

ANNUAL DEMOGRAPHIC REPORT

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

FISCAL YEAR 2021



This report was prepared by the Office of Intelligence Community Diversity, Equity, and Inclusion (IC
DEI) in the Office of the Director of National Intelligence (ODNI). Please send public inquiries to
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CONTENTS

Foreword	3
Purpose	4
Scope Note	5
Background	7
Executive Summary	8
Diversity in the Senior Ranks	12
Demographic Diversity in the IC	14
Minorities	14
Women	25
Persons with Disabilities	34
IC Workforce Development and Activities	43
IC Student Opportunities	44
Student Programs and Scholarships	46
Joint Strategy To Advance Equal Opportunity and Inclusion within the U.S. IC	47
Appendix A: Strategic Initiatives and Promising Practices	50
Appendix B: Background Information	51
Appendix C: Acronyms	54

FOREWORD

Thank you for reading our Annual Demographic Report. The work represented here is critical in keeping us accountable to all of you on our efforts to promote diversity, equity, inclusion, and accessibility, which are the cornerstones of our mission. Every officer in the Intelligence Community (IC) is responsible for ensuring our workforce exemplifies this commitment.

Even as we recognize that we have work to do, the IC remains devoted to strengthening strategic outreach, providing equitable professional development opportunities, building diverse partnerships, and exhibiting inclusion. The Annual Demographic Report assists us in ensuring that data-driven analysis and evaluation drives the IC's diversity and inclusion strategic initiative. Data analysis is critical to ensuring IC leaders make the most informed decisions possible.

The IC is developing new data analysis methods using human capital data—gathered from across the Community—and applying new technology to improve our understanding of IC-wide issues, such as diversity, inclusion, and accessibility challenges; workforce competency shortfalls; mission talent alignment; and identification of locales to enable the recruitment of a more diverse workforce.

To attract and retain a diverse, inclusive, and expert workforce, the IC must compete in an evolving employer marketplace. The IC's ability to leverage the talent and perspectives of diverse backgrounds, experiences, and viewpoints is critical in a rapidly changing global threat environment. Ensuring that we have an IC workforce who thinks differently, sees problems differently, and overcomes challenges differently is imperative. Their creativity ensures that our nation is secure against the array of adversaries and the foreign threats we face.



Avril Haines

Director of National Intelligence



Dr. Stacey A. Dixon

Principal Deputy Director of National Intelligence



Stephanie A. La Rue

Chief, Intelligence Community Diversity, Equity, and Inclusion

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 5704,¹ which requires the Director of National Intelligence to submit an annual demographic report on the employment of minorities, women, and persons with disabilities (PWD). This report focuses on the IC civilian workforce's demographic composition based on information reported by each IC element, including the representation of minorities, women, and persons with disabilities in FY 2021.

The Annual Demographic Report has been published publicly since 2016 to provide transparency into the IC's progress and ongoing efforts to increase demographic diversity. It highlights:

- Demographic trends;
- Comparisons to the civilian labor force and the federal workforce;
- Aggregate demographic data by grade, rank, attrition, and promotion rates;
- Validated inclusion statistics;
- Selective Education Programs participation;
- Applicant data;
- Years of federal service;
- Mission categories; and
- Student opportunities.

¹ The IC's mission is described in a number of foundational documents including the National Security Act of 1947, Executive Order 12333, and the Intelligence Reform and Terrorism Prevention Act of 2004, as amended. Key intelligence consumers include the President of the United States, the National Security Council, members of Congress, the military, policymakers, federal law enforcement agencies, and their partners.

SCOPE NOTE

For the purpose of this report, the IC defines diversity as the full range of experiences, perspectives, and affiliations that individuals share. These individual attributes help IC elements pursue organizational objectives efficiently and effectively, and include characteristics such as national origin, language, race, color, mental or physical abilities, ethnicity, age, religion, sex, sexual orientation, gender identity or expression, socioeconomic status, veteran status, and family structure.²

The IC describes inclusion as a culture that connects each employee to the organization; encourages collaboration, flexibility, and fairness; and leverages diversity throughout the organization so that all individuals can participate and contribute to their full potential.³

As of 2021, the IC workforce mission categories are: Mission Management, Collection and Operations, Processing and Exploitation, Analysis and Production, Research and Technology, Enterprise Information Technology (IT), and Enterprise Management and Support.⁴

In this report, minority refers to IC employees' self-identified race and ethnicity in accordance with the Office of Personnel Management's data standards. This report describes some demographic information as underrepresentation and overrepresentation, which the IC defines as instances where a group's demographic composition in a designated area is 5 percent more or less than the overall IC workforce composition for the same demographic group.

DATA COLLECTION

IC data may not reflect workforce trends reported in the larger U.S. labor market because most IC positions require a bachelor's degree, and as of FY 2020, only 32 percent of the U.S. workforce has a bachelor's degree. Separately, the IC relies on self-reported aggregated data rather than raw data sources, which inhibits the IC's ability to perform analysis across demographic groups, commonly known as intersectional data analysis. Challenges exist with the IC's data aggregation because of the decentralized human resource systems used across the 18 IC enterprises. The figures in this report reflect a 0.2 percentage variance because of rounding.

In addition, the IC has persistent collection gaps on categorizing demographic and persons with disabilities (PWD) data. For applicants, eight IC elements provided race or national origin and PWD data. Nine IC elements provided applicant gender data. The IC elements that provided applicant data changed between FY 2020 and FY 2021, hindering the IC's ability to perform year-over-year comparisons. Hence, the U.S. IC demographic applicant composite metrics are incomplete, and the findings are inconclusive. Lastly, this report reflects data on federal years of service tenure instead of average years of service and mission categories instead of career categories. Modernization will affect data collection, analysis, and dissemination.

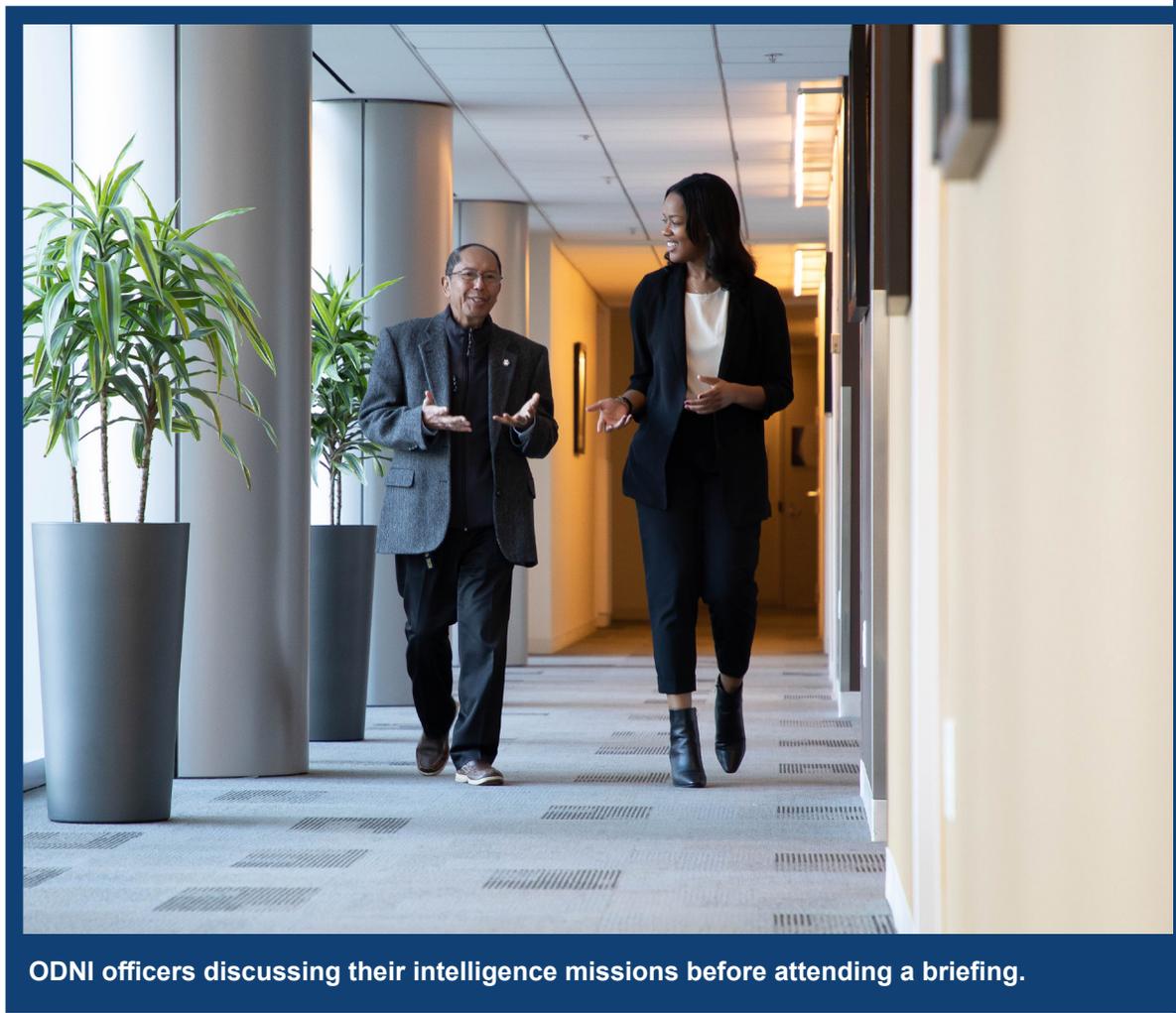
² Guidance for Agency-Specific Diversity and Inclusion Strategic Plans (2011).

³ Guidance for Agency-Specific Diversity and Inclusion Strategic Plans (2011).

⁴ Office of Personnel Management, Data Standards, Data Analysis and Documentation, Ethnicity and Race Identification -- <https://www.opm.gov/datastandards>

METHODOLOGY MODERNIZATION

The IC's annual demographic reports have previously contained information on racial and ethnic minorities, women and men, and persons with disabilities status only. The IC is in the process of modernizing its data collection methodology and process and expanding our gender identity, sexual orientation, and veteran status data fields to be more inclusive of the full composition of the U.S. IC workforce. By leveraging a cloud service, data will be ingested, validated, analyzed, and reported through repeatable, automated processes. Future data will provide anonymized individual-level data that will permit analysis that is more intersectional. These efforts seek to create a unified set of data fields and improve future demographic reports.



ODNI officers discussing their intelligence missions before attending a briefing.

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 foreign relations and national security activities.

The following “Big Six” agencies comprise the majority of the total IC workforce:

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

Figure 1: Intelligence Community Elements



EXECUTIVE SUMMARY

In 2020, the Government Accountability Office (GAO) published a report to Congressional Committees: “Intelligence Community: Additional Actions Needed to Strengthen Workforce Diversity, Planning, and Oversight,” providing recommendations for the IC. In FY 2021, ODNI compiled and analyzed aggregated IC data against GAO and IC-wide recommendations to determine trends across previously identified and measurable areas to improve diversity, equity, inclusion, and accessibility: composition, hiring, promotion, attrition, federal service tenure, mission categories, and selective education programs.

KEY TAKEAWAYS

- **Composition.** The number of IC officers who identify as minorities increased 0.6 percentage points to 27.6 percent and those who identify as women increased 0.3 percentage points to 39.5 percent. IC officers who identify as PWD declined by 1.2 percentage points from the preceding year, marking the first instance of PWD workforce decline since the inception of the public Annual Demographic Report. The IC assesses that methodological changes led to the nominal decrease in PWD totals.
- **Hiring.** The proportion of minorities hired in FY 2021 increased 2.5 percentage points to 31.6 percent, and the proportion of women hired decreased 1.0 percentage point to 40.1 percent. PWD decreased to 10.5 percent of all hires. Of the IC elements that collected and reported applicant demographic data, 40.1 percent of respondents identified as minority, 31.1 percent as women, and 11.3 percent as PWD. Compared with FY 2021, the number of minority hires would have to increase by at least 42 percent to achieve the federal workforce minority benchmark of 38.6 percent by 2030.
- **Promotions.** The proportion of promotions increased by 1.6 percentage points for minorities and 0.6 percentage points for women. The IC promoted minorities at lower rates than non-minorities across most pay grades in FY 2021. Lower minority promotion rates have been a trend since 2017. PWD promotions decreased by 0.1 percentage point to 8.6 percent.
- **Attrition.** In FY 2021, the IC workforce attrition rate increased by 2.2 percentage points, probably in part because COVID-19 continued to impact U.S. and global business practices. The IC witnessed the most significant increases in attrition among PWDs, who were more likely to resign. Non-minority men were more likely to retire.
- **Federal Service Tenure.** Among employees with 20 or more years of service, 25.7 percent are minorities. Women comprise 39.5 percent of the IC workforce, and the largest proportion of women is at the one to five and 20 or more years of service. Employees who identify as PWD represent 10.9 percent of the IC workforce, and the greatest proportion of PWD is at five to 10 years of service.
- **Mission Categories.** Minorities are the most represented in the Enterprise IT category followed by Management and Support and Processing and Exploitation, and they are the least represented in the Collection and Operations and Analysis and Production Categories. Women comprise half of the Management and Support positions, and 48.1 percent of the positions in Processing and Exploitation. PWD are the least represented in the mission category of Collection and Operations.

- **Selective Education Programs.** Minorities SEP participation lags the minority representation of the overall workforce. That gap has closed from 10 percentage points five years ago to 4 percentage points in FY 2021. Women SEP participation has ranged from approximately 31.9 percent to 38.0 percent during the past five years. This falls below the proportion of women in the workforce. In FY 2021, PWD participation in SEP was comparable to PWD workforce representation.

MINORITIES

The 2021 federal workforce benchmark for minority employee composition is 38.6 percent, and the IC does not meet this benchmark. The percentage of minorities in the IC's civilian workforce increased to 27.6 percent from 27.0 percent in FY 2020. Among the minority demographic groups within the IC, most identified as Black or African American (12.4 percent), followed by Hispanic (7.3 percent), Asian (4.4 percent), two or more races (2.9 percent), American Indian/Alaska Native (0.3 percent), and Native Hawaiian/Pacific Islander (0.2 percent). Approximately 1.4 percent of the civilian workforce did not provide race and national origin (RNO) data.

Minority officer representation in the IC decreases as years of federal service increases. Among IC employees with less than one year of service, 30.4 percent are minorities, whereas among employees with 20 or more years of service, 25.7 percent are minorities. During FY 2021, minority officers were more likely to resign than their non-minority counterparts, who are more likely to retire. Minority officers retired nine times less on average than non-minority officers.

Minorities are most represented in the Enterprise IT mission category (37.1 percent) followed by Management and Support (33.8 percent) and Processing and Exploitation (30.0 percent). Minorities are least represented in the Collection and Operations (20.5 percent) and Analysis and Production (20.5 percent) mission categories.

WOMEN

The 2021 federal workforce benchmark for women employee composition is 44.2 percent, and the IC does not meet this benchmark. The percentage of women in the IC's civilian workforce increased to 39.5 percent from 39.3 percent in FY 2021. The ratio of women hired in FY 2021, was 40.1 percent, exceeding their applicant composition by 10 percentage points. This is the only demographic category for which this is the case.

The representation of women in the IC remains consistent as years of federal service increases. About 41 percent of women in the IC have less than one year or more than 20 years of federal service. Women are hired at lower pay grades compared with men. Approximately 53.3 percent of all women are hired at GS-10 and below compared with 39.2 percent of all men. This hiring disparity is widespread across IC elements and job categories. The number of women who left an IC element increased 15.7 percent from the previous year compared with 27.7 percent of men. Retirements increased almost 28 percent for men but only 3 percent for women.

Women comprise half of the Management and Support positions and 48.1 percent of the positions in Processing and Exploitation. Women comprise less than 30 percent of positions in Collection and Operations, Research and Technology and Enterprise IT.

PERSONS WITH DISABILITIES

The Equal Employment Opportunity Commission Federal Sector goal for PWD is 12.0 percent,⁵ and the IC does not meet this benchmark. In FY 2021, the percentage of PWD in the IC's civilian workforce decreased to 10.9 percent from 11.9 percent, marking the first instance of PWD workforce composition losses since 2016. The IC assesses that this is a result of methodological changes in PWD reporting across the IC.

PWD generally enter the IC workforce at higher pay grades. Approximately 51.4 percent of all PWD are hired at the GS/GG-12 grade and above. This is higher than the grade at which both women and minorities are hired. In FY 2021, the rate of attrition for PWD was 8.2 percent. This was higher than the hiring rate of 6.6 percent for PWD.

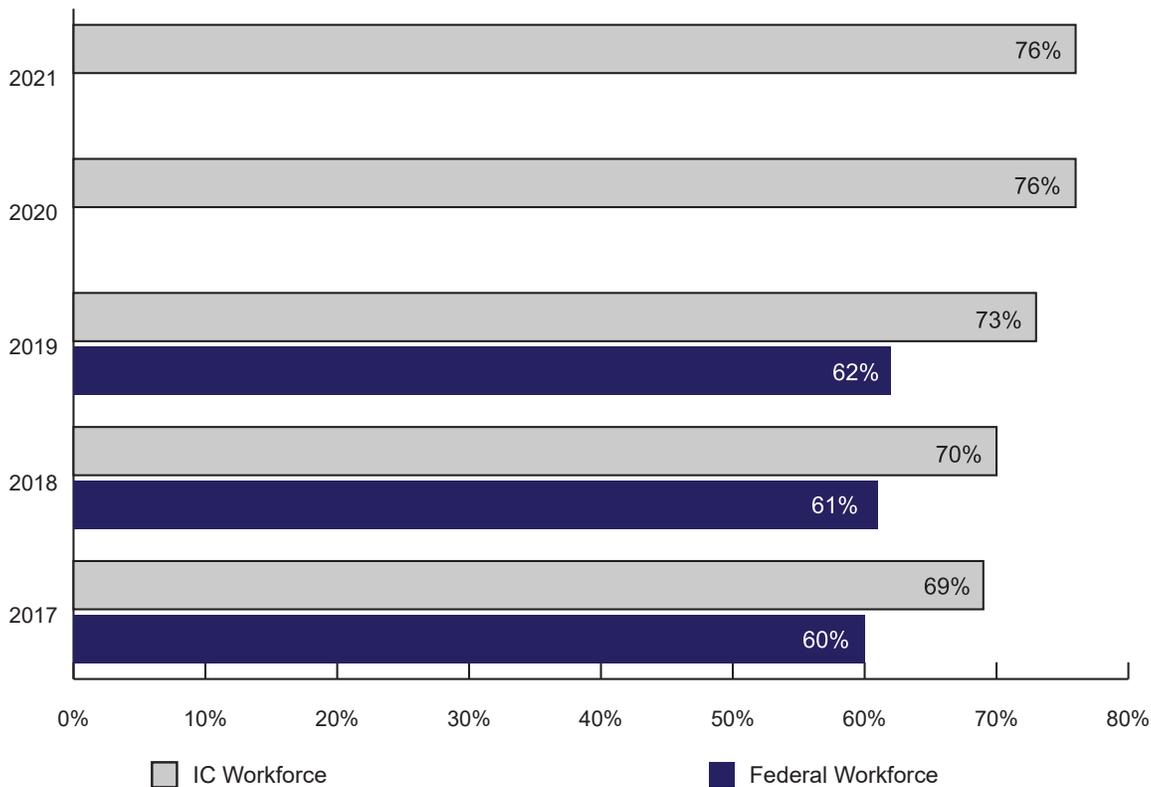
Compared with their overall composition, PWD are most represented in the Mission Management (13.3 percent), Enterprise IT and Management and Support (13.3 percent) categories. Collection and Operations is the category where PWD are least represented (7.4 percent).

⁵ Equal employment Opportunity Commission Federal Sector Goal. EEOC regulations established that all federal agencies covered by C.F.R. 1614.203 must have a 12 percent permanent hiring goal for PWD.

INCLUSION QUOTIENT

The Inclusion Quotient⁶ consists of 20 questions that assess employee perceptions of fairness (whether employees feel that they are treated equitably), openness (whether management supports diversity in all ways), cooperation (whether management supports communication and collaboration), support (whether supervisors value their employees), and empowerment (whether employees have the resources and support needed to excel) in the workplace. The IC-wide Inclusion Quotient score has improved steadily over the past five years and has remained unchanged from 2020, with 76 percent of respondents expressing positive views about IC inclusiveness in FY 2021. Historically, the IC has achieved a higher Inclusion Quotient compared with the federal government average.

Figure 2: Inclusion Quotient for the IC and Federal Workforce, FY 2017 / FY 2021



⁶ Office of Personnel Management, "New Inclusion Quotient." <https://www.opm.gov/policy-data-oversight/data-analysis-documentation/employee-surveys/results/2018-employee-survey-results>.

DIVERSITY IN THE SENIOR RANKS

Selective Education Programs (SEP) in the IC can include, but are not limited to, the National Intelligence University, senior service schools, command and staff schools, senior executive programs, congressional fellowships, and full-time study. Successful completion of these select programs can lead to promotions and leadership positions.

During FY 2021, minority representation in SEP was 23.6 percent, which is 4 percent less than their workforce composition. Women representation in SEP was 34.7 percent, nearly 5 percent less than their respective workforce composition.

Minorities and women continue to nominally increase their representation at the managerial/supervisory roles and senior executive service; however, PWD representation at these levels has marginally decreased. The IC defines leadership as employees at the GS/GG-15 pay grade and members of the Senior Executive Service (SES).

MINORITIES AND THE SENIOR RANKS

Minorities comprise 16.1 percent of SES and 20.3 percent of GS/GG-15 positions, reflecting increases of 0.6 and 1.1 percentage points respectively. Although the rate of minorities in leadership positions is also increasing, it lagged behind non-minorities in leadership positions by 6.1 percentage points in FY 2021.

WOMEN AND THE SENIOR RANKS

Women comprise 32.4 percent of SES and 34.7 percent of GS/GG-15 positions. These are increases of 1.1 and 0.5 percentage points respectively. The rate of women in leadership positions is marginally increasing but lagged men by 3.2 percentage points in FY 2021.

PERSONS WITH DISABILITIES AND THE SENIOR RANKS

PWD comprise 7.4 percent of SES and 9.2 percent of GS/GG-15 positions, reflecting decreases of 0.4 percentage points for each level from the previous fiscal year. The rate of PWD in leadership positions increased to 12.3 percent but lagged non-PWD by 3.2 percentage points.



The Director of National Intelligence, Avril Haines, hosts a fireside chat with then National Geospatial-Intelligence Agency Director, Vice Admiral Robert Sharp.



Principal Deputy Director of National Intelligence, Dr. Stacey Dixon, attends a commemorative ceremony at the U.S. Coast Guard.

DEMOGRAPHIC DIVERSITY IN THE IC

MINORITIES

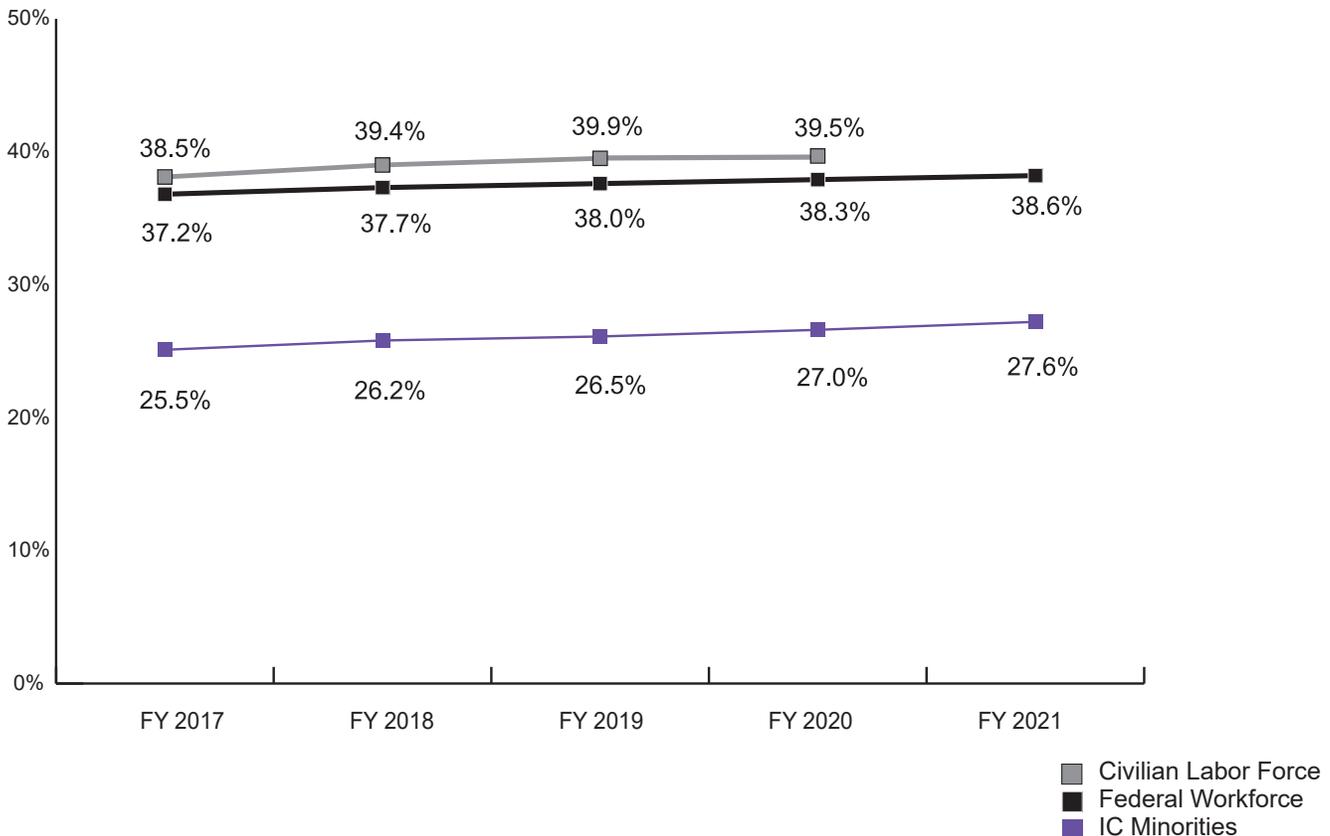
Minority refers to IC employees' self-identified race and ethnicity in accordance to the Office of Personnel Management's data standards.⁷

During FY 2021, the IC observed marginal upticks in minority hiring, promotions, and managerial composition. The proportion of minorities hired in FY 2021 increased 2.5 percentage points to 31.6 percent. Minorities comprised 29.0 percent of those employees promoted in FY 2021. This is an increase of 1.6 percentage points from the previous year. Minority applicants fell by 6.4 percent among the eight IC elements that provided applicant demographic data. With respect to attrition, minority officers were nine times more likely to resign than their non-minority counterparts.

WORKFORCE COMPOSITION

Since 2017, the proportion of minorities in the IC workforce increased 2.2 percentage points to 27.6 percent. Minority representation in the IC remains lower than the percentages in the federal workforce (38.6 percent).⁸

Figure 3: Minority Representation in the IC Workforce Compared to Labor Force Benchmarks, FY 2017 / FY 2021



⁷ Office of Personnel Management, Data Standards, Data Analysis and Documentation, Ethnicity and Race Identification – <https://www.opm.gov/datastandards>

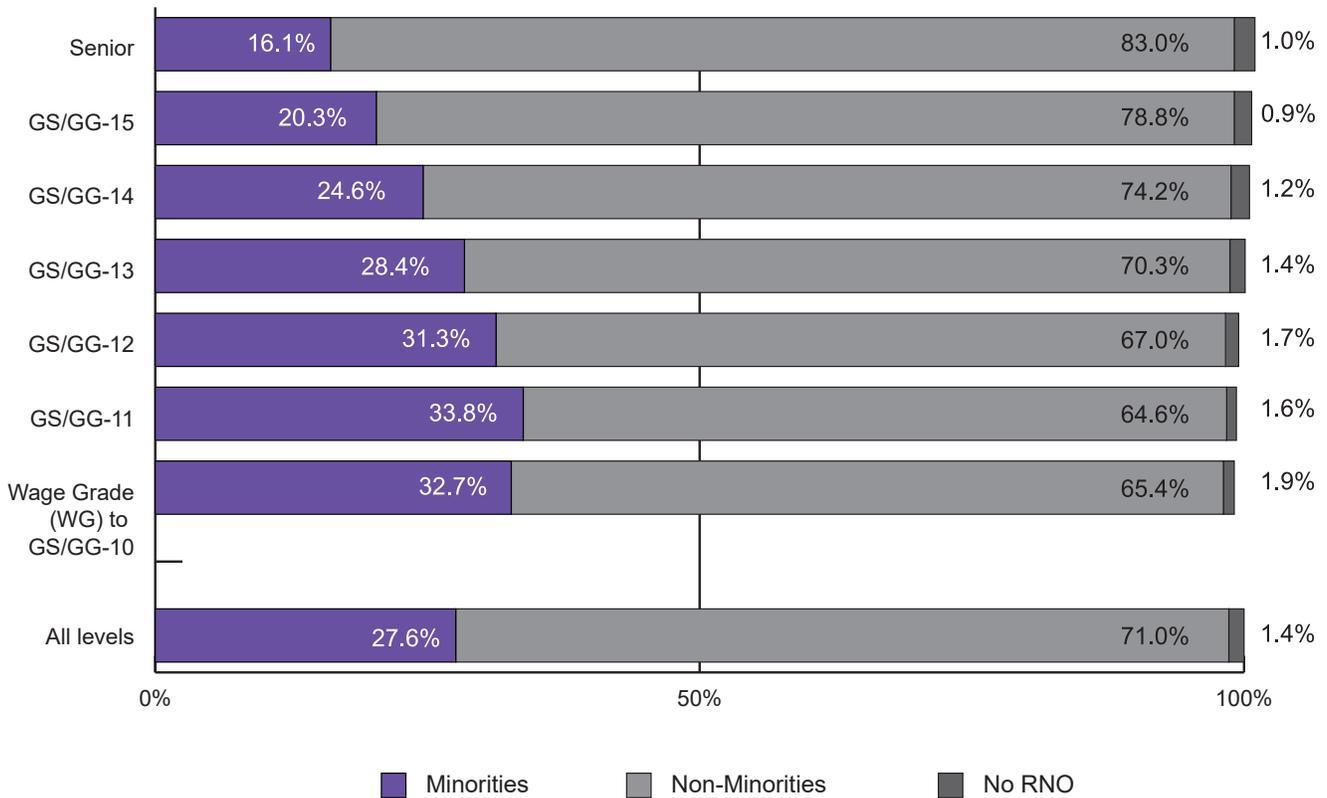
⁸ Office of Personnel Management, Federal workforce (permanent positions) – <https://www.fedscope.opm.gov/>.



U.S. Air Force officers pose for a photo amid tackling their respective intelligence missions.

Although minority representation in the IC workforce has slightly increased overall, there is a discrepancy at the higher pay grades and SES. Minority representation within SES reflects a 16.6 percentage point gap compared with minorities representation at the GS/GG-10 pay grades and below. When compared with their overall composition, minorities, who comprise 27.6 percent of the IC workforce, are overrepresented at the GS/GG-11 and GS/GG-10 and below pay grades. The inverse is true for non-minorities. Minority officers comprise 16.1 percent of the U.S. IC workforce at the senior level, a 9.5 percent deficit of their total workforce composition.

Figure 4: Workforce Representation by Minorities, Non-Minorities, No RNO, and Pay Grade or Senior Pay Level, FY 2021.*



*Percentages do not add up to 100 percent because of rounding.

The greatest concentration of Asian American and Black or African American officers in the IC is at the GS/GG-11 pay grade. The greatest concentration of Hispanic or Latino officers is at GS/GG-10 pay grade.

Figure 5: Minority and Non-Minority Composition in the IC by Pay Grade, FY 2021

Pay Grade	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian / Pacific Islander	Two or More Races	Non-Minority (White)	No Race or National Origin
Wage Grade to GS/GG-10	0.3%	4.5%	14.8%	9.5%	0.3%	3.4%	65.4%	1.9%
GS/GG-11	0.4%	4.7%	15.8%	9.3%	0.3%	3.2%	64.6%	1.6%
GS/GG-12	0.3%	4.4%	14.3%	8.9%	0.3%	3.1%	67.0%	1.7%
GS/GG-13	0.3%	4.6%	12.9%	7.4%	0.2%	3.0%	70.3%	1.4%
GS/GG-14	0.3%	4.5%	10.9%	5.9%	0.2%	2.8%	74.2%	1.2%
GS/GG-15	0.4%	3.9%	8.8%	4.7%	0.1%	2.3%	78.8%	0.9%
Senior	0.5%	3.1%	7.0%	3.5%	0.2%	1.7%	83.0%	1.0%
Total Workforce	0.3%	4.4%	12.4%	7.3%	0.2%	2.9%	71.0%	1.4%

Minority officer representation in the IC decreases as years of federal service increases. Minorities comprise 27.6 percent of the IC workforce. Asian American and American Indians are the only two ethnic groups where their senior rank composition mimics their workforce composition.

Among IC employees with less than one year of service, 30.4 percent are minorities. Among employees with 20 or more years of service, 25.7 percent are minorities. The IC assesses those upticks in minority officers with less than five years of federal service may reflect the IC’s targeted recruiting and outreach efforts across all three demographic groups.

Figure 6: Minority and Non-Minority Composition by Federal Service Tenure, FY 2021

Tenure	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian / Pacific Islander	Two or More Races	Non-Minority (White)	No Race or National Origin
< 1 year	0.3%	5.4%	13.3%	7.8%	0.4%	3.2%	64.0%	5.6%
1-5 years	0.2%	4.7%	12.8%	8.1%	0.2%	3.4%	68.2%	2.4%
5-10 years	0.3%	4.6%	11.4%	7.9%	0.2%	3.2%	70.9%	1.5%
10-15 years	0.4%	4.9%	13.2%	6.9%	0.2%	2.9%	70.7%	0.8%
15-20 years	0.3%	4.5%	11.3%	7.0%	0.2%	2.6%	73.8%	0.5%
20+ years	0.5%	3.1%	13.4%	6.0%	0.2%	2.4%	73.8%	0.5%
All Employees	0.3%	4.4%	12.5%	7.2%	0.2%	2.9%	71.1%	1.4%

Minorities are most represented in the Enterprise IT mission category followed by Management and Support and Processing and Exploitation mission category. Minorities are least represented in the Collection and Operations and Analysis and Production mission categories. Non-minority officers, who represent 71 percent of the IC workforce composition, comprise 78 percent of the Analysis and Production and Collection and Operations mission categories.

Figure 7: Minority and Non-Minority Composition by Mission Category, FY 2021

Category	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian / Pacific Islander	Two or More Races	Non-Minority (White)	No Race or National Origin
Mission Management	0.4%	3.5%	10.9%	6.4%	0.3%	3.2%	74.3%	1.0%
Collection & Operation	0.4%	4.6%	5.3%	7.4%	0.2%	2.7%	78.2%	1.3%
Processing & Exploitation	0.3%	6.5%	9.9%	10.4%	0.2%	2.8%	68.5%	1.5%
Analysis & Production	0.2%	4.4%	6.3%	6.5%	0.2%	3.0%	78.3%	1.1%
Research & Technology	0.2%	5.7%	7.4%	6.7%	0.1%	2.8%	75.0%	2.1%
Enterprise IT	0.3%	6.0%	19.5%	8.1%	0.5%	2.8%	61.2%	1.7%
Management & Support	0.4%	3.3%	20.5%	6.4%	0.3%	3.0%	64.6%	1.5%
All Mission Categories	0.3%	4.4%	12.5%	7.2%	0.2%	2.9%	71.1%	1.4%

MINORITY OFFICER REPRESENTATION IN THE IC DECREASES AS YEARS OF FEDERAL SERVICE INCREASES.

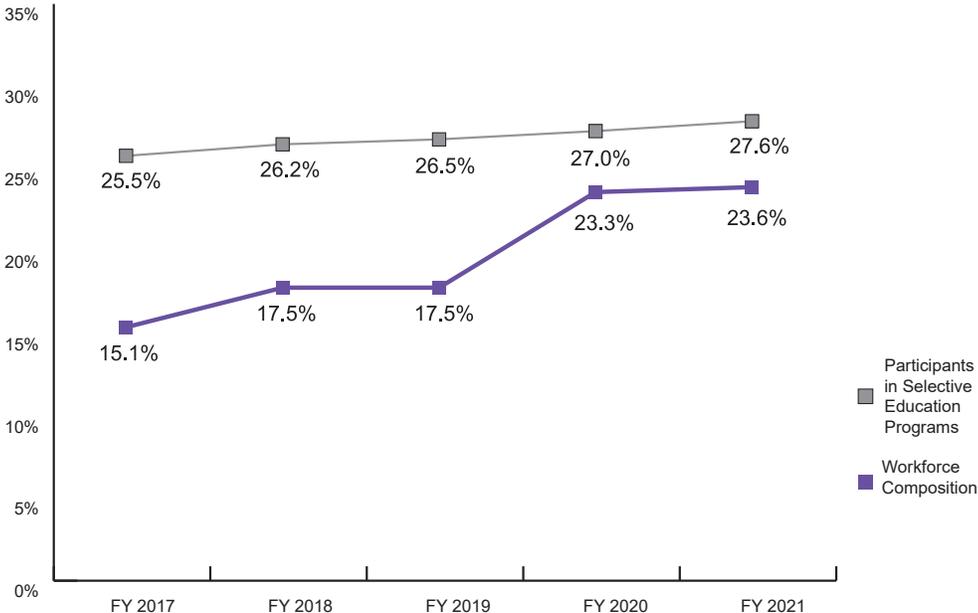


Office of the Director of National Intelligence IC Diversity, Equity, and Inclusion Chief, Stephanie A. La Rue, discusses how inclusive behavior drives mission during the 2022 IC DEIA event.

SELECTIVE EDUCATION PROGRAMS

Minority employees' SEP participation increased from 22.8 percent in FY 2020 to 23.2 percent in FY 2021. Minorities SEP participation lags the minority representation of the overall workforce. That gap has closed from 10 percentage points five years ago to 4 percentage points in FY 2021.

Figure 8: Minority Participation in SEP Compared with Composition, FY 2017 / FY 2021



APPLICANTS

The applicant pool is more diverse than the outcomes of hiring.⁹ IC elements that track RNO reported that 40.1 percent of applicants identified as minority.

HIRING

For all IC elements, the proportion of new hires that are minorities increased from 29.1 in FY 2020 to 31.6 percent in FY 2021. However, the share of minority new hires was less than that of minority

applicants, based on demographic data from eight IC elements. This is a reoccurring gap across minority applicants to hires that was also observed in FY 2020.

Figure 9: Comparison of Minority and Non-Minority Applicants, FY 2021

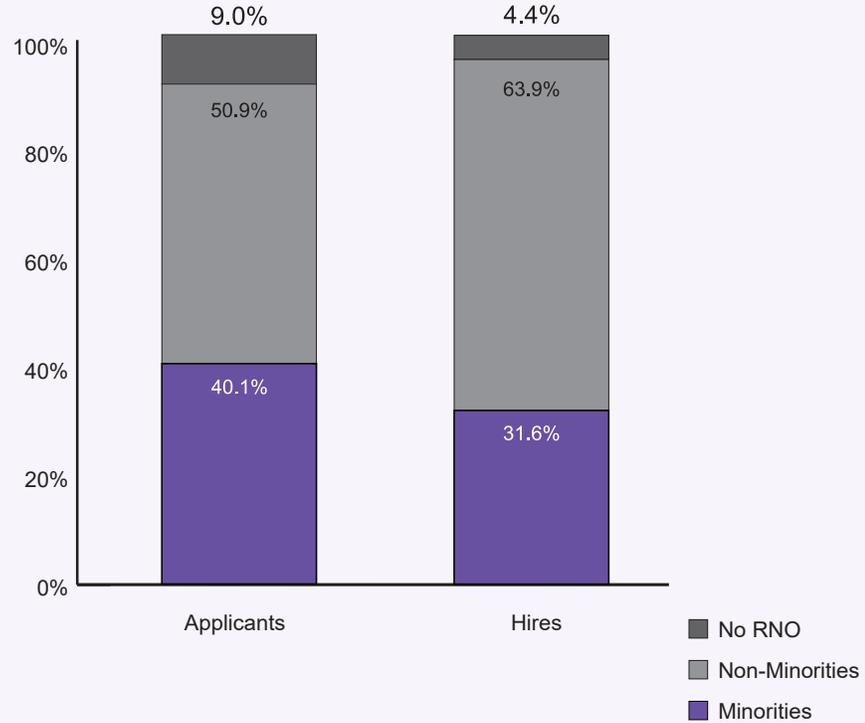
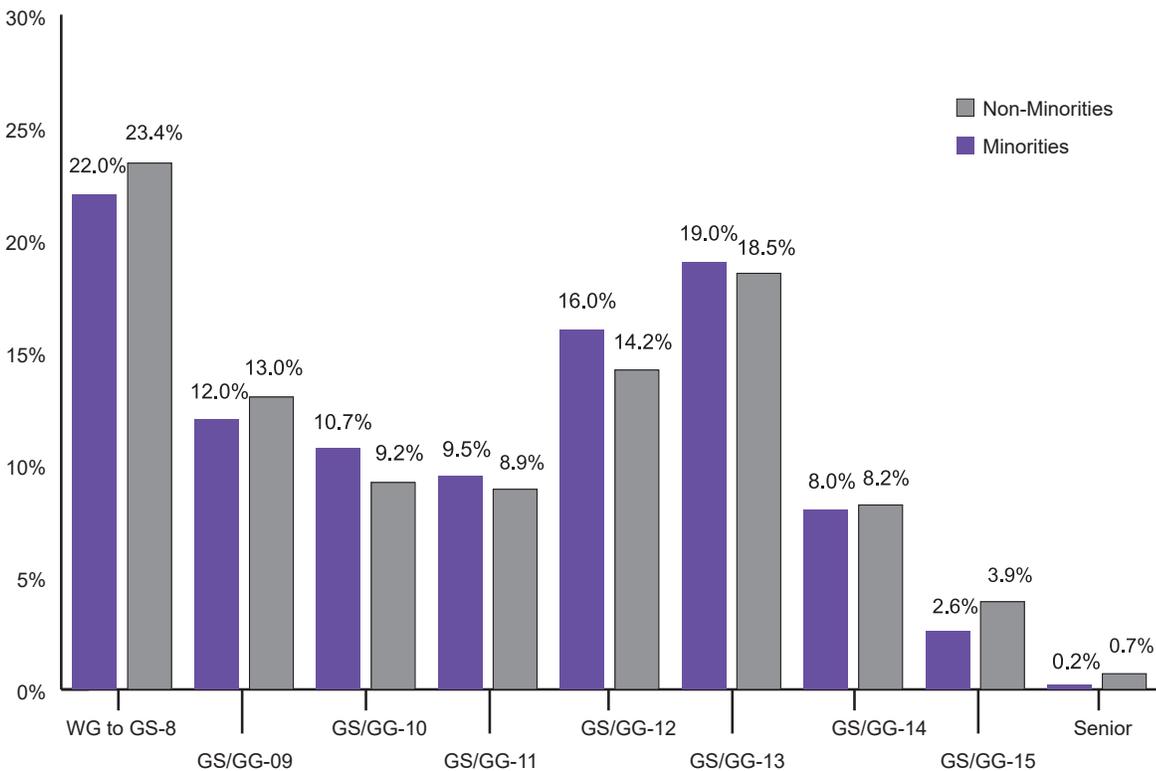


Figure 10: Minority and Non-Minority New Hire Comparison by Grade Level, FY 2021

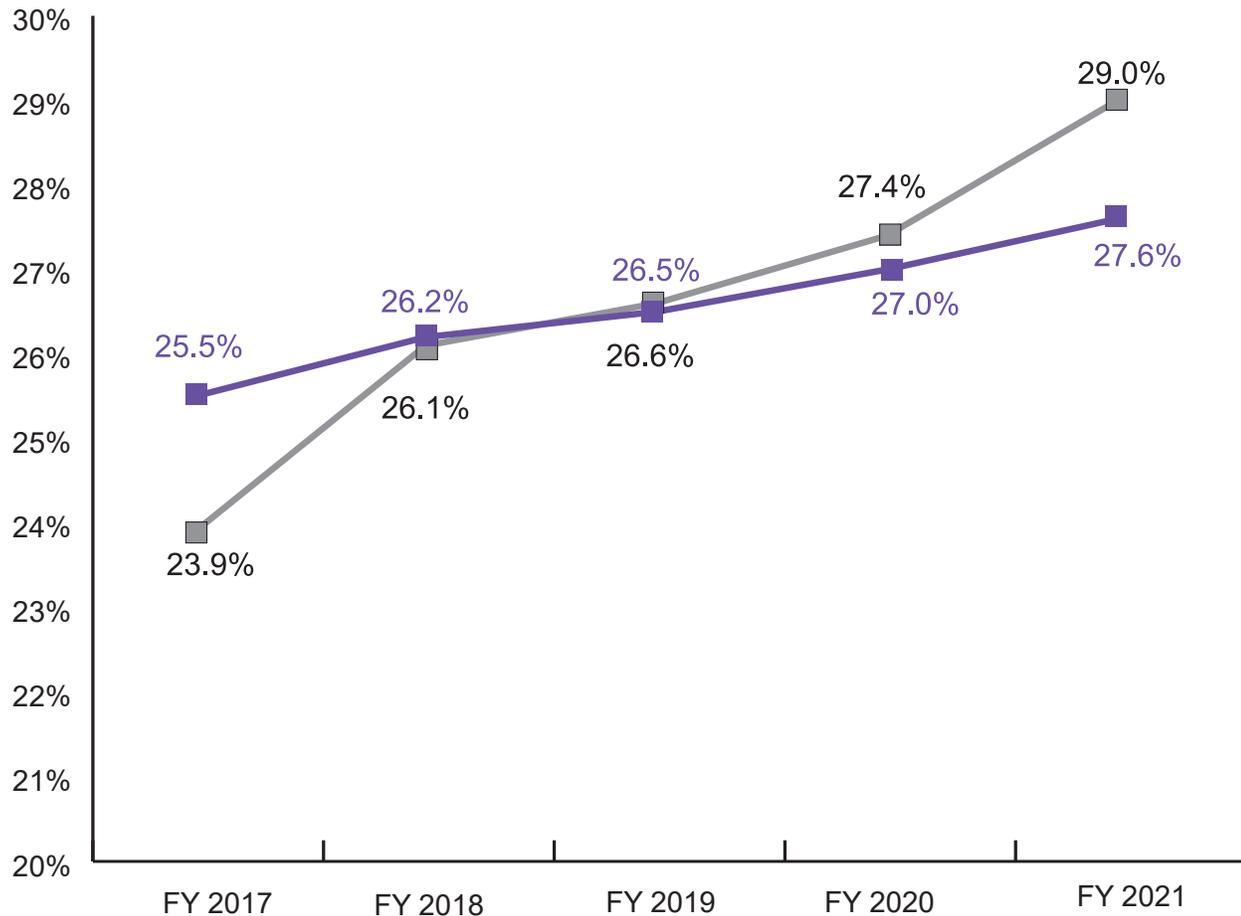


⁹ The applicant pool is limited to the IC elements that provided data. Hiring data is from every IC element.

PROMOTIONS

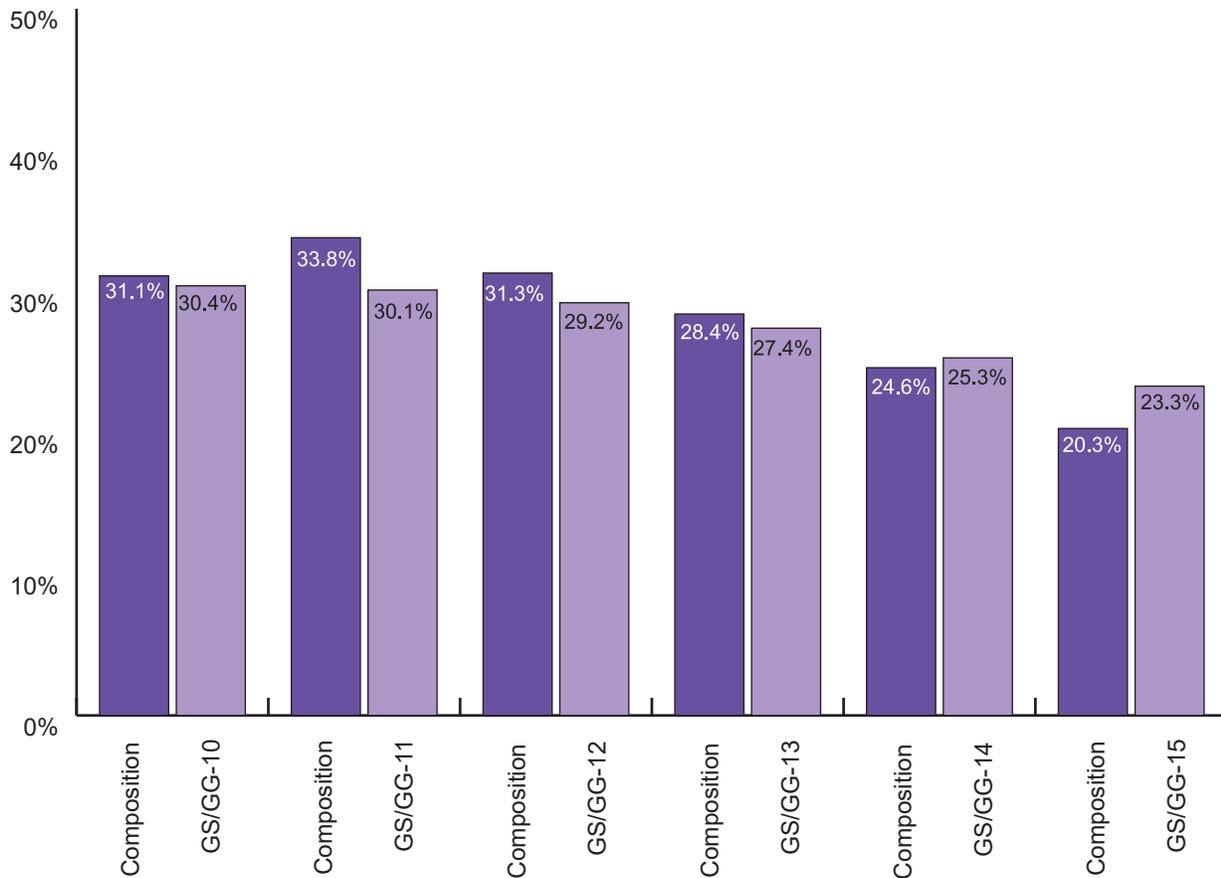
Minorities comprised 29.0 percent of those employees promoted in FY 2021. This is an increase of 1.6 percentage points from the previous year. Roughly, 18.7 percent of all minorities were promoted in FY 2021 compared with 17.4 percent of all non-minorities. However, the majority of promotions occurred at lower pay grades.

Figure 11: Minority Proportion of Promotions Relative to Composition, FY 2017 / FY 2021



**LOWER MINORITY PROMOTION RATES
HAVE BEEN A TREND SINCE 2017.**

Figure 12: Minority Composition and Promotions by Pay Grade, FY 2021



The IC promoted minorities at lower rates than non-minorities across most pay grades in FY 2021. The exceptions were GS-15 and senior-level positions. Lower minority promotion rates have been a trend since 2017.¹⁰

Figure 13: Minority Promotion Rates, FY 2017 / FY 2021

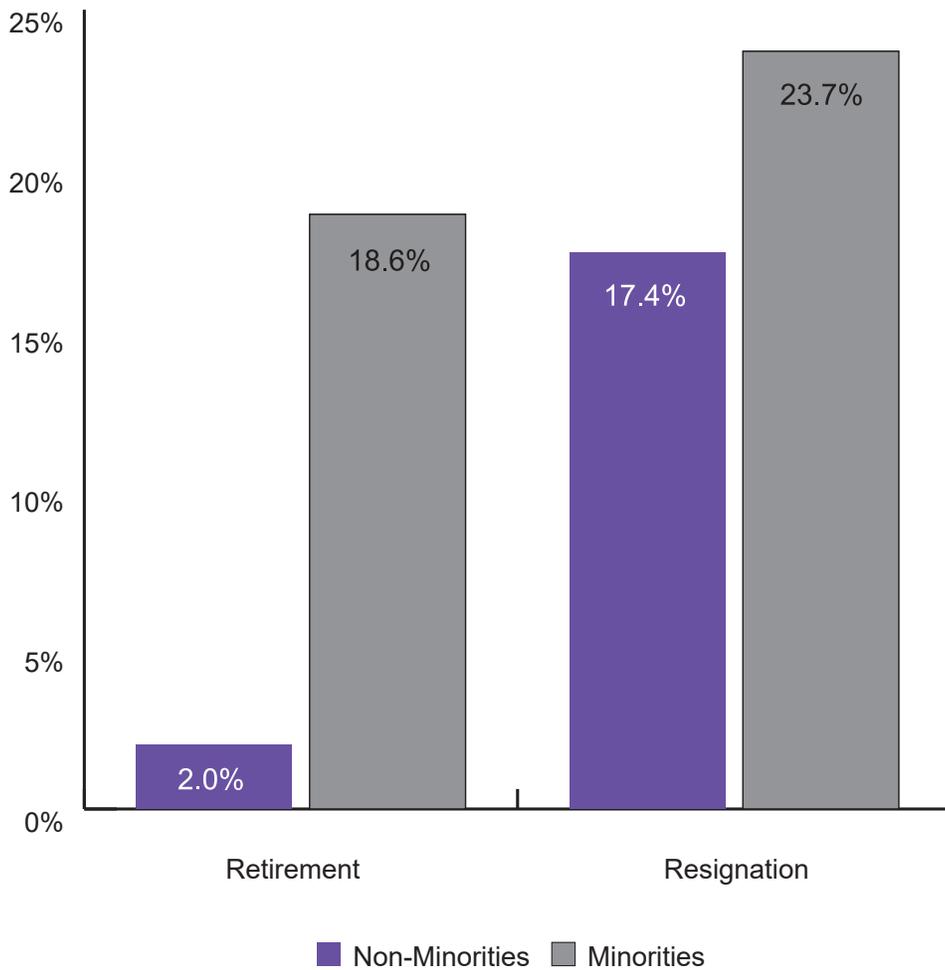
Minority Promotion Rates										
Promoted to	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
	Minority	Non-Minority								
GS/GG-09	32.3%	36.2%	36.2%	39.6%	31.3%	38.5%	33.5%	41.5%	33.2%	40.4%
GS/GG-10	8.9%	12.8%	11.5%	13.3%	11.8%	15.5%	11.8%	16.5%	12.9%	17.9%
GS/GG-11	31.5%	43.6%	37.7%	46.2%	41.4%	49.9%	43.2%	51.0%	46.6%	51.1%
GS/GG-12	24.2%	34.6%	28.5%	34.1%	31.1%	38.0%	31.2%	40.5%	35.3%	42.2%
GS/GG-13	15.1%	22.3%	13.0%	17.6%	10.0%	13.6%	10.4%	13.3%	22.9%	25.1%
GS/GG-14	5.2%	7.8%	5.7%	7.5%	6.9%	8.0%	7.3%	7.8%	8.5%	9.0%
GS/GG-15	3.5%	3.8%	3.3%	3.9%	3.7%	4.4%	3.4%	3.4%	5.5%	5.3%
Senior	1.0%	1.6%	1.6%	1.5%	1.5%	1.4%	1.4%	1.4%	1.4%	1.2%

¹⁰ Promotion rates compare the number of promotions in a subset with the total number in the subset, expressed as a percentage.

ATTRITION

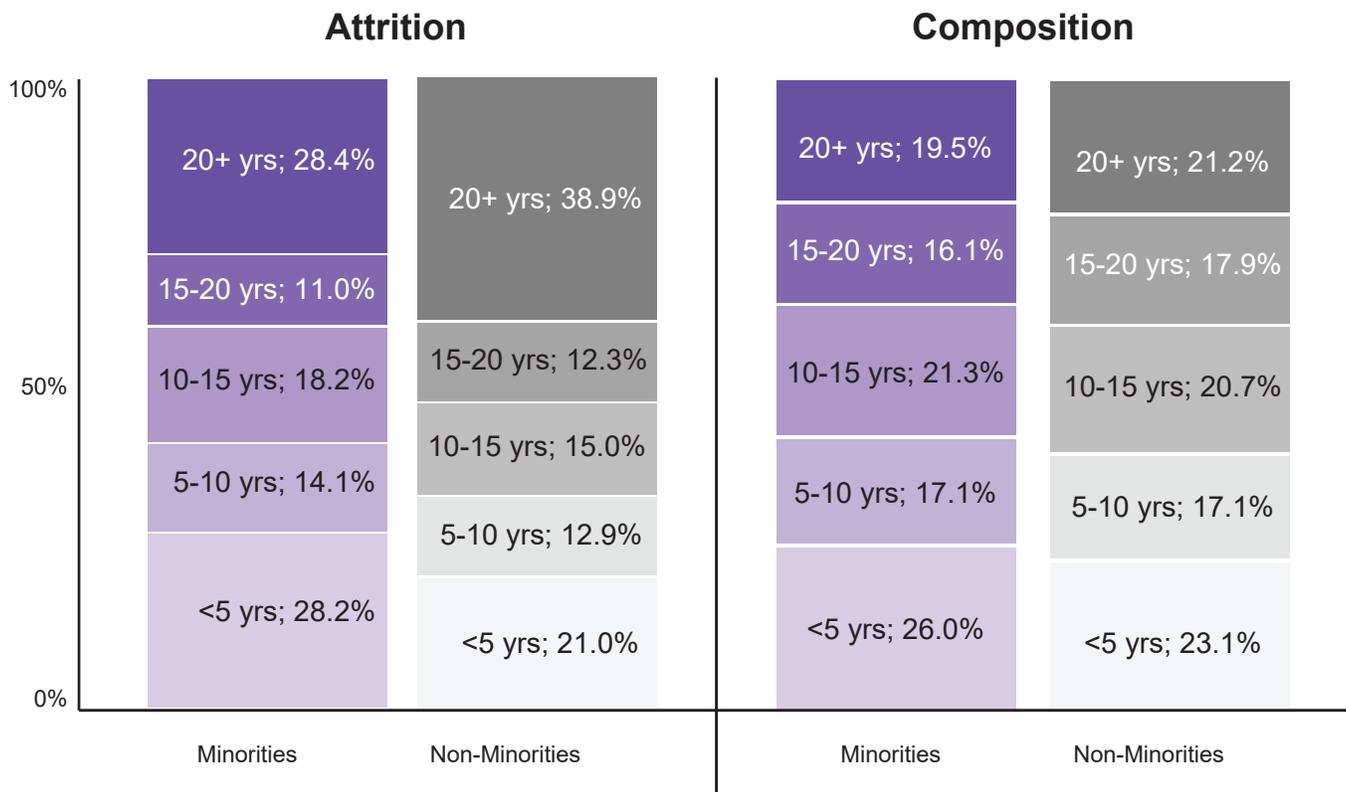
Since FY 2021, IC minority officer retirements and resignations increased 18.6 percent and 23.7 percent, respectively. However, a significant gap surfaced in FY 2021 regarding how minority officers off ramped from the IC. During FY 2021, minority officers were more likely to resign than their non-minority counterparts, who were more likely to retire. Minority officers retired nine times less on average than non-minority officers.

Figure 14: Minority and Non-Minority Employees' Retirement and Resignation, FY 2021



Minorities who departed an IC element were more likely to have more than 20 years of experience or less than five years' experience compared with non-minorities.

Figure 15: Minority and Non-Minority Federal Service Tenure, FY 2021

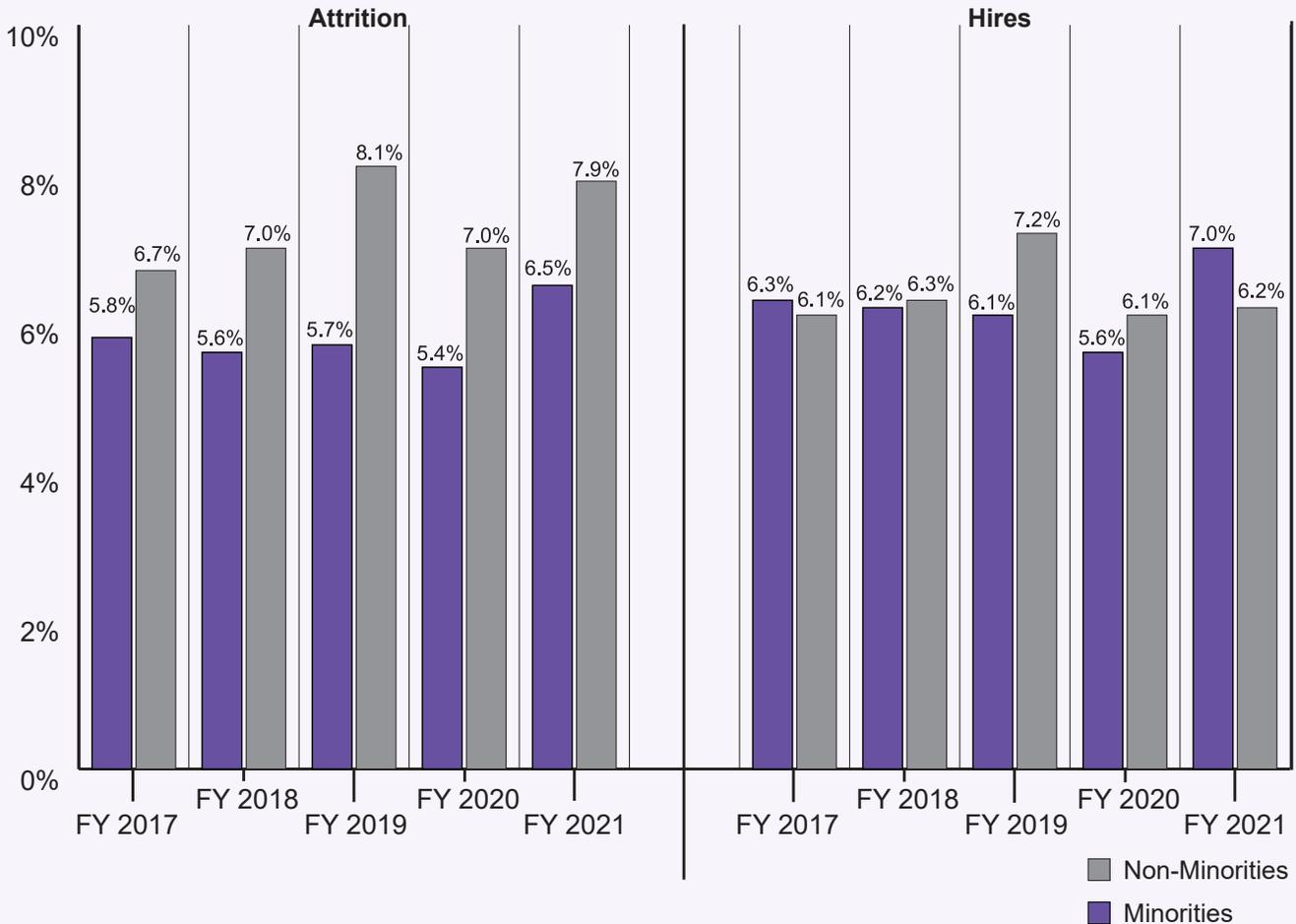


IC MINORITY OFFICER RETIREMENTS AND RESIGNATIONS HAVE INCREASED.

The rate of attrition increased 1.1 percentage points for minorities in FY 2021 to 6.5 percent. This is 1.4 percent lower than the rate for non-minorities. The rate of hiring for minorities exceeded the rate of attrition for minorities.

Compared with FY 2021, the number of minority hires would have to increase by at least 42 percent to achieve the federal workforce minority benchmark of 38.6 percent by 2030.¹¹

Figure 16: Minority and Non-Minority Hiring and Attrition Rates, FY 2017 / FY 2021*



*Hiring and attrition rates are derived by dividing hiring and attrition counts by total minority population.

THE RATE OF HIRING EXCEEDED THE RATE OF ATTRITION FOR MINORITIES.

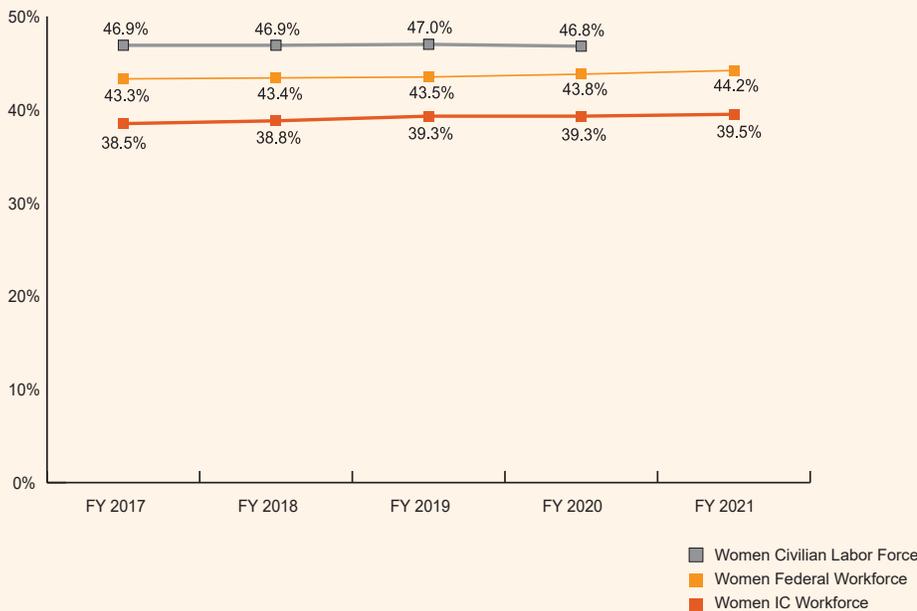
WOMEN

Women are hired at lower grades than men across the IC. The proportion of promotions increased by 0.6 percent for women. The ratio of women hired in FY 2021, (40.1 percent) slightly exceeds their overall workforce composition (39.5 percent). This exceeds their applicant composition (31.1 percent) by 10 percentage points. This is the only demographic category for which this is the case. Fewer women retired in FY 2021 than men, possibly because of the pandemic.¹² Retirements increased 29.8 percent for men but only 3.1 percent for women in FY 2021.



In late December 2021, the National Geospatial-Intelligence Agency swore in its ninth Deputy Director, Tonya Wilkerson.

Figure 17: IC Women Composition Compared with Federal and Civilian Workforces, FY 2017 / FY 2021



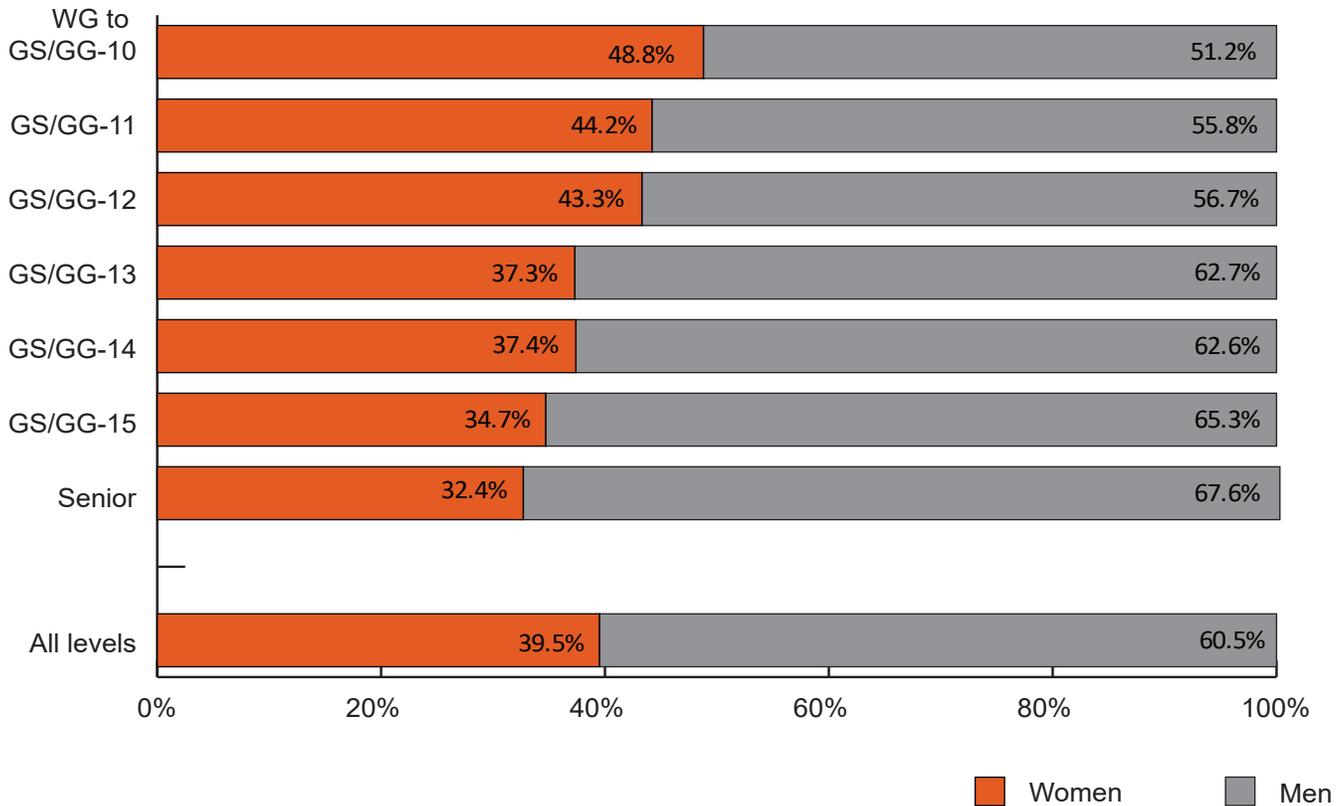
WORKFORCE COMPOSITION

The composition of women in the IC civilian workforce is 39.5 percent. This continues a five-year trend of women being underrepresented across the IC in comparison to federal and civilian workforce benchmarks. The percentage of women hires outpaced the overall composition for women of the workforce, as did the proportion of promotions although most promotions occurred at lower grade levels.

¹² Women Mostly Stayed in Workforce After Pandemic, May 2022, The Harvard Gazette, <https://news.harvard.edu/gazette/story/2022/05/women-mostly-stayed-in-workforce-after-pandemic-hit/>

A 16.4 percentage point gap exists between women at the GS/GG pay grades 10 and below versus senior pay grade levels. When compared with their overall composition (39.5 percent), women are overrepresented at the GS/GG-10 pay grade and below (48.8 percent) and underrepresented at the senior rank pay grades (32.4 percent). The inverse is true for men, who comprise 60.5 percent of the IC workforce. Men are underrepresented at the GS/GG-10 pay grade and below (51.2 percent).

Figure 18: Women and Men Composition by Pay Grade, FY 2021



WOMEN COMPRISE 39.5% OF THE IC WORKFORCE.

Women comprise 39.5 percent of the IC workforce. The greatest composition of women is at the one-to-five and 20 or more years of service.

Figure 19: Women and Men Federal Service Tenure, FY 2021

Tenure	Women	Men
<1 year	41.0%	59.1%
1-5 years	41.7%	58.3%
5-10 years	38.8%	61.2%
10-15 years	37.0%	63.1%
15-20 years	36.8%	63.2%
20 or more years	41.1%	58.9%
Total	39.5%	60.5%

Women comprise half of the Management and Support positions, and 48.1 percent of the positions in Processing and Exploitation. Women comprise less than 30 percent of positions in Collection and Operations, Research and Technology, and Enterprise IT.

Figure 20: Composition of Women and Men by Mission Categories, FY 2021

Categories	Women	Men
Mission Management	34.9%	65.1%
Collection and Operation	27.2%	72.8%
Processing and Exploitation	48.1%	51.9%
Analysis and Production	38.7%	61.3%
Research and Technology	23.8%	76.2%
Enterprise IT	29.0%	71.0%
Management and Support	50.0%	50.0%
All Mission Categories	39.5%	60.5%

WOMEN ARE HIRED AT LOWER PAY GRADES THAN MEN.

SELECTIVE EDUCATION PROGRAMS

Women selective education program (SEP) participation has ranged from approximately 31.9 percent to 38.0 percent during the past five years. This falls below the proportion of women in the workforce.

Figure 21: Women Participation in SEP Compared with Composition, FY 2017 / FY 2021

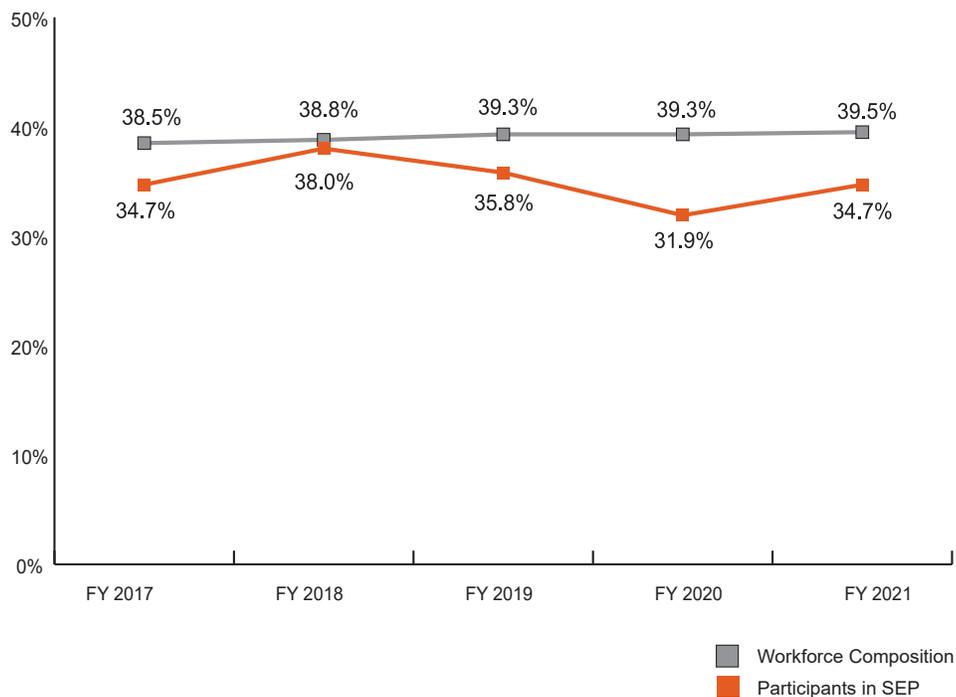
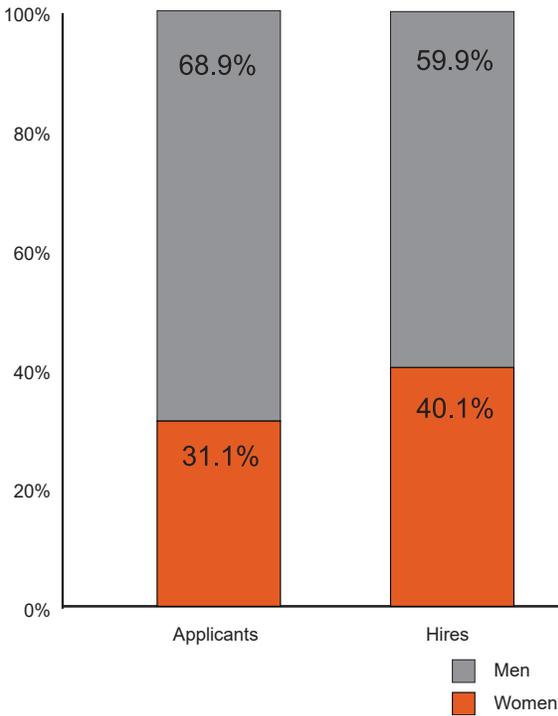


Figure 22: Women and Men Applicants and Hires, FY 2021



APPLICANTS

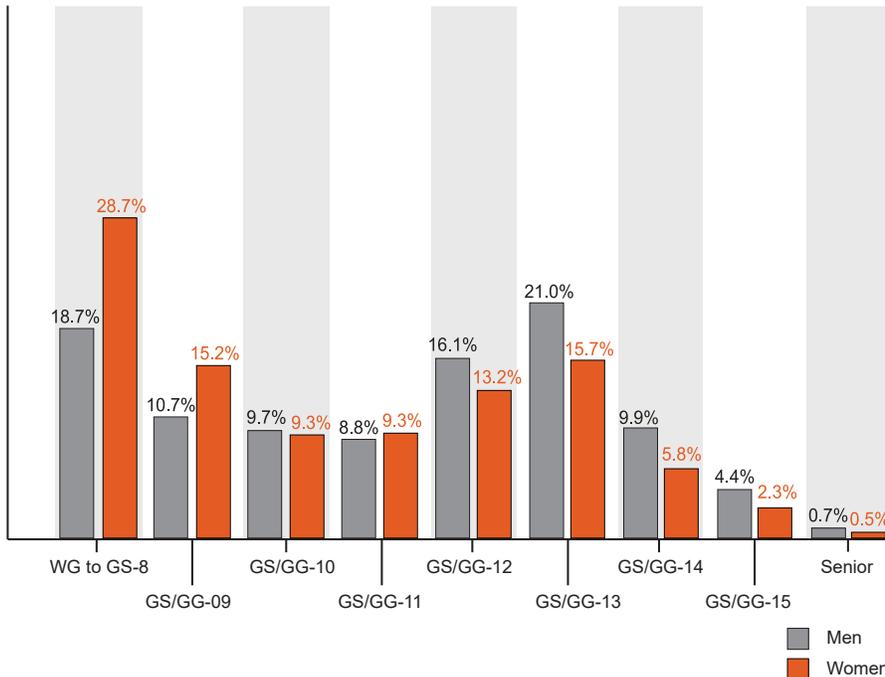
The IC elements reporting applicant demographic data in FY 2021 found that women comprised 31.1 percent of applicants to the IC.

HIRING

The ratio of women hired in FY 2021, (40.1 percent) slightly exceeds their overall workforce composition (39.5 percent). This exceeds their applicant composition (31.1 percent) by 9 percentage points. This is the only demographic category for which this is the case.

Women are hired at lower pay grades than men. More than half of all women hired in FY 2021 were at the GS/GG-10 pay grade level and below. Moreover, 28.7 percent of all women hired are hired at GS/GG-8 pay grade or lower compared with only 18.7 percent of men. The proportion of hires who are women declined by one percentage point to 40.1 compared with FY 2020.

Figure 23: Women and Men Hiring by Pay Grade, FY 2021



APPROXIMATELY 20.5% OF WOMEN WERE PROMOTED IN FY 2021.

PROMOTIONS

Women accounted for 45.6 percent of IC employees who were promoted, exceeding their composition by 6.1 percentage points. Approximately 20.5 percent of women were promoted in FY 2021 compared with 16 percent of men. This is driven in part by the ratio of women to men being narrower at GS/GG-10 pay grades and below coinciding where promotions are more prevalent

Figure 24: Women Promotions Compared with Composition, FY 2017 / FY 2021

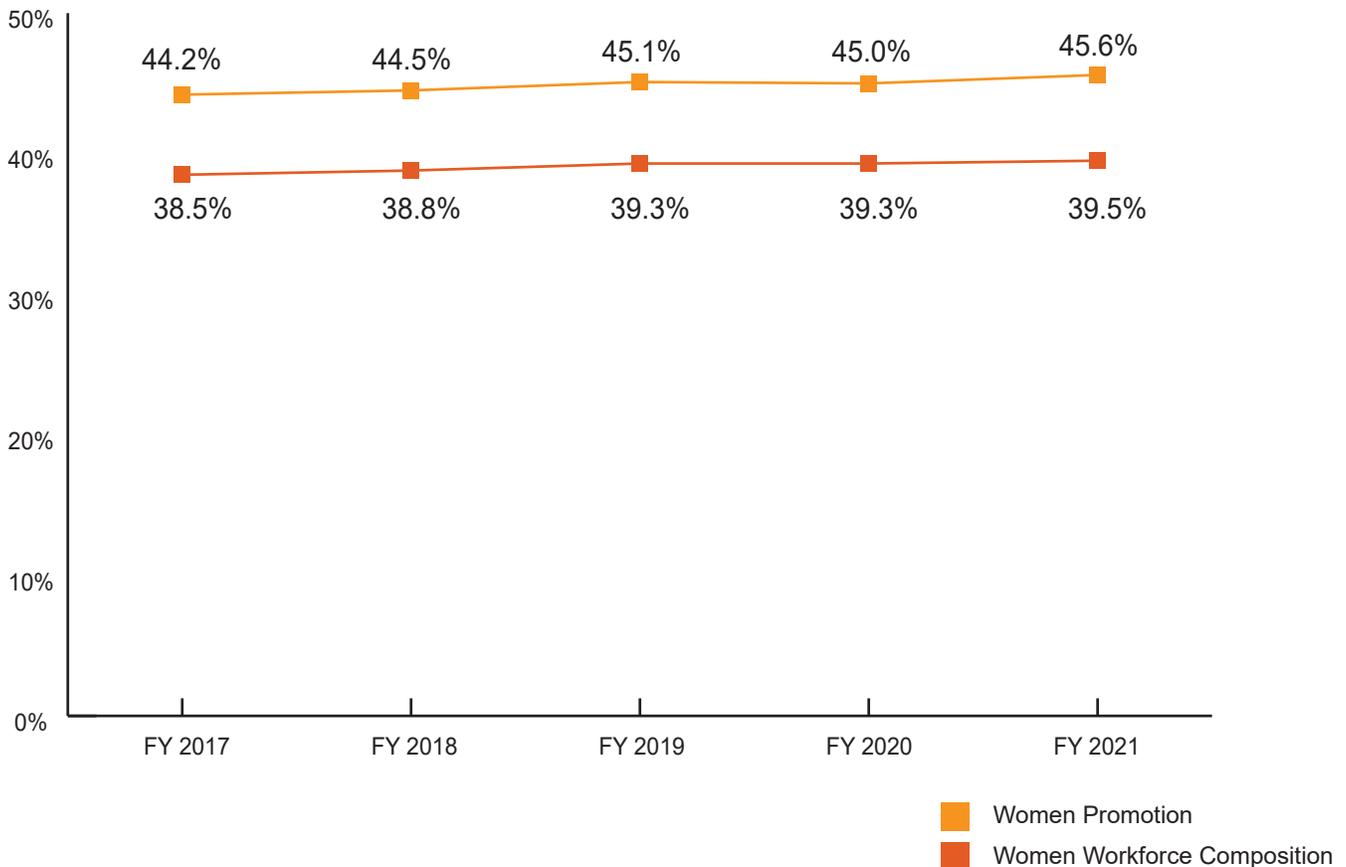
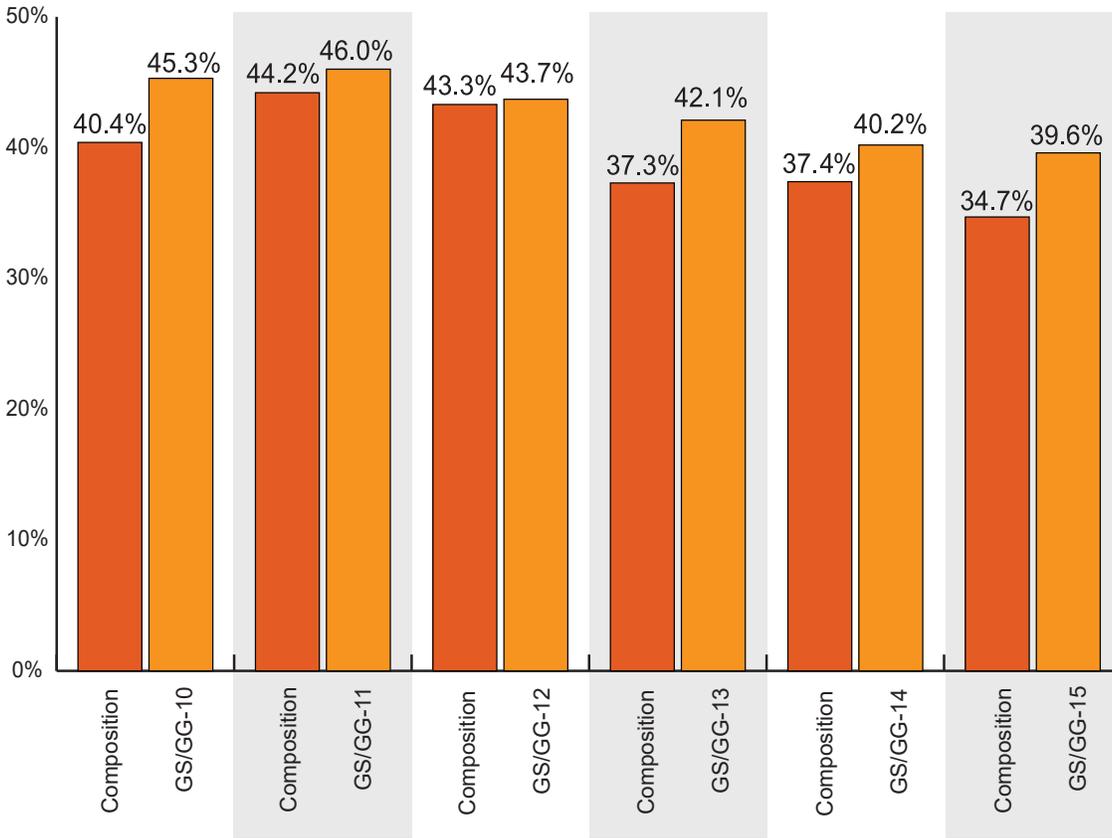


Figure 25: Women Promotions by Pay Grade Compared with Composition, FY 2021



ATTRITION

Attrition increased 15.7 percent for women compared with 27.7 percent for men. Retirements increased 29.8 percent for men but only 3.1 percent for women in FY 2021. Resignations increased 20.4 percent for women, which was 6.1 percent lower compared with men. The rate of hiring women exceeded the rate of attrition.

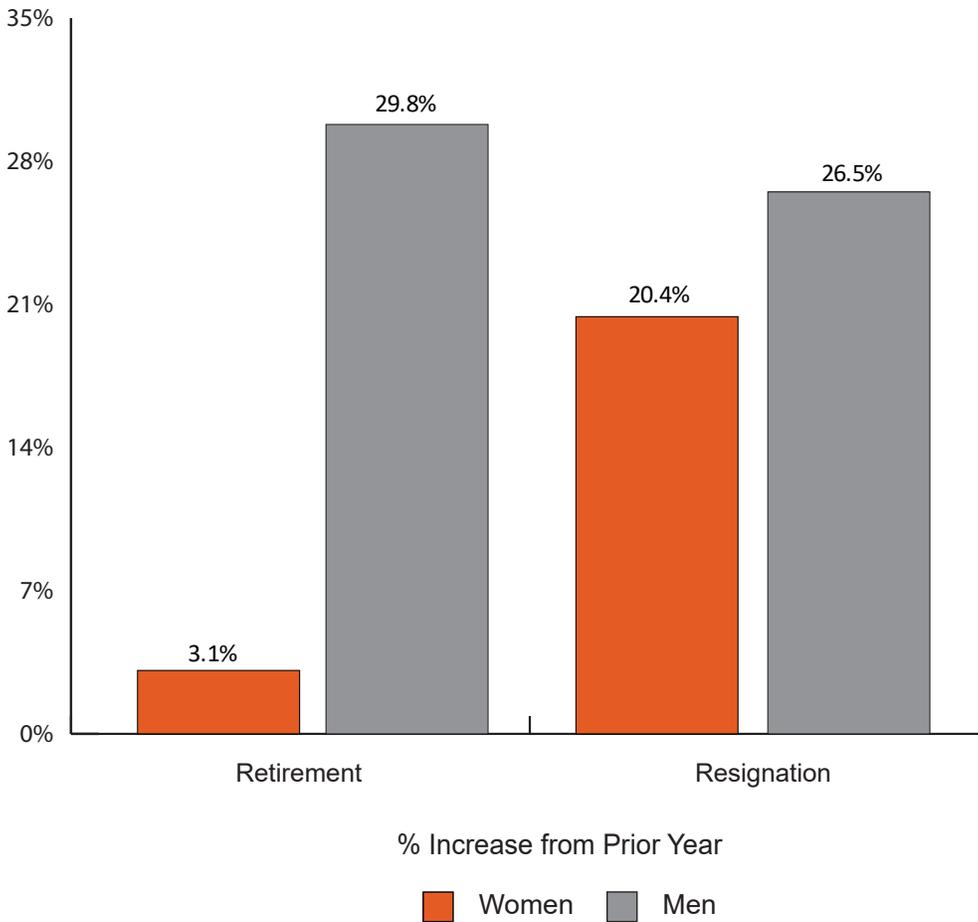
Figure 26: Gender Promotion Rates, FY 2017 / FY 2021

Promoted to	Promotion Rates by Gender									
	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
GS/GG-09	34.8%	35.8%	36.3%	42.7%	35.4%	36.8%	38.1%	39.3%	35.4%	39.9%
GS/GG-10	9.6%	14.6%	10.4%	16.8%	11.7%	17.2%	12.2%	17.8%	12.5%	19.7%
GS/GG-11	41.3%	38.9%	42.6%	44.1%	47.9%	45.2%	49.5%	46.8%	49.1%	50.1%
GS/GG-12	32.8%	30.8%	33.4%	33.0%	35.8%	36.0%	37.9%	37.2%	41.3%	38.4%
GS/GG-13	18.3%	21.2%	15.3%	16.6%	11.4%	13.1%	11.4%	12.9%	24.8%	24.3%
GS/GG-14	7.5%	6.8%	7.7%	6.6%	8.3%	7.4%	7.9%	7.5%	10.0%	8.1%
GS/GG-15	3.8%	3.7%	4.2%	3.5%	4.2%	4.2%	3.6%	3.2%	5.8%	5.1%
Senior	1.3%	1.5%	1.8%	1.3%	1.2%	1.5%	1.2%	1.5%	1.4%	1.1%

Compared with FY 2021, the number of women hires would have to increase by at least 21.3 percent to achieve the federal workforce women benchmark of 44.2 percent by 2030.¹³

For IC women, the highest attrition was for officers with 20 or more years of federal service. The same trend was observed for IC men. IC women with less than five years of federal service accounted for more than 20 percent of IC workforce departures in FY 2021. The same trend was observed for IC men.

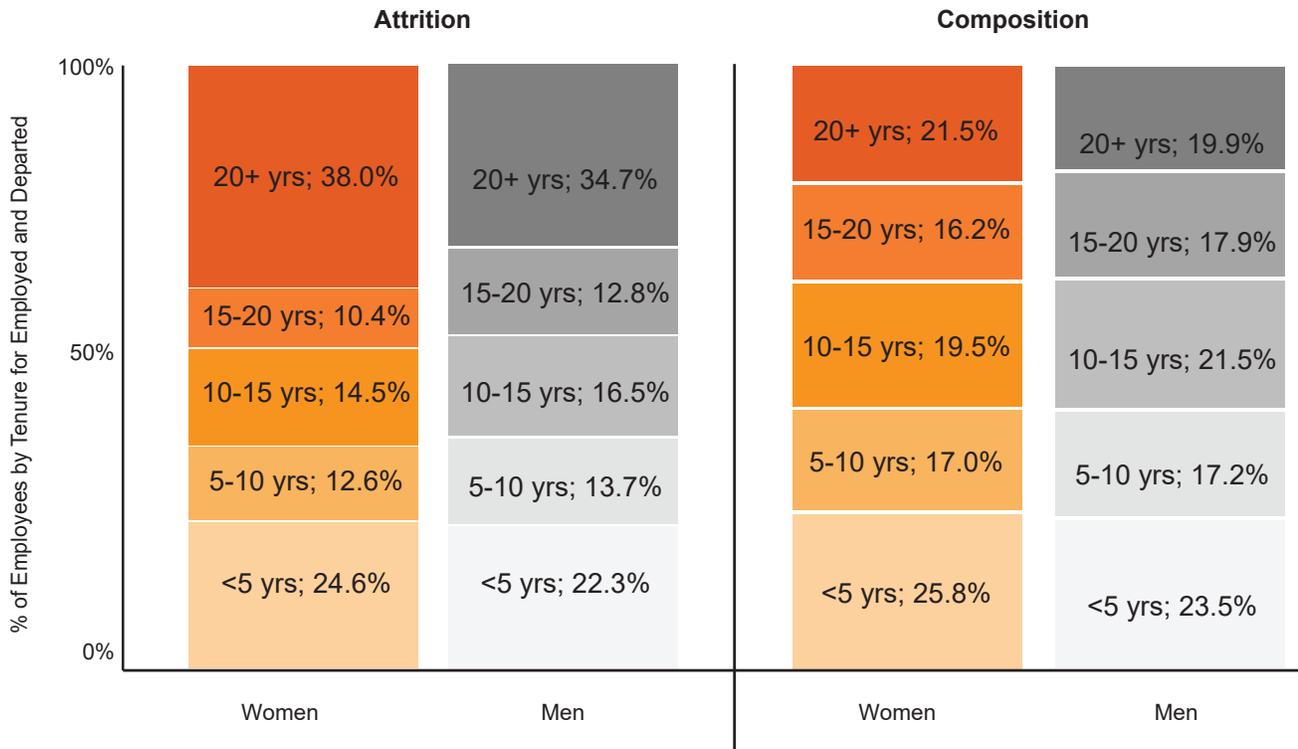
Figure 27: Women and Men Retirements and Resignations, FY 2020 to FY 2021



THE HIGHEST ATTRITION OF WOMEN FEDERAL OFFICERS IS OF THOSE WITH 20+ YEARS OF EXPERIENCE.

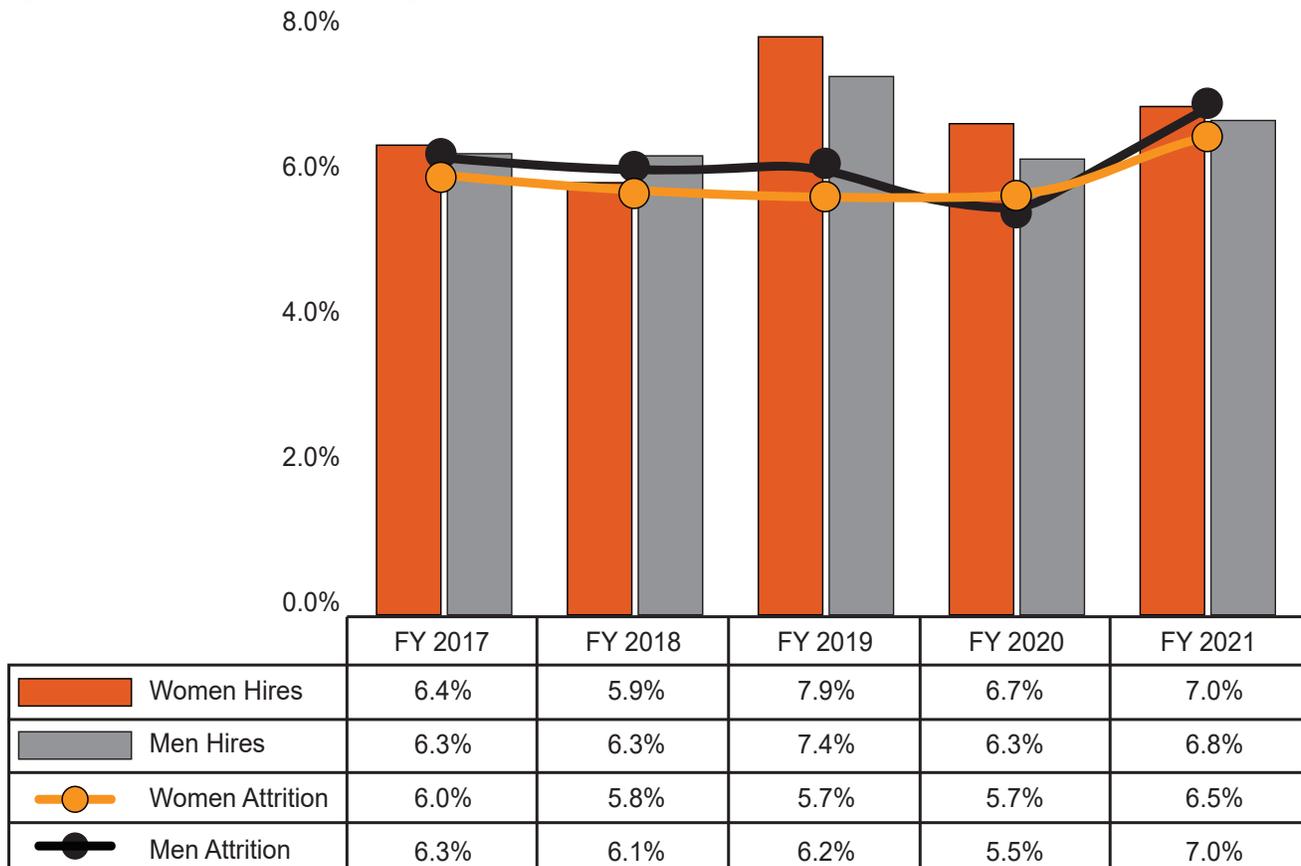
¹³ Assuming the five-year average women attrition rate of 6.0 percent and the five-year average IC population growth rate of 0.7 percent.

Figure 28: Women and Men Tenure, Attrition, and Composition, FY 2021



The rate of attrition for women increased 0.8 percentage points to 6.5 percent. This reflects IC-wide upticks in attrition as of FY 2019.

Figure 29: Women and Men Hiring and Attrition Rates, FY 2017 / FY 2021



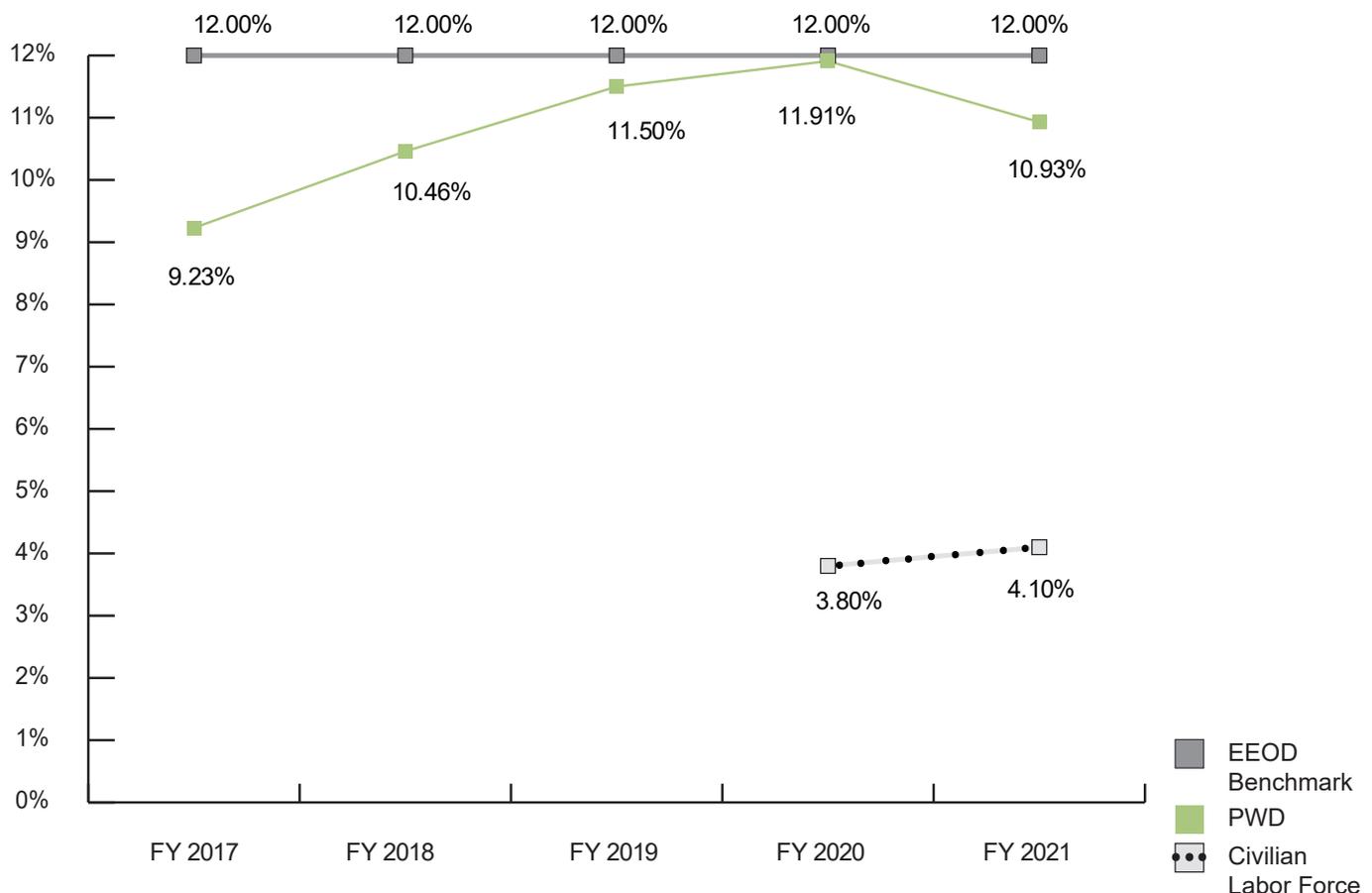
PERSONS WITH DISABILITIES

The Equal Employment Opportunity Commission Federal Sector goal for PWD is 12.0 percent. This is the only demographic with a designated workforce goal. The IC slightly lags behind this benchmark by 1.1 percent. More PWD apply to the IC than are hired. PWD generally enter the IC workforce at higher pay grades. Approximately 51.4 percent of all PWD are hired at the GS/GG-12 and above. This is higher than the grade at which both women and minorities are hired. The promotion rate for PWD is less than the rate of non-PWD, and PWD are departing the IC at a higher rate than they are being hired, PWD comprised 11.5 percent of employees at GS/GG-10 pay grade and below and 7.4 percent of the employees at senior executive levels.



The U.S. IC leverages assistive technologies to ensure that every officer is able to perform their duties in an inclusive environment. Dr. Paula Briscoe, senior executive at ODNI, uses a screen reader in her daily activities.

Figure 30: IC PWD Composition Compared with Civilian Workforce and EEOC Benchmark, FY 2017 / FY 2021



WORKFORCE COMPOSITION

In FY 2021, the percentage of PWD in the IC's civilian workforce decreased to 10.9 percent from 11.9 percent, marking the first decline in PWD workforce composition. The decline in PWDs across the IC is in part because of wide-ranging variances in PWD data categorization and collection across the IC.

When compared with their overall composition (10.9 percent), PWD are overrepresented at the GS/GG-10 to GS/GG-13 pay grades and underrepresented at the GS/GG-14 and above pay grades. The inverse is true for non-PWD.

Employees who identify as PWD represent 10.9 percent of the IC workforce. The greatest composition of PWD is at five to 10 years of service. PWD are represented equally for officers with less than one year of service and 20 or more years.

Figure 31: PWD and PWT D Composition by Pay Grade, FY 2021

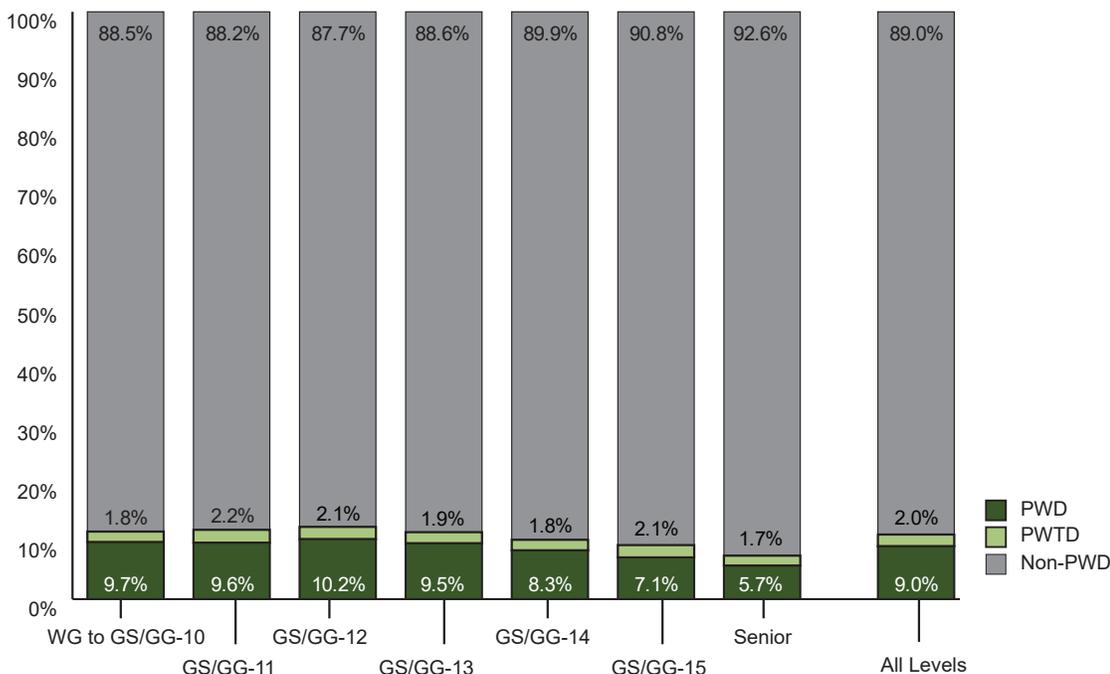


Figure 32: PWD and Non-PWD Federal Service Tenure

Tenure	PWD	Non-PWD
<1 year	10.6%	89.4%
1-5 years	10.0%	90.0%
5-10 years	11.7%	88.3%
10-15 years	10.4%	89.6%
15-20 years	9.8%	90.2%
20 or more years	10.6%	89.4%
Total	10.9%	89.1%

PEOPLE WITH DISABILITIES ARE EQUITABLY REPRESENTED IN ALL SEVEN MISSION CATEGORIES.

Compared with their overall composition, PWD are most represented in the Mission Management, Enterprise IT, and Management and Support mission categories. Collection and Operations is the mission category that PWD are least represented.

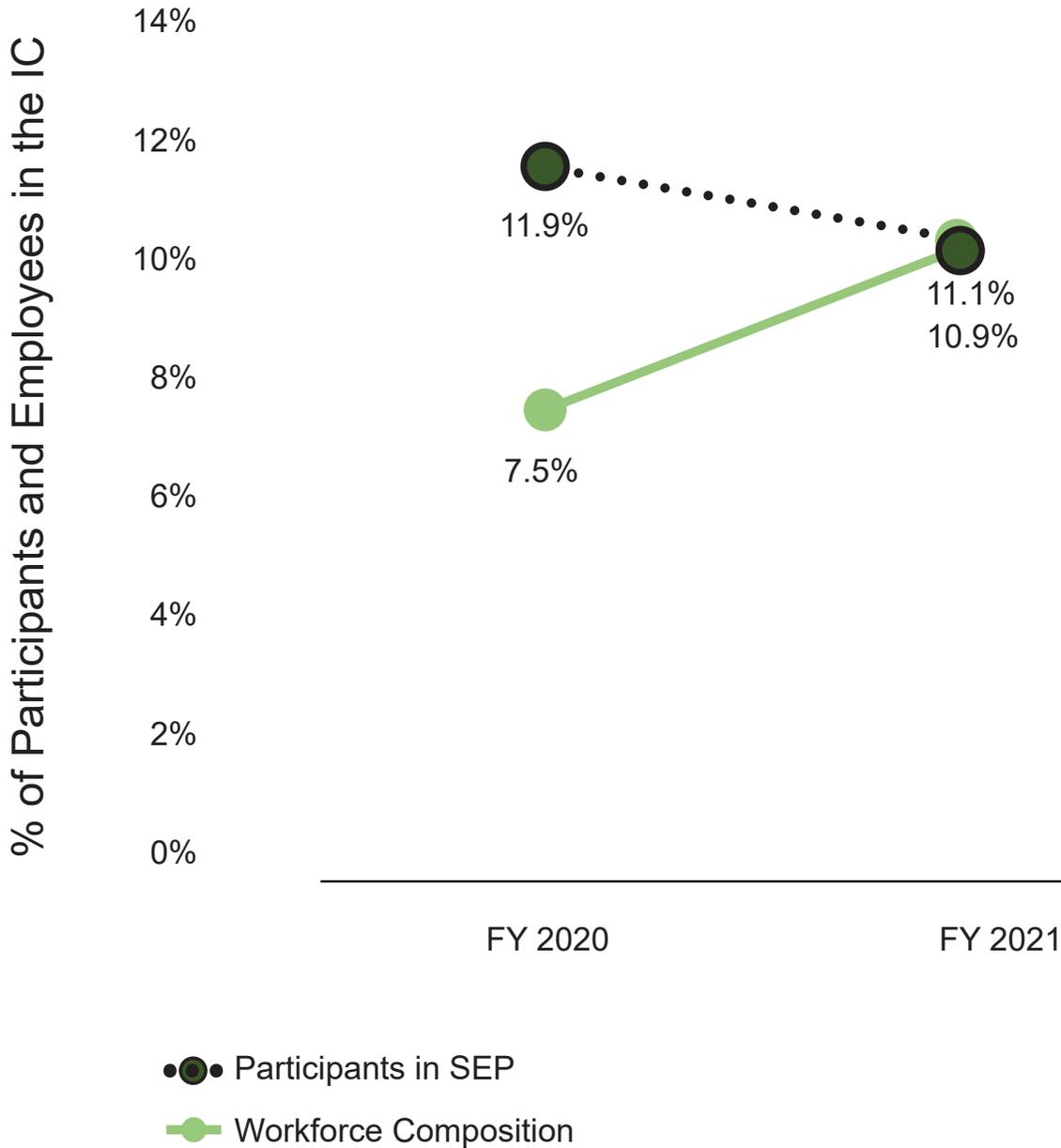
Figure 33: Composition of PWD and Non-PWD by Mission Category, FY 2021

Categories	PWD	Non-PWD
Mission Management	13.3%	86.7%
Collection and Operation	7.4%	92.6%
Processing and Exploitation	10.1%	89.9%
Analysis and Production	10.4%	89.6%
Research and Technology	10.3%	89.8%
Enterprise IT	13.3%	86.7%
Management and Support	12.5%	87.5%
All Mission Categories	10.9%	89.1%

SELECTIVE EDUCATION PROGRAMS

In FY 2021, PWD participation in SEP was comparable to PWD workforce representation. This data set is new as of FY 2020.

Figure 34: PWD SEP Participation, FY 2020 / FY 2021



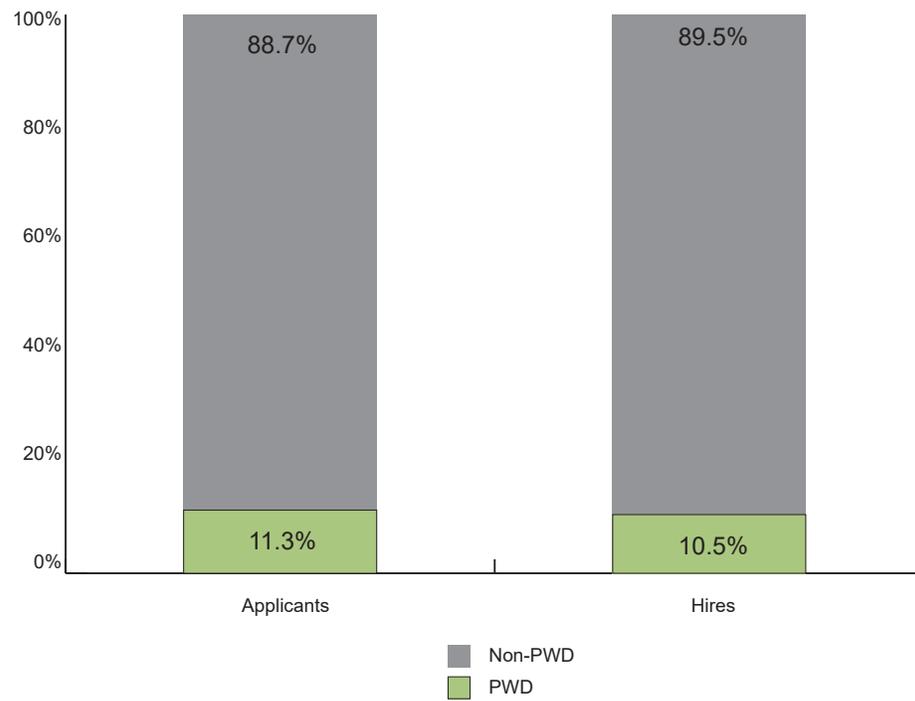


U.S. Under Secretary of Defense for Personnel and Readiness and Chief Diversity and Inclusion Officer, Gilbert Cisneros, Jr., greets Major General Dennis Le Master, Deputy Commanding General (Support), U.S. Army Medical Command and Chief, Medical Service Corps. The U.S. IC military services are a key stakeholder in IC DEI initiatives as they represent the IC's highest concentration of PWDs.

APPLICANTS

For applicants to an IC element, 11.3 percent identified as a PWD. This is 0.4 percentage points higher than the FY 21 PWD workforce composition.

Figure 35: PWD Applicants and Hires, FY 2021

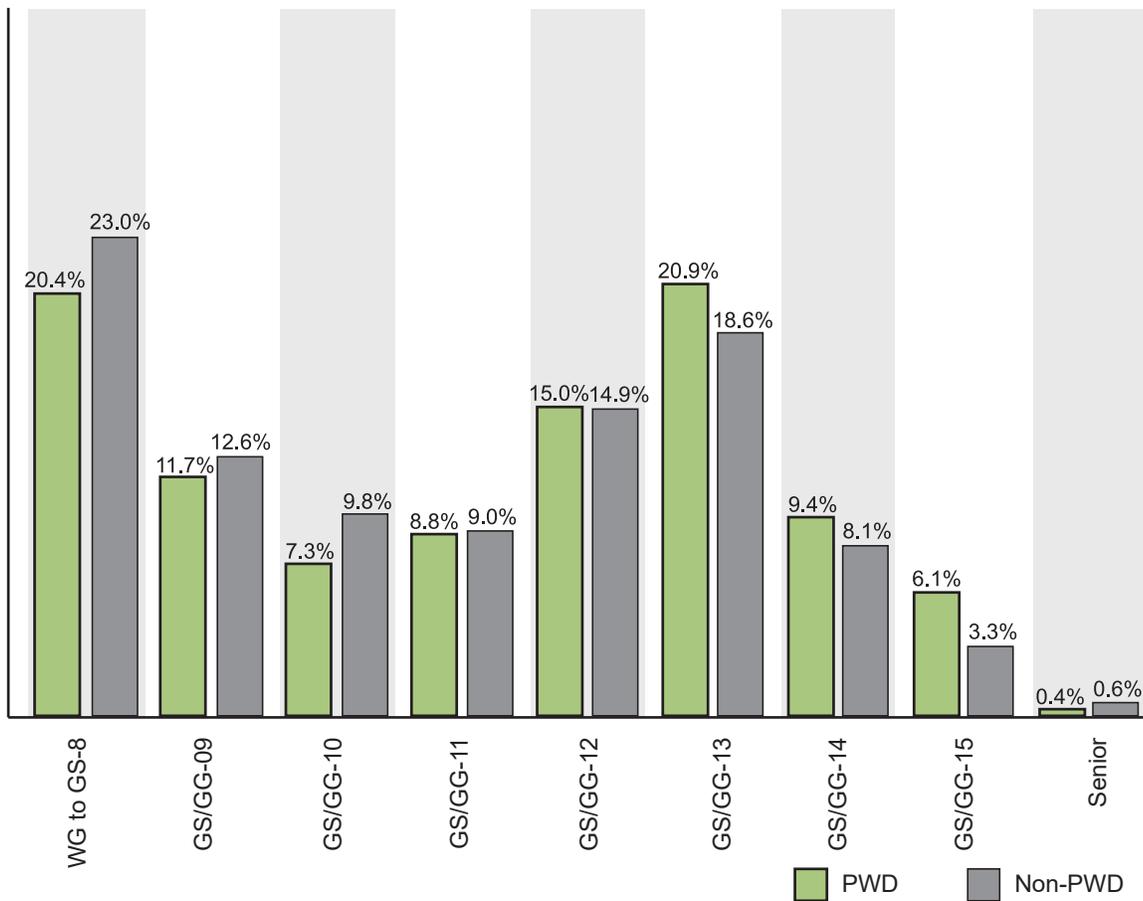


HIRING

Approximately 10.5 percent of new hires identified as PWD. This is almost 1 percentage point less than the number of PWD who apply. The reporting of PWD applicant data began in FY 2021.

PWD generally enter the IC workforce at higher pay grades. Approximately 51.4 percent of all PWDs are hired at the GS/GG-12 and above. This is higher than the grade at which both women and minorities are hired.

Figure 36: PWD and Non-PWD Hires by Pay Grade, FY 2021



APPROXIMATELY 10.5% OF NEW HIRES IDENTIFY AS PERSONS WITH DISABILITIES.

PROMOTIONS

PWD comprised 8.6 percent of all promotions in FY 2021. The IC observed that 13.9 percent of all PWD were promoted compared with 18.2 percent of non-PWD.

Figure 37: PWD Promotions by Pay Grade Compared with Composition, FY 2021

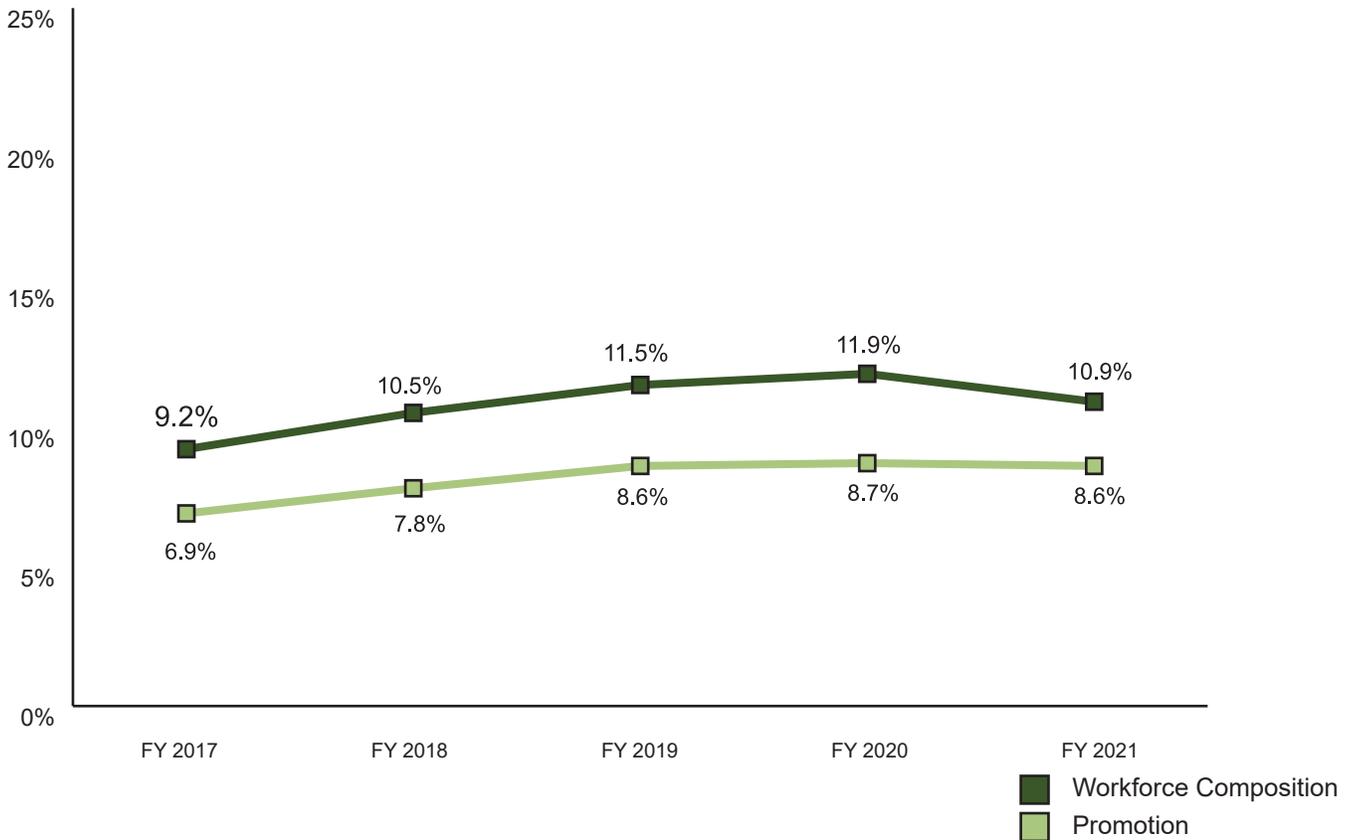
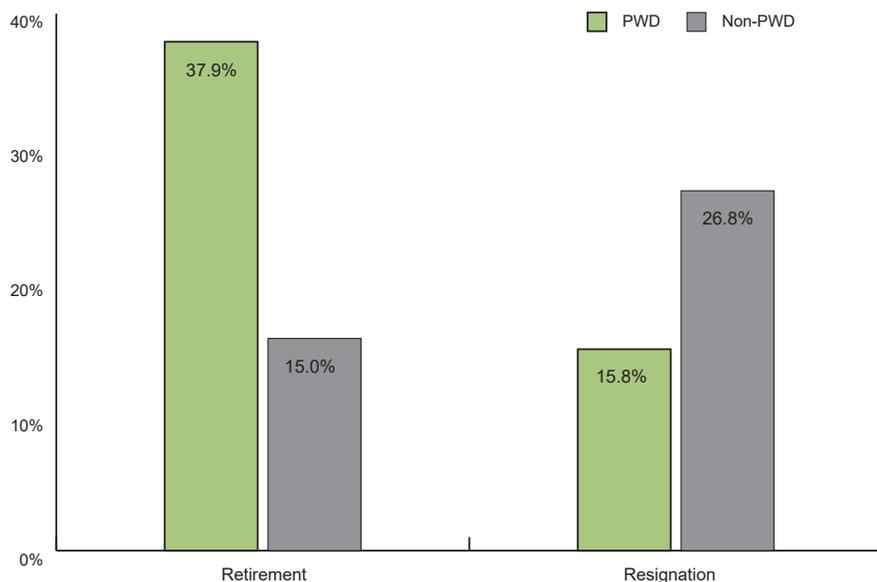


Figure 38: PWD Promotion Rates, FY 2017 / FY 2021

Promoted to	Promotion Rates by PWD Status									
	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
	PWD	Non-PWD	PWD	Non-PWD	PWD	Non-PWD	PWD	Non-PWD	PWD	Non-PWD
GS/GG-09	26.5%	31.7%	27.5%	24.8%	35.3%	36.4%	39.8%	37.1%	40.9%	37.8%
GS/GG-10	9.5%	8.3%	13.5%	11.4%	12.9%	16.2%	17.3%	17.8%	18.7%	20.3%
GS/GG-11	30.7%	32.6%	41.7%	36.5%	38.7%	40.8%	44.1%	46.7%	49.5%	51.0%
GS/GG-12	20.2%	17.1%	24.5%	25.1%	32.2%	33.1%	36.0%	37.6%	39.3%	40.7%
GS/GG-13	11.0%	10.2%	9.7%	8.6%	15.5%	21.1%	16.9%	12.8%	12.9%	25.8%
GS/GG-14	3.9%	3.5%	4.8%	5.0%	6.2%	7.4%	7.4%	8.2%	8.0%	9.2%
GS/GG-15	3.1%	2.7%	2.2%	2.5%	3.3%	3.8%	3.8%	4.5%	3.5%	5.6%
Senior	0.6%	1.1%	0.9%	1.2%	0.3%	1.5%	1.5%	1.5%	1.4%	1.3%

ATTRITION

Figure 39: PWD and Non-PWD Retirements and resignations, FY 2021



Overall, PWD attrition increased 22.1 percent driven by an increase in retirements, which increased 37.9 percent from the previous year. Resignations increased 15.8 percent. This is similar to the increase in retirements of men in FY 2021. Nearly half of all attrition for PWD were retirements at 48.5 percent.

For PWD and non-PWD, the sub-groups with the highest attrition were those with 20 or more years of service at 32.3 percent and 36.5 percent respectively. This is in part because of the increase in retirements for officers with more than 20 years' experience.

In FY 2021, the rate of attrition for PWD was 8.2 percent. This was higher than the hiring rate of 6.6 percent for PWD.

Figure 40: PWD and Non-PWD Retirements and resignations, FY 2021

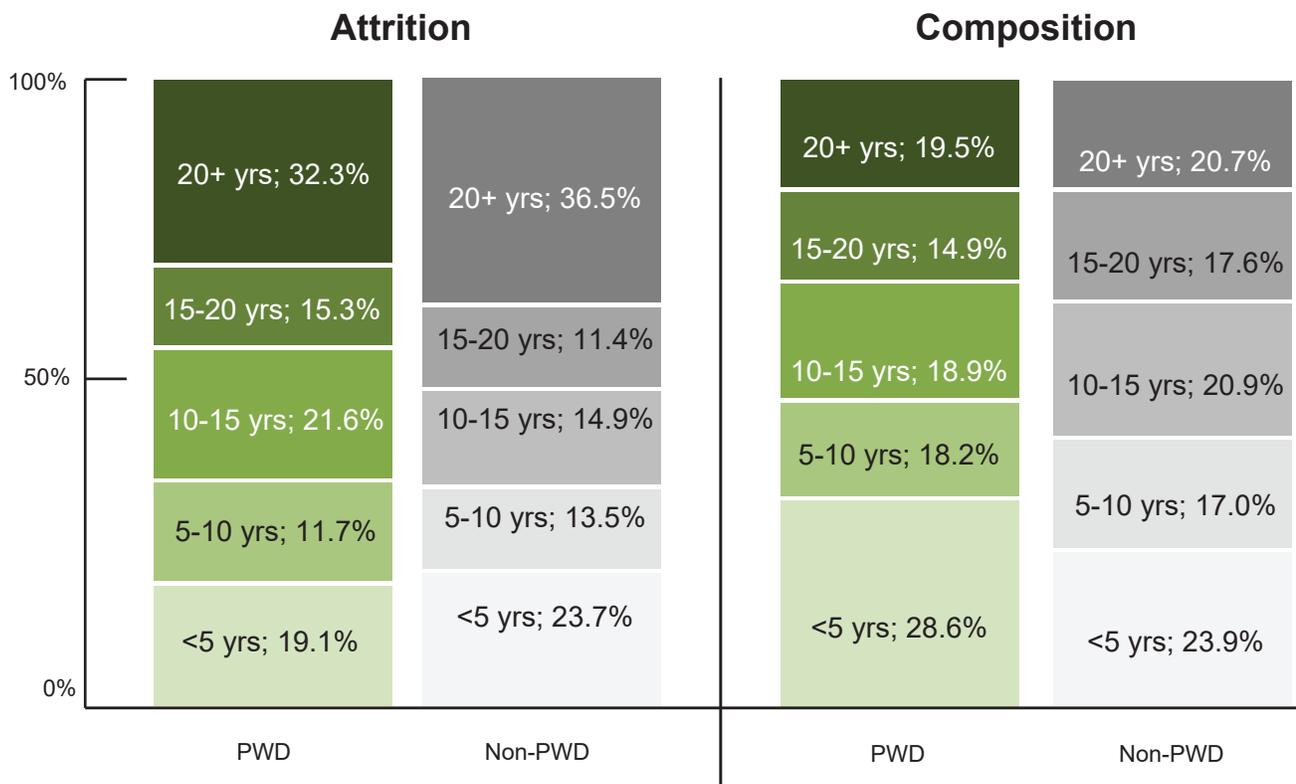
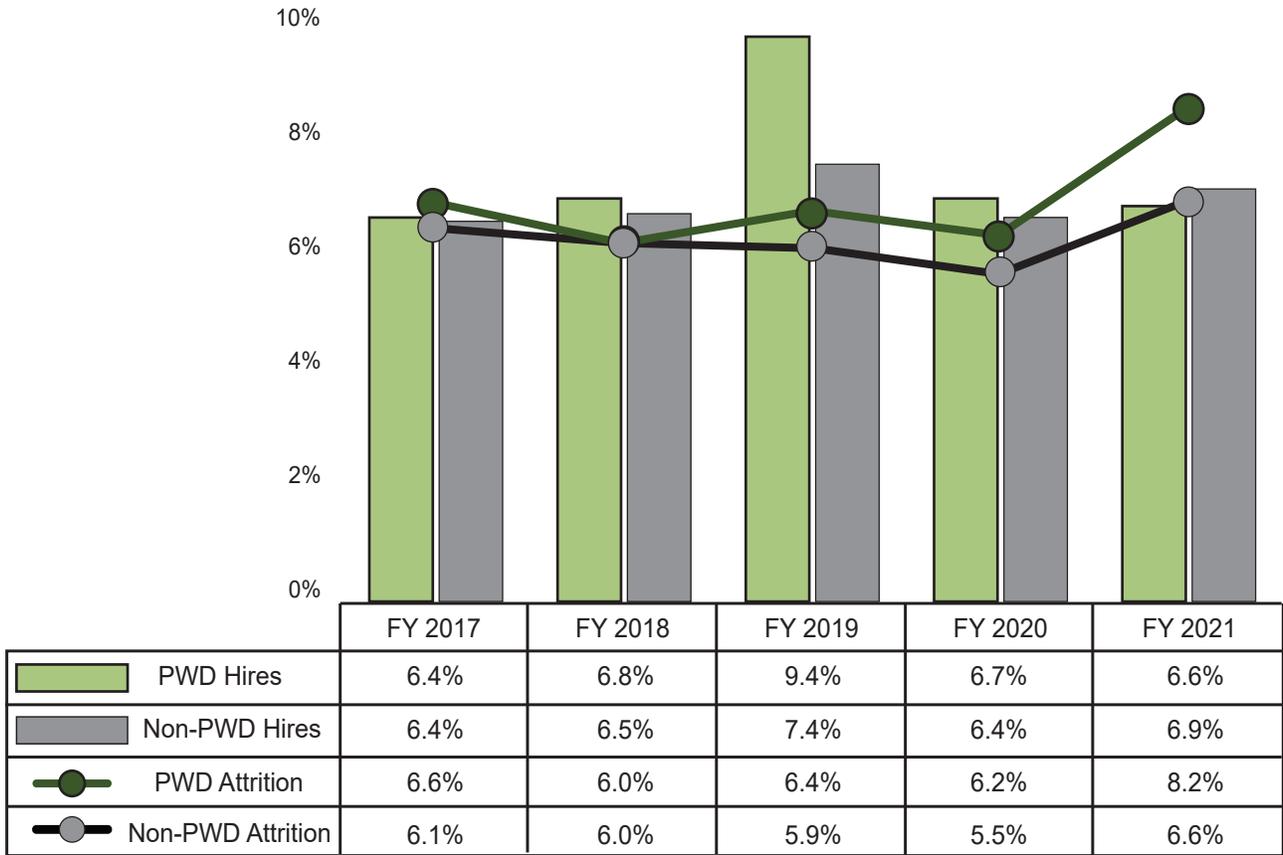


Figure 41: PWD and Non-PWD Hiring and Attrition Rates, FY 2017 / FY 2021



THE RATE OF ATTRITION EXCEEDED THE RATE OF HIRING FOR PEOPLE WITH DISABILITIES.

IC WORKFORCE DEVELOPMENT ACTIVITIES

IC AFFINITY NETWORKS

IC Affinity Networks (ICAN) are employee-led, voluntary organizations whose efforts align with the IC's best practices, Joint Strategy, and promote mission outcomes. They foster workplace inclusion while encouraging collaboration, flexibility, and fairness in organizations. ICAN represent the cross-cutting interests of the IC elements and work in partnership with employee and agency resource groups.

The IC continued to engage its six affinity networks in FY 2021: Latino Intelligence Network; Women's Intelligence Network Asian American; Pacific Islander Affinity Network; African American Affinity Network; IC Lesbian, Gay, Bisexual, and Transgender Affinity Network; and the Deaf and Hard of Hearing IC Affinity Network. These organizations actively supported IC outreach, recruitment, hiring, onboarding, mentoring, and career development of employees and employment candidates, and enlisted the involvement of leaders at all organizational levels.

WORKFORCE SUMMITS

The IC hosts affiliation-based workforce summits and sponsors events to provide leadership training, skills development, and networking opportunities. All IC professionals are encouraged to participate in the community-wide annual summits.

The FY 2021 summits convened hundreds of employees from across the IC to learn from external experts and senior professionals who were invested in growing a more diverse leadership pipeline. Highlights of summits included peer-to-peer mentoring, individual development planning, substantive workshops, and skills-building activities. Each IC summit increased the visibility and transparency of IC missions and career opportunities, including representatives from the National Intelligence University, the IC Joint Duty Office, and affinity network organizations.

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.

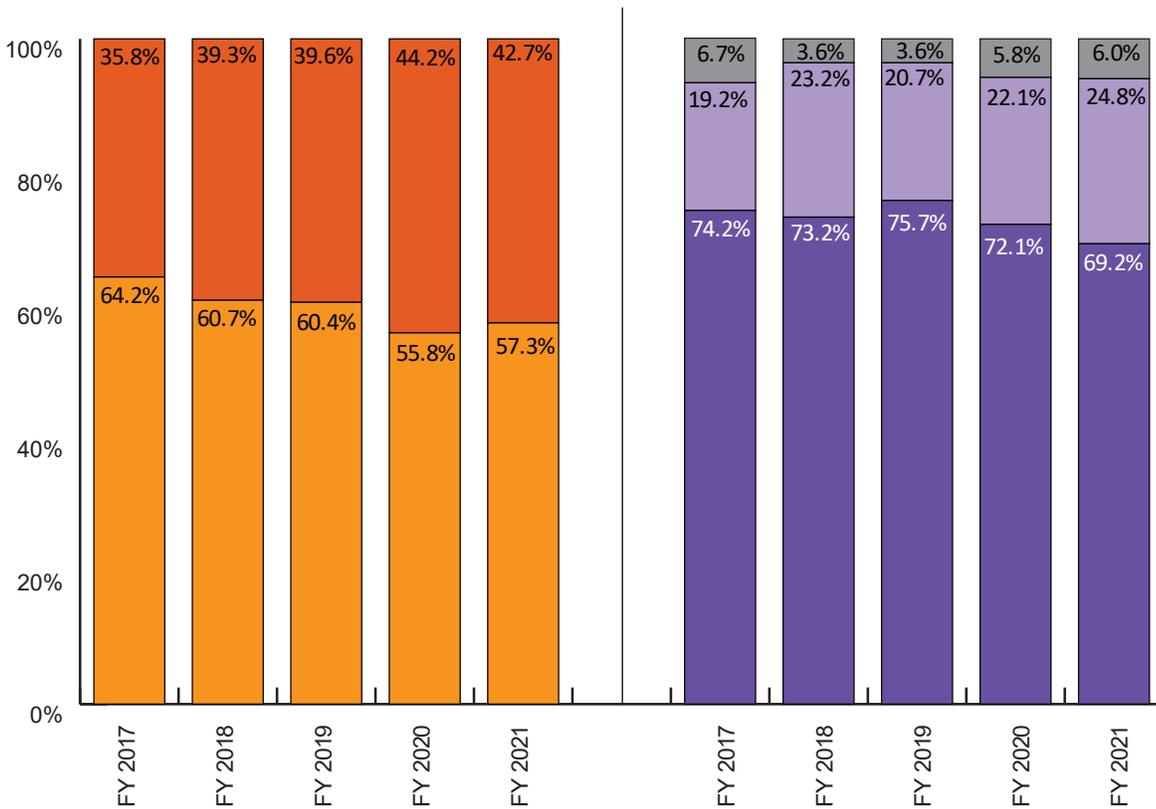
LOUIS STOKES EDUCATIONAL SCHOLARSHIP PROGRAM

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 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, challenging summer work assignments, and full-time employment after graduation.

Stokes candidates must be high school seniors or college freshmen at the time of their application and 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 2021, minority representation in the Stokes Program decreased to 69.2 percent from 72.1 percent in FY 2020. Women representation decreased to 42.7 percent from 44.2 percent in the previous year.

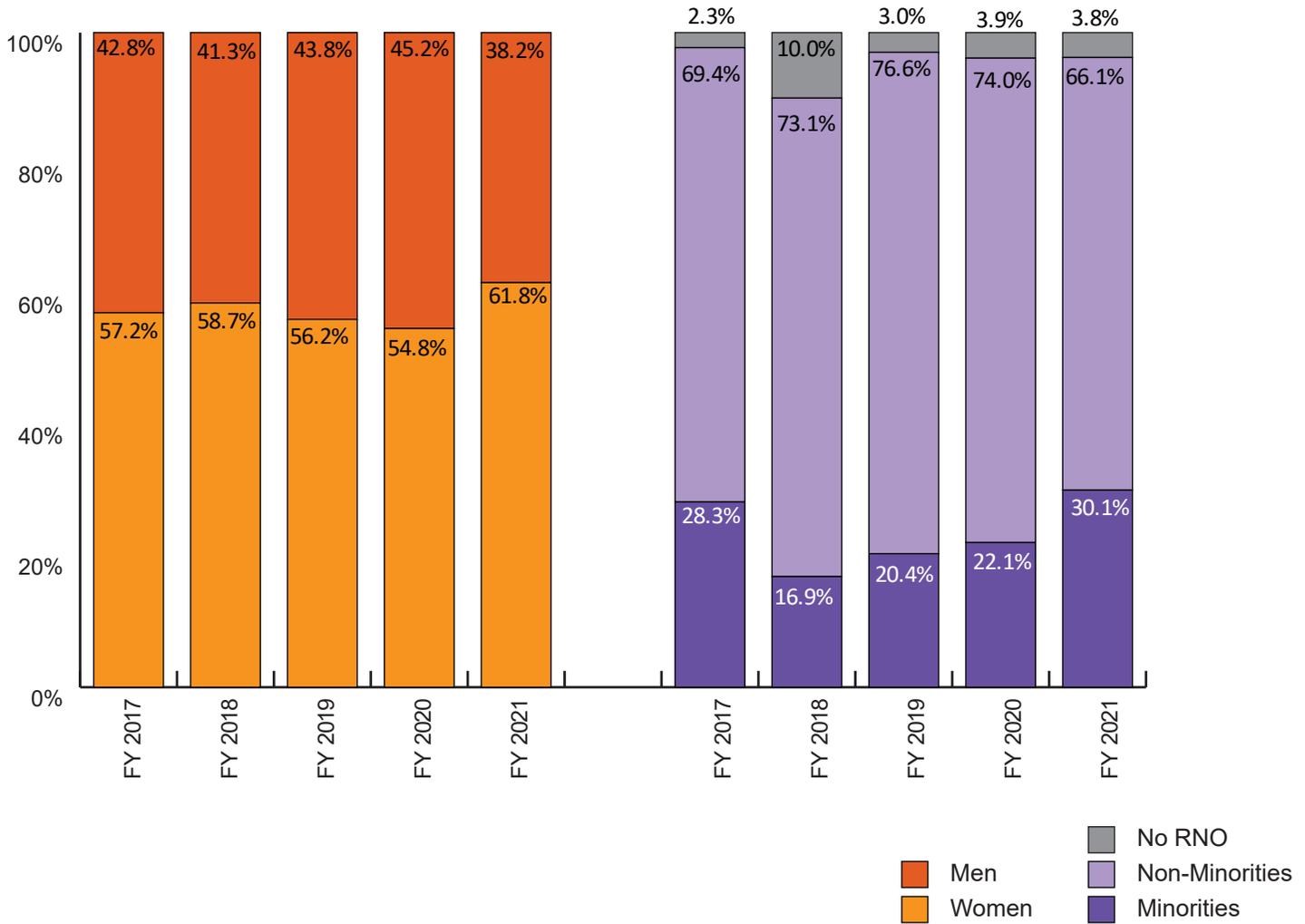
Figure 42: Women and Men, Minorities, and Non-Minorities Representation in Stokes Scholarship Program



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, 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 officers working in science, technology, engineering, and mathematics. Minority representation in PRISP increased in FY 2021 for the third consecutive year to 30.1 percent, with minority participation nearly doubling since FY 2019. Women’s participation in PRISP decreased by seven percentage points to 38.2 percent.

Figure 43: Women and Men, Minority and Non-Minority Representation in Pat Roberts Intelligence Scholars Program



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 promoting the GenCyber concepts and/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

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 (NSEP)

The National Security Education Program (NSEP) 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 DoD, 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, students, K-12 and college, of these languages creative and engaging summer experiences, language education, and language teacher development.

JOINT STRATEGY TO ADVANCE EQUAL EMPLOYMENT OPPORTUNITY, AND INCLUSION WITHIN THE U.S. INTELLIGENCE COMMUNITY

The Joint Strategy to Advance Equal Employment Opportunity, Diversity, and Inclusion within the United States Intelligence Community, 2020-2023 was signed and adopted by the IC EEO and Diversity Council, which is comprised of senior principals from each IC element responsible for leading diversity, inclusion, and equal employment opportunity programs. To maintain a global competitive advantage through its workforce, the IC will emphasize the following goals:

GOAL ONE: PROMOTE PEOPLE-CENTRIC LEADERSHIP AT ALL LEVELS

Bridge the gap between hiring talented individuals and ensuring all people feel connected to the mission and one another within a culture of inclusivity.

- A. Educate supervisors, middle managers, and aspiring leaders using experiential learning techniques that build community through difficult conversations, challenge assumptions and bias, and invite constructive conflict.
- B. Model leadership training that emphasizes empathy and other aspects of emotional intelligence within the framework of people-centered communication skills.
- C. Proactively develop workplace assessments to evaluate whether coaching, feedback, developmental assignments, and mentoring are equitably available within work units.
- D. Increase the transparency of diversity and inclusion performance objectives, assessments, and notable accomplishments.

GOAL TWO: STRENGTHEN COMPLIANCE WITH LAWS AND ELIMINATE DISCRIMINATORY BEHAVIOR

Promote workplace equality by ensuring the right resources and trained personnel are in place to eliminate barriers to equal access and swiftly respond to allegations of employment discrimination and harassment, wherever it occurs.

- A. Maintain the momentum and implement the 2019 IC Directors' A Pledge to Our People, to:
 - i. Issue and enforce IC policy guidance, explicitly addressing harassment;
 - ii. Publish results of management actions taken in response to discrimination and harassment findings, maintaining privacy to the greatest extent possible;
 - iii. Deliver anti-harassment training, emphasizing tools for bystander intervention
 - iv. Measure program effectiveness through climate and pulse surveys.
- B. Partner with IC mission managers, industry leaders, and customers to create technology solutions that integrate accessibility standards and tools for persons with disabilities.
- C. Adopt IC standards for EEO and diversity professionals to articulate career competencies and developmental pathways for sustained expertise in these fields (e.g., research, data analysis, writing, public speaking, facilitation, conflict resolution, and curriculum design).

GOAL THREE: LEVERAGE EXTERNAL PARTNERSHIPS TO INCREASE ACCESS TO DIVERSE TALENT

Strategically invest in proven programs to accelerate hiring success. Establish new relationships and programs in partnership with academia, professional organizations, think tanks, government, and private sector organizations.

- A. Build bridge programs to IC careers from K–12 schools and beyond, with special emphasis in STEM and professional fields.
- B. Partner with diversity, human resources, security, and innovation partners to measurably increase hiring of women and minorities across the IC, with a goal of at least 2 percent by the end of fiscal year 2022.
- C. Provide resources and training to collateral duty professionals in support of IC diversity outreach, including employee resource groups (ERG), alumni networks, and IC Affinity Networks (ICAN).
- D. Develop and launch marketing campaigns and activities to more effectively brand the IC in targeted demographic markets, and increase education, awareness, and understanding of IC missions and career opportunities.

GOAL FOUR: INVEST IN WORKFORCE READINESS

Provide opportunities for all IC professionals to have the flexibility, tools, access, and experiences needed to contribute fully to the IC's mission.

- A. Communicate beyond performance management systems to facilitate dialogue, relationship building, and expansive networking through a culturally competent lens.
- B. Integrate pulse surveys, exit interviews, and retention inquiries to understand the experiences and drivers of workforce satisfaction and engagement.
- C. Identify cross-cutting challenges, opportunities, and solutions through multidimensional teams and implement effective workplace programming utilizing ERG and ICAN.
- D. Offer personal development opportunities through workplace summits, workshops, cohorts, and formal training programs using in-person and on-demand content delivery.
- E. Provide professional developmental opportunities for the entire workforce, focusing on groups with less than expected representation, such as minorities, women, PWD, people aged 40 and over, and Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ+).

DIVERSITY
IS THE ONE
TRUE
THING WE
ALL HAVE
IN COMMON.
CELEBRATE
IT EVERY
DAY. *WINSTON
CHURCHILL*

APPENDIX: IC STRATEGIC INITIATIVES AND PROMISING PRACTICES

The Joint Strategy to Advance Equal Employment Opportunity, Diversity, and Inclusion within the United States Intelligence Community, 2020-23 helps drive IC-wide efforts and provides guidance on community priorities. The strategy includes four principle diversity, equity, and inclusion goals including: promote people-centric leadership at all levels, strengthen compliance with laws and eliminate discriminatory practices, leverage external partnerships to increase access to diverse talent, and invest in workforce readiness.

During FY 2021, several strategic initiatives and practices were underway to address these four goals.



Goal 1: Promote People-Centric Leadership

The Department of State INR created and launched a DEIA Award to recognize an employee or group of employees who exceed expectations by creating and supporting an open, inclusive, accessible, and equitable workplace environment.

The US Air Force launched the NASIC Courageous Conversations panel discussion series to build trust, deepen unit cohesion, and engage in meaningful dialogue on sensitive topics.

Goal 3: Leverage External Partnerships

OEEI and IC DEI created a virtual meeting accessibility resource guide in partnership with the IC Deaf and Hard of Hearing Affinity Network (DHH ICAN). The guide provides information and instructions for making hybrid meeting and work environments more inclusive and welcoming to persons with disabilities.

Goal 2: Strengthen Compliance with Laws

The DIA hosted an IT accessibility symposium to discuss their accessibility program and strategies, best practices, and tips for IT accessibility compliance.

ODNI has issued Intelligence Community Policy Guidance in Employment of Individuals with Disabilities (110.1), and Preventing and Responding to Workplace Harassment (110.2).

Goal 4: Invest in Workforce Readiness

The ICE CIO engaged with DHH ICAN and IC Pride members to discuss their technology concerns, including accessibility barriers faced by many within the deaf and hard of hearing community, and making IT systems more inclusive of non-binary gender identities without jeopardizing auditing or security concerns.

The NRO Workforce Strategy outlines the importance of establishing a goal for all employees at the GG-15 grade level and below to adopt a D&I performance objective, which reinforces accountability for D&I across the workforce.

APPENDIX B

ATTRITION MEASURES

This report examines two related measures of attrition: attrition rate and share of overall attrition.

DISABILITY

Disability information is generally captured on the federal government Standard Form (SF-256), or current employees can self-identify through the personnel system. The SF-256 defines an individual with a disability as a person who: (1) has a physical or mental impairment that substantially limits one or more major life activities; (2) has a record of such an impairment; or (3) is regarded as having such an impairment. This definition is provided by the Rehabilitation Act of 1973, as amended (29 USC 701, et seq.).

PERCENTAGES OF SMALL POPULATIONS MAY BE MISLEADING

Within small population counts, percentages can significantly fluctuate if there is a one- or two-person change. For example, data points relating to participation in senior service schools could appear to be unusually high. Still, it is important to understand that such calculations are based on small numbers relative to the IC workforce.

RACE AND NATIONAL ORIGIN (RNO) CATEGORIES

The FY 2021 RNO data was collected in accordance with the race and ethnicity reporting requirements in EEOC Management Directive 715 (MD-715). Under this directive, employees who selected “Hispanic or Latino” as their ethnicity were counted as “Hispanic or Latino,” regardless of race. In addition, EEOC data for individuals of Native Hawaiian/Pacific Islander origin were reported separately from individuals of Asian origin.

STATISTICAL REPORTING

Results are expressed as percentages of the IC workforce.

TARGETED DISABILITIES

The federal government has recognized that qualified individuals with certain disabilities, particularly manifest disabilities, face significant barriers to employment above and beyond the barriers faced by people with a broader range of disabilities. The federal government calls these “targeted disabilities.” Targeted disabilities, as defined by the EEOC are:¹

- Developmental disability, for example, autism spectrum disorder
- Traumatic brain injury
- Deafness or serious difficulty hearing, benefiting from, for example, American Sign Language, Communication Access Real-Time Translation, hearing aids, a cochlear implant and/or other supports
- Blindness or serious difficulty seeing even when wearing glasses
- Missing extremities (arm, leg, hand and/or foot)
- Significant mobility impairment, benefiting from the utilization of a wheelchair, scooter, walker, leg brace(s) and/or other supports
- Partial or complete paralysis (any cause)
- Epilepsy or other seizure disorders
- Intellectual disability
- Significant psychiatric disorder, for example, bipolar disorder, schizophrenia, Post-Traumatic Stress Disorder, or major depression
- Dwarfism
- Significant disfigurement, for example, disfigurements caused by burns, wounds, accidents, or congenital disorders

MEASURES OF ATTRITION

	DEFINITION
ATTRITION RATE	Compares the number of attritions in a subset with the total number in the subset expressed as a percentage.
SHARE OF OVERALL ATTRITION	Compares the number of attritions in a subset with the total number of the attritions in the organization, expressed as a percentage.
	HOW IT IS USED
ATTRITION RATE	Used with group analyses. Answers questions such as, "What percentage of the minority workforce left the agency in a FY?"
SHARE OF OVERALL ATTRITION	Used to compare attrition to overall representation in the workforce or overall hiring, for example. Answers questions such as, "Of all employees who left the agency in a FY, what percentage was female?"
	HOW IT IS CALCULATED
ATTRITION RATE	<i>Calculation:</i> Minorities who left/all minorities. <i>Example:</i> If 20 minorities left the element and there were 200 minorities total, the attrition rate would be 20/200 or 10.0 percent.
SHARE OF OVERALL ATTRITION	<i>Calculation:</i> Women who left/all employees who left. <i>Example:</i> If 400 employees left the element and 100 were women, the female share of overall attrition would be 100/400 or 25.0 percent.
	IMPLICATIONS
ATTRITION RATE	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.
SHARE OF OVERALL ATTRITION	An increasing share of overall attrition within an organization can indicate a larger trend is worth exploring if it affects one group over others.

APPENDIX C: ACRONYMS

CAE	Centers for Academic Excellence
CIO	Chief Information Officer
D&I	Diversity and Inclusion
DEA	Drug Enforcement Administration
DEI	Diversity, Equity, and Inclusion
DEIA	Diversity, Equity, Inclusion, and Accessibility
DHH	Deaf and Hard of Hearing
DHS	Department of Homeland Security
DIA	Defense Intelligence Agency
DoD	Department of Defense
DoS	Department of State
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
ERG	Employee Resource Group
FY	Fiscal Year
GAO	Government Accountability Office
GS	General Schedule
GG	General Grade
IC	Intelligence Community
IC DEI	IC Diversity, Equity, and Inclusion Office
ICAN	IC Affinity Network
INR	Bureau of Intelligence and Research (under the Department of State)
IT	Information Technology
NASIC	National Air and Space Intelligence Center
NRO	National Reconnaissance Office
NSA	National Security Agency
NSEP	National Security Education Program
ODNI	Office of the Director of National Intelligence
OEEEO	ODNI Equal Employment Opportunity Office
OPM	Office of Personnel Management
PRISP	Pat Roberts Intelligence Scholars Program
PWD	Persons with Disabilities
PWTD	Persons with Targeted Disabilities
RNO	Race and National Origin
SEP	Selective Education Program
SES	Senior Executive Service
STEM	Science, Technology, Engineering, and Mathematics
STOKES	Louis Stokes Educational Scholarship Program
USAF	United States Air Force

WE MUST NOT
ONLY LEARN TO
TOLERATE OUR
DIFFERENCES.

WE MUST
WELCOME
THEM AS THE
RICHNESS
AND DIVERSITY
WHICH CAN
LEAD TO TRUE
INTELLIGENCE.

*ALBERT
EINSTEIN*

