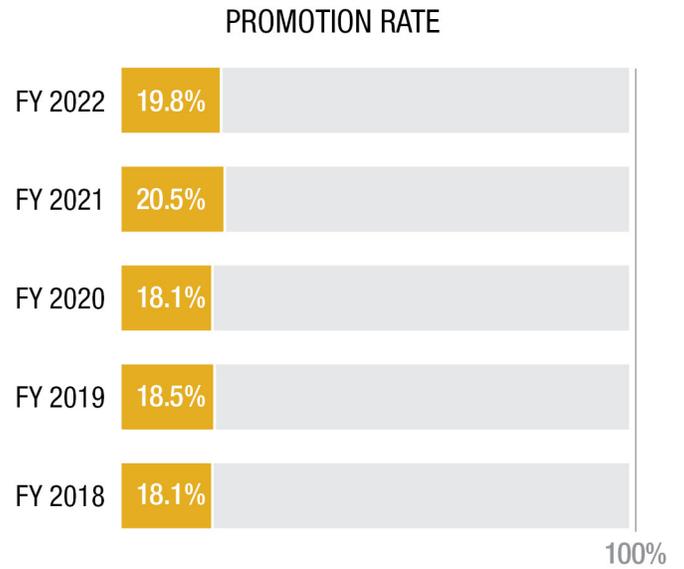
Figure 91: Five Year Trend of IC Women Attrition Rates, FY 2018 to FY 2022

ATTRITION RATE

FY 2022	7.1%
FY 2021	6.5%
FY 2020	5.7%
FY 2019	5.7%
FY 2018	5.8%

100%

PWD ❯
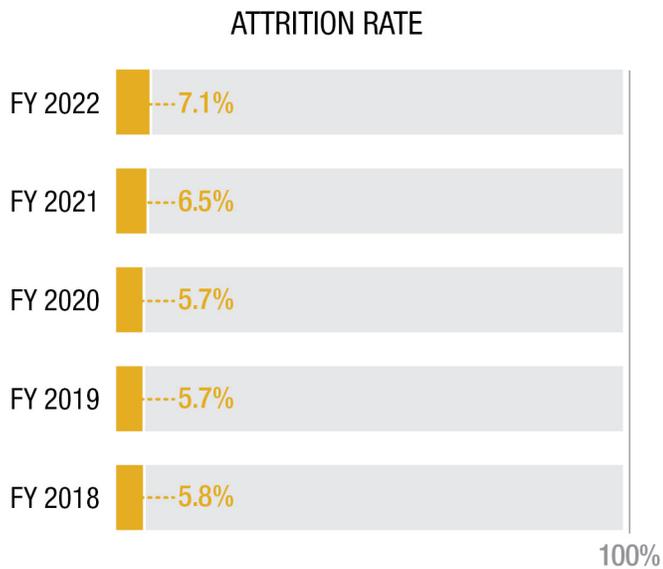
Figure 92: Five Year Trend of IC PWD Workforce
Representation, FY 2018 to FY 2022

OVERALL REPRESENTATION

FY 2022	8.8%
FY 2021	10.9%
FY 2020	11.9%
FY 2019	11.5%
FY 2018	10.5%

100%
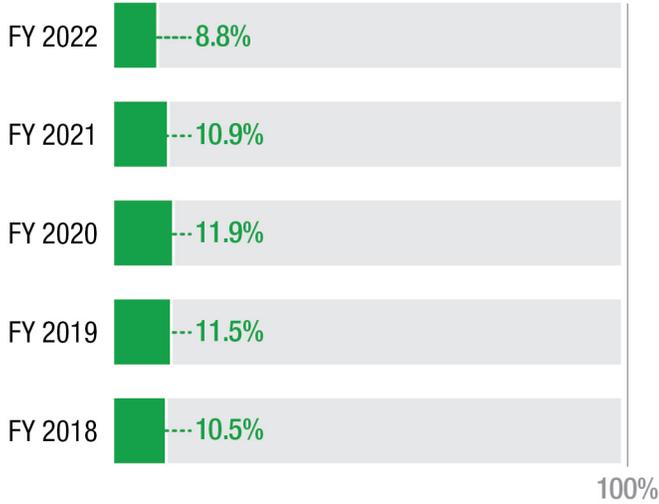
Figure 93: Five Year Trend of IC PWD
New Hire Representation, FY 2018 to FY 2022

NEW HIRES

FY 2022	11.1%
FY 2021	10.5%
FY 2020	12.4%
FY 2019	14.3%
FY 2018	10.7%

100%
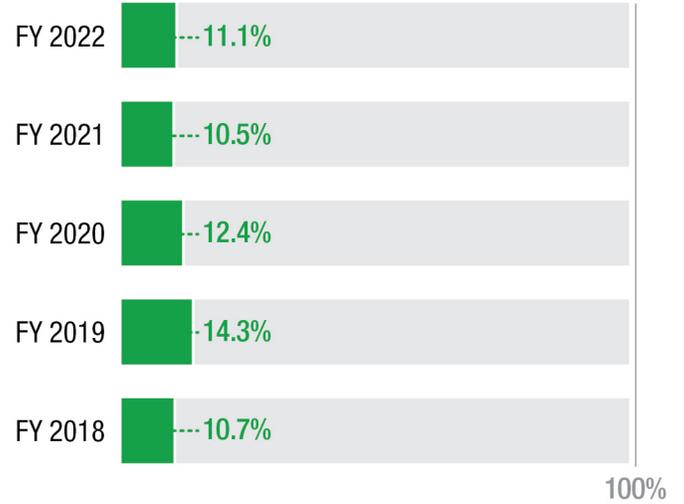
Figure 94: Five Year Trend of IC PWD Promotion
Representation, FY 2018 to FY 2022

PROMOTIONS

FY 2022	12.4%
FY 2021	8.6%
FY 2020	8.7%
FY 2019	8.6%
FY 2018	7.8%

100%
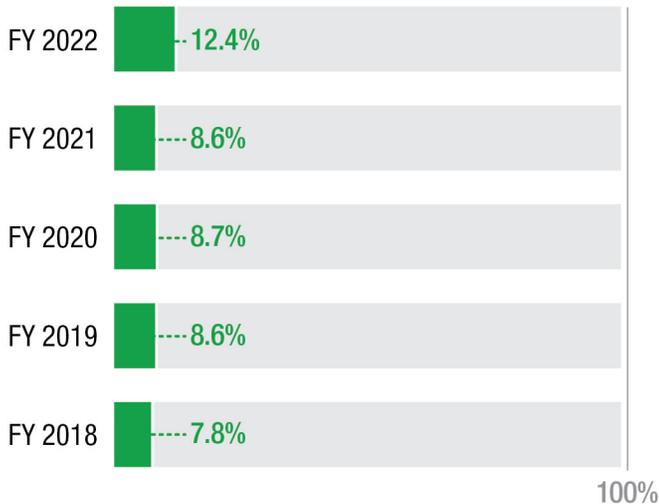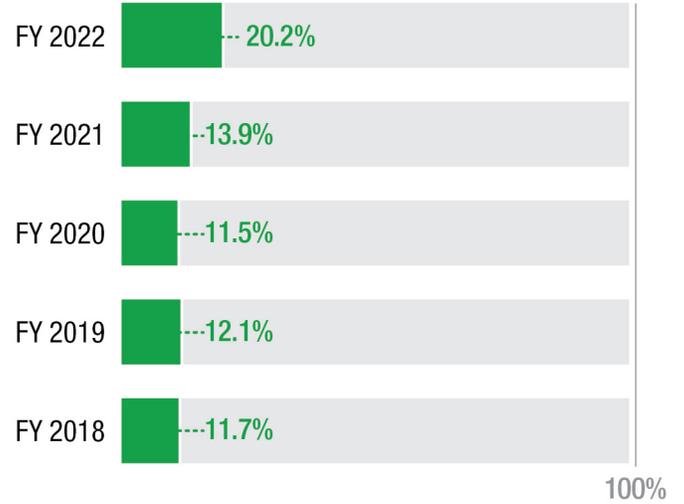
Figure 95: Five Year Trend of IC PWD Attrition
Representation, FY 2018 to FY 2022

ATTRITION

FY 2022	12.8%
FY 2021	13.1%
FY 2020	13.2%
FY 2019	12.3%
FY 2018	10.3%

100%

HIRING RATE

FY 2022 9.2%

FY 2021 6.6%

FY 2020 6.7%

FY 2019 9.4%

FY 2018 6.8%

100%

PROMOTION RATE

FY 2022 20.2%

FY 2021 13.9%

FY 2020 11.5%

FY 2019 12.1%

FY 2018 11.7%

100%

ATTRITION RATE

FY 2022 11.3%

FY 2021 8.2%

FY 2020 6.2%

FY 2019 6.4%

FY 2018 6.0%

100%
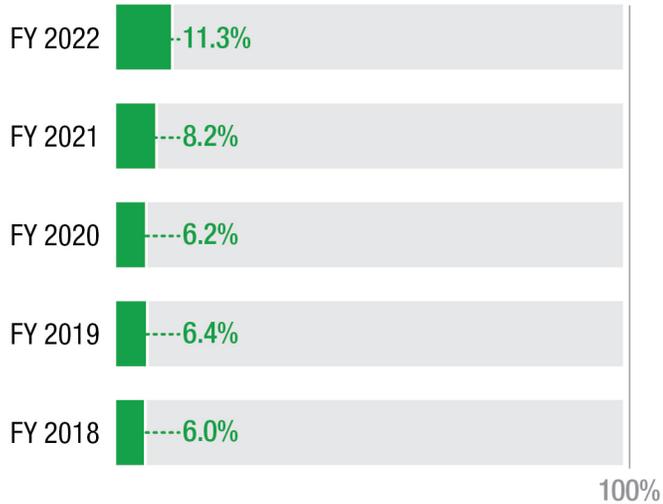
APPENDIX B: METHODOLOGICAL NOTES ›››

GRADE COMPOSITION

All 18 IC elements provided grade composition data. One IC element (IC program manager) did not provide ODNI with data in instances where less than 10 individuals comprise a group, removing approximately 30 percent of their overall workforce composition.

APPLICANT

Applicant data was obtained through an applicant flow database (versus the joint data call). Seven out of 18 IC elements provided applicant data, which included all six IC program managers.

HIRING

All 18 IC elements provided hiring data. One IC element (IC program manager) removed approximately 30 percent of workforce composition data, which included hiring data.

PROMOTION

One IC element (IC program manager) removed approximately 70 percent of promotion data due to internal data privacy concerns and only provided aggregated data for individuals promoted to any pay grade from WG to the GS/GG-10 level. Another IC element (IC program manager) did not provide promotion data for all of its employees.

ATTRITION

All 18 IC elements provided attrition data. One IC element (IC program manager) removed approximately 86 percent of their attrition data due to internal privacy concerns and provided attrition data for only non-minority men and women with 20+ years of service.

SELECTIVE EDUCATION PROGRAM

14 out of 18 IC elements provided SEP data.

JOINT DUTY ROTATION

All 18 IC elements provided JDR data.

MISSION CATEGORY

All 18 IC elements provided mission category data.

STOKES

Only one IC element provided Stokes data.

PRISP

Nine out of 18 IC elements provided PRISP data, with only one element being an IC program manager.

APPENDIX C: GLOSSARY ❯❯❯

KEY TERMS

- **Accessibility[10]:** The design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them. Accessibility includes the provision of accommodations and modifications to ensure equal access to employment and participation in activities for people with disabilities, the reduction or elimination of physical and attitudinal barriers to equitable opportunities, a commitment to ensuring that people with disabilities can independently access every outward-facing and internal activity or electronic space, and the pursuit of best practices such as universal design.

- **Diversity[10]:** The practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities.

- **Equity[10]:** The consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment.

- **Inclusion[10]:** The recognition, appreciation, and use of the talents and skills of employees of all backgrounds.

- **Joint Duty Rotation (JDR):** JDRs create cross-agency expertise by fostering an environment of information-sharing, interagency cooperation, and intelligence integration at all levels. JDRs provide intelligence professionals with an IC-wide enterprise perspective, assist them in cultivating cross-organizational networks, facilitate their ability to share information among other IC employees and organizations, increase participants' understanding of the scope and complexity of the IC, and contribute to their personal and professional development.

- **Military Intelligence Program (MIP):** The MIP is devoted to intelligence activity conducted by the military departments and agencies in the Department of Defense that support tactical U.S. military operations.

- **Minority:** Includes all individuals who self-identify with one of the following racial/ethnic categories: "American Indian or Alaska Native," "Asian," "Black or African American," "Hispanic or Latino," "Native Hawaiian or Other Pacific Islander," or "Two or More Races."

- **Mission Category:** The highest classification in the IC occupational structure comprising broad sets of related occupations representing a particular function. Mission categories include Analysis and Production, Collection and Operations, Enterprise Information Technology, Enterprise Management and Support, Mission Management, Processing and Exploitation, and Research and Technology.

- **National Intelligence Program (NIP):** The NIP includes all programs, projects and activities of the IC, as well as any other IC programs, designated jointly by the DNI and the head of a department or agency, or the DNI and the President.

- **Selective Education Program (SEP):** Sponsored by prestigious military organizations, universities, and private sector organizations, SEPs offer intelligence professionals training in leadership development, IC integration and collaboration, international relations, and national security. Selected candidates learn in an interagency context, deepen their expertise, and expand their professional networks, offering potential for continued improvement and career development. SEPs can include, but are not limited to, participation/attendance in Command and Staff/Senior Service Schools (e.g., U.S. military and civilian institutions), Congressional Fellowships, Full-Time Study, the National Intelligence University, and/ or senior development/executive programs (e.g., leadership training programs through the Federal Executive Institute).

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[10] Executive Order 14035: Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce

APPENDIX D: ACRONYMS >>>

AAAN	African American Affinity Network
AA and NHPI	Asian American, Native Hawaiian, and Pacific Islander
APAN	Asian Pacific American Network
BLS	U.S. Bureau of Labor Statistics
CAE	Centers for Academic Excellence
CIA	Central Intelligence Agency
DEA	Drug Enforcement Administration
DEIA	Diversity, Equity, Inclusion, and Accessibility
DHH	Deaf and Hard of Hearing Affinity Network
DHS	Department of Homeland Security
DIA	Defense Intelligence Agency
DNI	Director of National Intelligence
DOS	Department of State
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
FBI	Federal Bureau of Investigation
FY	Fiscal Year
GS	General Schedule
GG	General Grade
HC	Human Capital
IC	Intelligence Community
ICAN	IC Affinity Network
IC Pride	IC Lesbian, Gay, Bisexual, and Transgender Affinity Network
INR	Bureau of Intelligence and Research (under the Department of State)
JDR	Joint Duty Rotation
LINK	Latino Intelligence Network
MIP	Military Intelligence Program
MSI	Minority Serving Institution
NGA	National Geospatial-Intelligence Agency
NIP	National Intelligence Program
NRO	National Reconnaissance Office
NSA	National Security Agency
ODNI	Office of the Director of National Intelligence
PRISP	Pat Roberts Intelligence Scholars Program
PWD	Persons with Disabilities
PWTD	Persons with Targeted Disabilities
SEP	Selective Education Program
SOGI	Sexual Orientation and Gender Identity
STEM	Science, Technology, Engineering, and Mathematics
Stokes	Louis Stokes Educational Scholarship Program
Treasury-OIA	United States Department of the Treasury Office of Intelligence and Analysis
USMC	United States Marine Corps
USN	United States Department of the Navy
WG	Wage Grade
WIN	Women's Intelligence Network

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