



THE U.S. INTELLIGENCE COMMUNITY'S
**HUMAN CAPITAL
VISION 2020**

5 March 2014



CONTENTS

- Foreword 3
- Introduction 4
- Framework 5
 - Focus Area 1: Shape an Effective Workforce 5
 - Theme 1.1: Workforce Strategy 5
 - Theme 1.2: Staffing Activities 5
 - Theme 1.3: Capabilities Management 5
 - Focus Area 2: Embrace Continuous Learning 6
 - Theme 2.1: Anticipating Future Requirements 6
 - Theme 2.2: Capability Renewal 6
 - Theme 2.3: Inter- and Intra-Agency Opportunities 6
 - Theme 2.4: IC Leaders 7
 - Focus Area 3: Embed Agility, Innovation, and Inclusion 7
 - Theme 3.1: Processes and Policies 7
 - Theme 3.2: Innovation as an Expectation 7
 - Theme 3.3: Culture of Fairness, Equity, and Inclusion 7
 - Theme 3.4: Integrating Technology 8
- Next Steps 8
- Appendix: Past Achievements 9

Vision 2020 builds on the *Global Trends 2030: Alternative Worlds* report prepared by the National Intelligence Council; on *Emerging Trends: the Future Workforce*, published by the Center for the Study of Intelligence; on the Office of Personnel Management’s *Government-Wide Diversity and Inclusion Strategic Plan*; and on the *Intelligence Community Information Technology Enterprise (IC-ITE) Strategy* prepared by the Office of the IC Chief Information Officer. This document does not repeat their comprehensive detailed analysis of trends. Readers who want to see background trend data should consult those documents.

This *Vision* also builds on the accomplishments of the *2006 IC Human Capital Strategic Plan*, the working relationships established during that process, and the current individual Human Capital Strategy and Planning efforts by the various components of the IC. *Vision 2020* presents the IC common workforce focus areas and themes illuminated by this earlier work. Specific strategies and implementation plans will follow, as described in the **Next Steps** section of the *Vision*.

FOREWORD

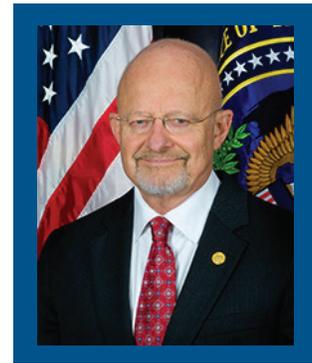
Today, the scope and complexity of the threats and the rapidly shifting landscape facing the Intelligence Community (IC) require our civilian, military and contractor workforce to be second-to-none. It is imperative that we attract, develop, and retain a diverse, results-focused, and mission-aligned workforce that is adaptable to the external and internal challenges we face every day. Above all, the workforce must be integrated across the entire IC, which requires a deliberate process and commitment from the highest levels of IC leadership.

The initial *Strategic Human Capital Plan* (2006) laid the groundwork for attracting, engaging, and unifying an innovative and results-focused workforce. We can be proud of our human capital achievements. We established the Civilian Joint Duty Program, undertook rigorous strategic workforce planning efforts, promulgated common performance management systems requirements for the civilian workforce, and increased the accountability of the IC's most senior leaders. All of these initiatives broke new ground in the Community, but much more remains to be done.

As we go forward, I have charged the Assistant Director of National Intelligence for Human Capital with the following mission: Build a more agile, diverse, inclusive, and expert workforce focused on mission success that reflects the strength of America. I believe that the *U.S. Intelligence Community's Human Capital Vision 2020* serves as the needed foundation to accomplish that mission. The vision will provide a reference point for all IC elements to fulfill human capital goals and objectives envisioned by the National Intelligence Strategy: specifically, to operate as a single integrated team to meet the full spectrum of national security challenges.

While the Assistant Director of National Intelligence for Human Capital is the steward of this plan, the IC's Human Capital Enterprise and our core mission and functional managers are peer partners in its implementation. Only by working as an integrated team will we succeed in fostering an environment in which our people can lead strategically, execute multivariate missions collaboratively, and manage resources efficiently and effectively.

I am pleased and impressed that we have accomplished so much in the strategic human capital field and confident that we are poised to continue our upward trajectory. I look forward to working with you to realize our full potential as the United States Intelligence Community.



JAMES R. CLAPPER, JR.
DIRECTOR OF NATIONAL INTELLIGENCE

FOREWORD

In the coming decade, the United States Intelligence Community faces accelerating technological changes that will alter the capabilities of both allies and adversaries. The men and women of the IC hold the front line of defense against hostile actions aimed at the United States and must sustain previously developed functional expertise while rapidly assimilating new and emerging capabilities. Strategic management of IC civilian, military, and contractor workforce skills will be imperative in this environment. The Vision framework set out in this document illuminates critical directions in which the IC will need to move between today and 2020.

The contents of this Vision rest on an effort launched by the *Strategic Human Capital Plan* in 2006 and the hard work of many IC visionaries since then. We have achieved major accomplishments, some of which are referenced in the Vision. What we now undertake is a step up to a new and essential level of strategic workforce management, where training and skill alignment are central to meeting mission challenges, and diversity is central to innovation.

In the Appendix, we reflect for a moment on the proud accomplishments of the IC following April 22, 2005, when the ODNI first became operational. Our progress to date was no small accomplishment. The IC's continued and repeated successes have occurred due to the selfless dedication of a diverse community that continues to explore new and better ways to tap into the strengths afforded by our multicultural, multi-generational workforce and the strengths of our organizational legacies.

The IC continues to develop and acquire new capabilities, both by leveraging proud traditions and by adopting improved and emerging approaches necessary to discover, access, and effectively utilize information required to address our Nation's security challenges. The IC faces many challenges ahead, and this is no time to rest on our laurels. The IC champions will spearhead initiatives within the focus areas and themes described in this document, using the traditional cascade in which strategies drive goals that drive objectives that generate action plans. The action plans, in turn, will feed individual performance objectives.

The success of the IC depends upon the individual and collective work of all civilian, military, and contractor members of the IC. We welcome your input and depend upon your active participation in bringing this vision to reality.



DEBORAH KIRCHER
ASSISTANT DIRECTOR OF NATIONAL INTELLIGENCE FOR HUMAN CAPITAL



BUILD A MORE AGILE, DIVERSE, INCLUSIVE, AND EXPERT WORKFORCE FOCUSED ON MISSION SUCCESS.

INTRODUCTION

The *United States Intelligence Community's Human Capital Vision 2020*, establishes a framework for meeting the Workforce Enterprise Objective of the 2014 National Intelligence Strategy (NIS):

Build a more agile, diverse, inclusive and expert workforce focused on mission success.

Meeting the NIS Objective above will require increased collaboration among individual employees, managers, and missions, and closer focus on developing and applying each employee's capabilities. Achieving the Human Capital Vision expressed in

this document will require a new level of inclusion—as well as restructured workforce policies, practices, and tools—across the Intelligence Community (IC).

Although each IC component implements a customized workforce plan to meet mission demands, we are dedicated to the common mission: protecting and preserving national security. IC personnel also share a commitment to upholding the rule of law, and to providing appropriate transparency whenever possible as illustrated in our Principles of Professional Ethics. Adhering to our principles is essential to earning and maintaining the trust of Americans and ensuring the IC retains the resources and authorities needed to address the economic and mission challenges ahead.

PRINCIPLES OF PROFESSIONAL ETHICS

Mission: We serve the American people and understand that our mission requires selfless dedication to the security of our Nation.

Truth: We seek the truth; speak truth to power; and obtain, analyze, and provide intelligence objectively.

Lawfulness: We support and defend the Constitution and comply with the laws of the United States, ensuring that we carry out our mission in a manner that respects privacy, civil liberties, and human rights obligations.

Integrity: We demonstrate integrity in our conduct, mindful that all our actions, whether public or not, should reflect positively on the IC at large.

Stewardship: We are responsible stewards of the public trust; we use intelligence authorities and resources prudently, protect intelligence sources and methods diligently, and report wrongdoing through appropriate channels; and remain accountable to ourselves, our oversight institutions, and, through those institutions, ultimately to the American people.

Excellence: We seek to improve our performance and our craft continuously, share information responsibly, collaborate with our colleagues, and demonstrate innovation and agility when meeting new challenges.

Diversity: We embrace the diversity of our Nation, promote diversity and inclusion in our workforce, and encourage diversity in our thinking.

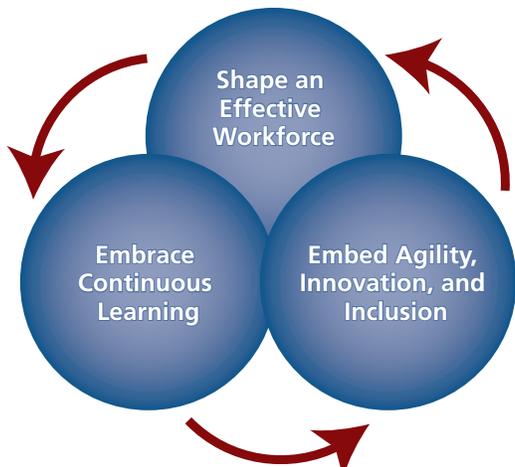
By embodying the core values of Courage, Collaboration, and Commitment, the IC will continue to faithfully serve its customers and the American people.

FRAMEWORK

In order to build a more agile, diverse, inclusive, and expert workforce focused on mission success—the IC will focus on three areas. We will:

- Shape an Effective Workforce
- Embrace Continuous Learning
- Embed Agility, Innovation, and Inclusion

Each focus area contains a subset of themes that identify goals. The focus areas overlap and will adapt dynamically, as illustrated in the accompanying image. Vignettes in textboxes are included to illustrate workforce operations in the IC when this Vision is attained.



Focus Area 1: Shape an Effective Workforce

The IC will shape an effective workforce by sharing information and advocating new and/or revised policies, processes, and technologies to better attract, retain, and reward personnel. The IC will implement more effective workforce analytics to ascertain the critical competencies needed across the IC over the next decade. In a resource-constrained environment, every member of the IC must maximize the opportunity to make meaningful contributions.

Additionally, IC leaders will continue to promote fairness and inclusion and ensure that workforce diversity matches the full range of IC missions. The IC will continue to identify, recognize, and retain the contributors who have consistently excelled at mission-critical work.

Theme 1.1: Workforce Strategy

Strategic workforce planning (SWP) measures civilian, military and contractor workforce trends, identifies skill gaps, and devises appropriate staffing strategies. The SWP process identifies and clarifies the capabilities needed for mission success and enables that success by bringing the right people to the right place at the right time.

Nina was proud to be a native-born American, but also had pride in her Eastern European heritage. She believed she could help others understand and appreciate the land and culture where her parents were born. In college, however, one of her professors told her she would never be able to work for the IC because “she had too many relatives in the old country.” Regardless, she decided to apply for an IC position through a Virtual Career Fair. She was pleasantly surprised to learn that her foreign connections did not disqualify her. IC Elements determine eligibility for working in the IC based on a careful consideration of each individual’s unique situation using the “whole person concept.” She loves her analyst role and knows her cultural and language insights are making a difference.

Chief Human Capital Officers (CHCOs) actively engage line managers and IC leaders to understand mission needs. Together, they will institute processes to determine the necessary workforce capabilities, identify and fill skill gaps, and implement strategies to assure effective skill matches.

Theme 1.2: Staffing Activities

The IC will continue to develop and deploy new approaches to ensure efficient candidate assessment processes that enable managers to quickly evaluate background complications and maintain a relationship with candidates throughout the hiring process. The IC will also ensure that its military members are fully and effectively utilized throughout the IC and that military personnel have the opportunities to develop professionally and personally. Personnel assigned to IC roles will also be employed in effective career development.

The IC will continue to expand recruitment, hiring, and retention of women, minorities, and persons with disabilities, including wounded warriors. Further incorporating non-traditional concepts of diversity across the IC will promote a broader awareness of different mindsets and cultural backgrounds. IC CHCOs will expand outreach activities, such as engaging with affinity groups and providing scholarships and/or stipends for non-traditional studies.

Theme 1.3: Capabilities Management

Effective performance management provides opportunities for all employees to learn and improve their skills, while revealing and leveraging their diversity. It also maximizes the number of employees whose capabilities align with current or anticipated requirements.

Managers will enhance engagement and coach employees to better identify unique talent and develop clear, detailed performance objectives. They will also provide the tools, time, and training that allow employees to strengthen their existing knowledge and skills while building new capabilities. Special emphasis is needed to recruit, train, develop and motivate employees with skills central to the success of the intelligence



mission, including foreign language, science, technology, engineering and mathematics.

In addition, we will retrain and/or redeploy employees to obtain challenging new assignments that contribute to the mission.

As the IC intensifies efforts to encourage collaboration, flexibility, and fairness, leaders and employees will embrace the performance culture needed to sustain capability gains. In the future, efforts to retain knowledge and skills may involve traditional techniques that focus on individuals, but will also include tailored enterprise activities such as leveraging social media to improve access to critical capabilities.

Implications...

Over the next decade, the IC will leverage the best strategic workforce planning and staffing practices to better align capabilities with emerging mission requirements.

Focus Area 2: Embrace Continuous Learning

The IC will sustain a culture that drives *continuous* learning, while providing the means to share critical knowledge across IC organizations. The IC has replaced single-direction career ladders with career alternatives that offer more robust and diverse career paths and opportunities. This multi-directional approach provides opportunities for employees to develop and for leaders to nurture new capabilities as they emerge. In the future, the nature of roles will change in the IC; all of our people will need to change as well, perhaps several times during a career.

Additional rotational opportunities throughout the IC, as well as to non-IC government agencies, will optimize exposure to new ideas and foster cultural enrichment. This expanded

cross-fertilization of methods, practices, and capabilities will stimulate even more innovation. The IC's pledge to continuous learning requires a mutual commitment by employees and leaders to envision future directions and identify appropriate resources that support progress.

Theme 2.1: Anticipating Future Requirements

A key challenge for the IC is ensuring a sufficient balance of generalists and experts, both to meet enduring challenges and to respond flexibly to surge requirements. The IC will invest in additional workforce learning infrastructure to meet the capabilities required to meet changing mission challenges. SWP practices will ensure the IC matches future supply to future demand.

Theme 2.2: Capability Renewal

Training in tradecraft and technology is essential to ensure the IC's overall capability to meet mission objectives. Professional development programs will include technology training that considers the different learning styles and aptitudes of a multi-generational workforce. Programs will adopt lessons learned in the past by using case studies and scenario practice, which allow students to learn rules and procedures while gaining experience in how to apply their new knowledge effectively.

Language, regional, and cultural competencies are central to comprehending how best to understand and deal with both adversaries and allies. The IC will leverage current developmental investments in these areas by mirroring successes, including continuous mentoring and after-action reviews to ensure integration of lessons learned from these investments and developmental activities.

Theme 2.3: Inter- and Intra-Agency Opportunities

The IC will leverage the success of the civilian Joint Duty Program as managers begin filling higher percentages of their GS 11 and higher levels positions with joint duty assignments. Using these opportunities to expand the competency and experience base of their staffs, this exposure to other work environments will enrich both the participants' and the host organization

Sarah is glad to be part of the IC, but is also willing to consider job opportunities elsewhere if they offer more interesting challenges and better opportunities to grow and develop. Thanks to workforce planning, the IC has better information about which job disciplines will expand and which disciplines will decline. Coursework available via the National Intelligence University, combined with more information about openings in other IC elements gives Sarah more flexibility in designing and navigating her career path. Sarah can apply her talents across the IC to explore new disciplines within other agencies. As a result, she has decided that, at least for the next few years, the IC gives her opportunities for the type of broader national security experience she so strongly desires.

peers' career bases. As experienced in the earlier stages of joint duty, those opportunities increase innovation, collaboration, and integration throughout the IC.

The IC will adopt more efficient procedures for creating and managing joint duty assignments. To provide additional developmental avenues for employees, this approach will also be mirrored to include sabbaticals and temporary assignments with industry, academia, and non-IC government agencies.

Theme 2.4: IC Leaders

Well-trained leaders put their people first, position them to succeed, and give them the freedom to do their best. They leverage structures and strategies to enable continuous learning and empower a workforce capable of addressing increasingly complex challenges more efficiently.

A learning culture drives continuous improvement in performance and supports the sharing of critical knowledge across IC organizations. IC officers and senior leaders will support continuous learning and spearhead development of expertise within their missions across the Community.

Implications...

Leaders and staff will have improved opportunities for achieving and maintaining mastery in their chosen career fields, resulting in a workforce better able to maintain and sustain current and emerging mission success.

Focus Area 3: Embed Agility, Innovation, and Inclusion

The IC enterprise is becoming more responsive by changing how it manages human capital. We are facilitating agility, innovation, and inclusion by moving from stove-piped operations into organizational structures designed for information sharing and collaboration. Improved organizational designs promote and facilitate collaboration, which leads to increased agility. Processes, technology, and tools will also play critical roles in increasing agility.

Hired under the IC Wounded Warrior program, Roscoe welcomed the opportunity to work with the Cyber Resiliency project. After a few years, he applied under a pilot program for an 18-month sabbatical to work in private industry. Returning to his home organization for one week every six months, he stayed connected with his former team and paved the path for his eventual return.

During those reconnect periods, he introduced an industry practice for earlier recognition of certain types of cyber-attacks, which shortened the adoption time for a similar technique in his home agency. Roscoe's leaders were so pleased with his personal development and the new insights he brought back, they instituted the sabbatical program as a standard practice.

IC elements will need to increase agility and innovation to become ever more effective and efficient in accomplishing their missions. Innovation is essential and spans the creation and implementation of new ideas. We will take action to improve recognition of those willing to take reasonable risks and step outside their normal roles.

Diversity and inclusion are not merely priorities, but mission-critical imperatives for the IC. Diversity and inclusion bring innovation and creativity to the workplace, combat groupthink, and demonstrate our commitment to respect for all people. The knowledge, perspectives, ideas, and experiences of all IC employees are vital to the success of our global mission.

Theme 3.1: Processes and Policies

The IC will re-assess policies, processes, and practices that influence the ability to recruit, employ, and retain critical workforce capabilities. IC managers will engage every employee to seek out new talents and skills. The IC will further encourage wellness strategies that incorporate appropriate exercise and work-life balance into the workweek. Peer recognition will become more important in future programs.

Theme 3.2: Innovation as an Expectation

The IC expects that all employees are, and must be, innovative stewards of the public trust. We should always seek more efficient ways to do business. Engaged leaders pave the way for their staff to innovate by removing roadblocks, listening to fresh ideas, and supporting their people in implementing their ideas.

A more diverse and inclusive workforce provides critical foundations for fostering innovation. Organizations recognized for their innovative approaches to problem solving have sustained their ability to take risks and mobilize innovation by making it part of their culture.



Theme 3.3: Culture of Fairness, Equity, and Inclusion

The IC will constantly strive to create a workplace characterized by equity, fairness, and inclusion, recognizing that the contributions of all employees are vital to mission success. In



addition to compliance with Equal Employment Opportunity laws and diversity, we are focused on cultural competencies. It also includes policies and practices designed to enhance engagement, innovation, creativity, and individual employee career development.

The IC will aggressively identify and eliminate workplace environmental factors that could diminish trust, impair teamwork, compromise safety, and undermine excellence. Peers and supervisors alike should educate one another regarding cultural differences and be respectful of sensitivities based on diversity.

The National Intelligence Manager (NIM) received a request to brief the White House on the situation in Western Africa. She mobilized her geographically dispersed team, which comprised collection managers, key combatant commanders, linguists, analysts, and key support personnel from Finance and Logistics. Explaining the deliverable, she polled availability and clarified the specific contribution that each person was expected to make to the project. Each team member trusted the others to play his or her part.

Team members integrated their work in real time, thanks to collaborative tools available via the IC Information Technology Enterprise (IC-ITE). Nine hours later, the NIM briefed the National Security Staff.

Immediately following the briefing, she initiated a conference video call with the team and summarized the results. As the leader, she nominated the team members for an IC Collaboration award, remembering that only a few years ago this same effort would have involved tedious cable traffic and taken at least three days.

Theme 3.4: Integrating Technology

The highly trained, multi-generational, multi-cultural IC workforce will adopt and integrate technology at differing rates. They will have the opportunity to remain connected to the world 24/7. IC workers will have both high-tech and

high-touch connectivity with peers. More efficient work design will shift not just how, but also where and when the workforce accomplishes their work. The way to achieve mission priorities will be fundamentally redefined.

CHCOs will support the deployment of the IC Information Technology Enterprise (IC-ITE) to ensure employees are able to use newly deployed technologies. CHCOs will work with shared services using state-of-the-art technology to minimize system redundancy. The IC will also utilize improved enterprise information tools to integrate, analyze and synthesize workforce capability data, providing more effective responses to threats, opportunities or even temporary workforce adjustments mandated by temporary furloughs.

Implications...

Agility and innovation are critical for future success. By placing even more emphasis on the flexibility needed to stay ahead of the curve, the IC will more effectively deploy the impactful technologies that enable mission success.

NEXT STEPS

This document, the US IC's *Human Capital Vision 2020*, offers high-level directional alignment of common interests and needs throughout the IC. A unified approach across all elements can help the IC to achieve the vision described in this document. Together, the IC CHCO Community will develop specific Human Capital Strategic Plan goals and objectives that will include champions to spearhead initiatives within the themes. Subsequently, all IC elements will develop customized human capital strategies and implementation plans to ensure the achievement of this vision.

APPENDIX: PAST ACHIEVEMENTS

The Vision describes a 2020 future state for the IC. Before building towards that future, this Appendix takes a moment to reflect, recognize, and celebrate some of the exceptional accomplishments achieved over the past few years.

The U.S. Intelligence Community (IC) 5-Year Strategic Human Capital Plan (SHCP), released in 2006, was the first of its kind in the history of the IC. Developed and drafted collaboratively by our community's human resources professionals, it called for the IC to:

1. Build an agile workforce,
2. Attract diverse and talented people to serve in the IC, and
3. Create a culture of leadership at all levels.

We recorded a number of successes that were achieved by working together for the common good of the entire community in areas such as interagency assignments, workforce planning, performance management, leadership accountability and development, outreach and recruiting, and other efforts designed to build a sense of community and integrate the IC workforce.

The IC faces many challenges and while this is no time to rest on our laurels, it is still appropriate to recognize and celebrate some exceptional successes achieved over the past seven years:

- Pursuant to the *Intelligence Reform and Terrorism Prevention Act*, the Assistant Director of National Intelligence for Human Capital (ADNI/HC) led the establishment of the IC Civilian Joint Duty Program, the Office of the Director of National Intelligence (ODNI) flagship strategic human capital initiative. Joint Duty Assignments (JDAs) fulfill the Director of National Intelligence's (DNI) statutory responsibility to "... facilitate the rotation of personnel of the intelligence community through various elements of the IC in the course of their careers in order to facilitate the widest possible understanding by such personnel of the variety of intelligence requirements, methods, users, and capabilities." In recognition of the success of the program, the Ash Institute for Democratic Governance and Innovation at Harvard Kennedy School recognized the IC Civilian Joint Duty Program as one of six winners of the 2008 Innovations in American Government Awards.
- The IC made great progress in multi-sector (civilian, military, and core contract personnel) workforce planning. Key elements are the annual IC Human Capital Employment Plans (HCEPs) as well as the core contractor personnel inventory and Federal Activities Inventory Reform (FAIR) Act inventory of government personnel. The HCEPs provide up-to-date information about each element's mission and functions, human capital requirements, current workforce profile and composition, and major human capital initiatives.

The annual inventory of core contract personnel, launched in FY 2006, is believed to be the first of its kind in the Executive Branch. The inventory became a permanent requirement when the DNI issued IC-wide policy guidance—IC Directive 612, Intelligence Community Core Contract Personnel.

- The ODNI completed two landmark IC workforce study efforts.
 1. The IC Base Force Study for FY 2011–2015 aligned the IC workforce (civilian, military and core contract personnel) against the National Intelligence Priorities Framework. This effort was the first ever portrayal of the IC "total force"—arrayed against the national security missions and countries of interest.
 2. The IC Workforce Study for FY 2013–2017 examined alternative workforce options to maintaining performance against IC missions while reducing long-term workforce costs. This study has positioned the IC to avoid the sharp, damaging reductions of the 1990s and instead strategically re-shape workforce levels—with a focus on rebalancing towards mission requirements.
- The annual IC Employee Climate survey is now in its eighth year and has become a critical tool for understanding the perceptions of the IC workforce. The survey has distinctive features specific to the IC (Transformation Index) as well as aligning with the Federal Viewpoints survey administered by the Office of Personnel Management (OPM).
- The survey results are also used by the not-for-profit Partnership for Public Service in establishing its *Best Places to Work in the Federal Government* ranking. The IC has been ranked as one of the top ten "best places" each year since 2009, when the IC was first included in the rankings.
- IC Employee Exit surveys have provided insight on our competitiveness and ability to integrate and retain employees, while providing information critical to addressing attrition.
- To reinforce a result-oriented, performance culture and to integrate the IC workforce, the ODNI issued two landmark IC Directives (651, for all civilian employees, effective in November 2007, and 656, for all senior civilian officers, effective in April 2008) that established common performance management systems requirements for the IC civilian workforce. OPM identified some of the developed performance management training modules as best practices and recommended their use by other Federal agencies.
- The IC Centers of Academic Excellence in National Security Studies (IC CAE) Program focuses on building partnerships with U.S. colleges and universities and enhances academic disciplines to develop competitive, knowledgeable, and ethnically diverse talent pools for improving the IC's recruiting, hiring, and retention of qualified Americans with foreign language proficiency, regional expertise, and cultural awareness. As of the 2012–2013 academic year, the IC CAE Program had been established on 29 campuses. Since

the creation of the IC CAE in 2005, thousands of students have taken national security related courses, participated in seminars, studied abroad, and held internships. Many have started careers in the IC.

- More than 70% of CAE scholars are minorities and 48% are women. Over 43% have traveled abroad and studied foreign languages considered critical to the mission needs of the IC. During 2012 and 2013, a select group of students participated in intensive two-week National Intelligence Summer Seminars with emphasis on intelligence analysis tradecraft that included exercises, simulations, and IC agency visits with currently serving IC officers as seminar instructors. The IC CAE Programs also engaged in outreach to local high schools to introduce the IC, inspire students prior to their college education, and inform them of the lifestyle choices necessary to obtain a security clearance.
- As a national program, the National Security Education Program (NSEP) was established by the David L. Boren National Security Education Act (NSEA). The NSEA created NSEP to award scholarships to U.S. undergraduate students to study abroad in areas critical to U.S. national security, to award fellowships to U.S. graduate students to study languages and world regions critical to U.S. national security; to award grants to U.S. institutions of higher education to develop programs of study in and about countries, languages and international fields critical to national security; and to award scholarships to U.S. citizens who are native speakers of foreign languages deemed to be of critical importance to the IC through an eight month program of English language study under the terms of the English for Heritage Language Speakers (EHLS) program. ODNI is the principal IC representative to the annual meeting of the National Security Education Board (NSEB), which provides high-level guidance to the planning and execution of NSEP programs and initiatives.
- To strengthen our senior leaders, the ADNI/HC issued the IC Senior Officer Core Qualification, “Leading the Intelligence Enterprise,” which seeks to ensure that newly promoted/appointed Seniors across all 17 elements of the IC have mastered the competencies of Collaboration and Integration, Enterprise Focus, and Values-Centered Leadership prior to assuming a leadership position in the IC.
- The IC Senior Officer *Ratings and Compensation Report* provides transparency across the IC with respect to Senior Officer performance ratings and compensation. It mirrors the OPM’s annual Title 5 SES reporting with regard to the rest of the Federal Government and enables identifying multi-year trends in Senior Officer ratings, compensation, and bonuses.
- After extensive employee and leadership input, the ODNI articulated three core values for the IC: *Collaboration*, *Courage*, and *Commitment*. These values have been communicated to all employees and are now embedded on the IC Seal.
- The IC developed and deployed the IC Competency framework and issued ICD 610, the *Competencies Directories for the IC Workforce*, in September 2008. The framework and IC competency libraries serve as the basis for common qualification, training, performance, and promotion standards for individual career management information for IC employees. Detailed competency subdirectories have been developed for a number of function areas, including Acquisition, Counterintelligence, and Equal Opportunity and Diversity.
- An annual IC linguist data call was established and generated several annual or biennial reports to Congress on the status of the utilization of linguists across the IC. The reports became the foundation for additional reports to the National Intelligence Managers, providing validation and improved alignment of available language resources to mission requirements.
- The Foreign Language Training Initiative (sometimes referred to as the Float) was created to provide temporary staffing backfill support so linguists could take advantage of training opportunities.
- A Government Catalog of Language Resources (GCLR) prototype was designed and implemented to assist interested organizations in locating valuable language resources across the community. The GCLR prototype facilitates the discovery and reuse of language resources developed or curated by the U.S. Government and provides the data support needed for research, development, and operational use of Human Language Technology.
- The Federal Bureau of Investigation advanced the capabilities of the National Virtual Translation Center (NVTC) by partnering with the Department of Energy Technical Assistance Translation Service (TATS) program. TATS provides technical translation and assessment of technical documents, drawings, parts, and other intelligence.
- As the ODNI portion of the National Security Language Initiative (NSLI), STARTALK has been a prominent focal point for foreign language education across the U.S. Designed to foster language-learning opportunities during the summer months, STARTALK has provided grants since 2006 to support over 150 programs annually in ten critical languages for K-16 students as well as for foreign language teachers. The National Foreign Language Center (NFLC) of the University of Maryland as a primary contractor administers the program, which is delivered by the NSA in a government executive agent capability. The program enhances the foreign language education of approximately 8,000 students and 2,000 teachers each summer through school proposals that are competitively selected for funding on the basis of merit.

- A Foreign Language Strategic Plan and an Implementation Plan have been developed to improve the quantity and quality of language support across the IC.
- Three new Intelligence Learning Network courses have been deployed and are geared to different levels in the workforce. As of the end of FY2013, over 1,600 IC employees have participated in “Understanding the IC,” “Integrating the IC,” and “Leading the IC.” These courses were created for the workforce to understand the threat environment as the context for understanding the IC and to explore intelligence integration. The “Leading the IC” course was designed to encourage Senior Executives to think strategically and creatively about leadership and to broaden their influence over integration and collaboration in the IC, along with federal, state, local, and private sector partners.
- The IC established the National Intelligence University (NIU) in 2011 as a service of common concern to the IC. NIU is the flagship educational institution for the IC providing accredited graduate degrees, cutting edge research, and academic outreach. As of 2013, the completion of a full time NIU degree program is a joint duty qualifying experience for IC civilians.
- The IC established Strategic Mission Outreach in 2011 as an IC strategy that promoted collaborative IC-wide strategic recruitment alignment. This program leveraged IC agencies’ recruitment and outreach activities by creating an “IC Brand.” IC Wounded Warrior internships are included within this project.
- The IC created the IC Heritage Council with more than 20 heritage organizations to recruit first- and second-generation Americans with mission critical language proficiency and cultural understanding.
- The IC created the Core Contractor Personnel Inventory to provide insights into the contract personnel directly supporting “core” mission areas. Core contract personnel provide support for immediate surge events, discrete non-recurring tasks, bring unique expertise, or provide support in areas with insufficient staffing. They may provide continuity to transfer institutional knowledge and may work in areas where it is more efficient and/or effective to use contract personnel. This is an annual inventory aligned with the Congressional Budget Justification Book and provides keen insights into the total core contract workforce.
- The IC Equal Employment Opportunity and Diversity (EEOD) office created the IC EEOD Strategic Plan 2007–2012 with strong linkage to the IC Human Capital Plan.
- The ODNI created the IC Training Council to review and recommend action on the strategic direction for IC education and training.
- The IC Awards program (ICA), formerly managed by the CIA, was transferred to the ODNI. The National Intelligence Community Awards (NICA) program was expanded

under ICD 655 in 2007 to include the National Intelligence Professional Awards (NIPA). NICAs recognize service and contributions that are deemed to be significant and to have lasting impact on the IC as a whole. NIPAs recognize contributions that have enhanced a particular IC profession, function, or discipline. The program was further expanded in 2008 to include the National Intelligence Cross, National Intelligence Medal for Valor, and the National Intelligence Distinguished and Superior Public Service Medals. The DNI hosts quarterly awards ceremonies in which he personally presents awards to the individuals and teams with the IC element heads and seniors in attendance.

- The IC implemented Worklife4You as a resource and referral program that provides assistance with researching information and locating community services on behalf of the requesting employees. The Interagency Agreement (IA), established in 2007 with the Department of Health and Human Services’ (DHHS) Federal Occupational Health (FOH), provides access to LifeCare’s Worklife4You services. Participating agencies include ODNI, CIA, NGA, DIA, NSA, NRO, and FBI, with agencies paying a pre-negotiated share of the program and receiving quarterly utilization statistics.
- Flexiplace programs were pioneered in some agencies where employees could perform regularly assigned duties at a worksite more geographically convenient to the employee’s home location. Some agencies have also implemented limited Unclassified Telework programs.
- The IC Employees Assistance Fund (IC-EAF) was created to provide a mechanism for IC employees to receive assistance during times of financial hardship. Established under 5 CFR 950.102(a), the program falls within the Combined Federal Campaign. Over \$7,000 was collected during a special solicitation for the families of the Khowst attack.
- Family support programs, including the Family Activity/Advisory Board (FAB), the Family Activity/Advisory Board Representing the IC (FABRIC), and the Family Leadership Advisory Board (FLAG), were created to provide family member support. Modeled after military Family Support Programs, the programs vary based on the interests of the individuals working the programs. CIA, NSA and NGA have official FABs, with a DIA program in progress. FABRIC has representatives from CIA, NSA, NGA, and DIA, meeting three times per year to share and leverage program successes. The FLAG is composed of spouses of senior leaders to facilitate information exchanges.





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Vision 2020

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