

**Statement of  
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for  
Diversity Management  
Before the House of Representatives  
Permanent Select Committee on Intelligence**

***Building Capabilities: The Intelligence Community's National Security Requirement for  
Diversity of Languages, Skills, and Ethnic and Cultural Understanding***

**5 November 2003**

Mr. Chairman, I appreciate this opportunity to discuss with the Committee IC efforts to build and retain a work force with the diversity of languages, skills, and ethnic and cultural understanding that is critical to meeting the increasingly complex, urgent and diverse challenges the IC faces now and in the future. The events of 11 September and the war on terrorism have more acutely accentuated the requirement for a creative, energized, and diverse cadre of professionals. As the Special Assistant to the DCI for Community Diversity Management, I can confidently say that IC agencies are devoting major effort and resources and collaborating at an unprecedented level to ensure that we build and develop the talent we need. I also would like to re-emphasize that the DCI has unequivocally made work force diversity --in languages, skills, and ethnic and cultural backgrounds-- a high priority. Our business is understanding peoples and cultures—a diverse work force is one of the most the powerful resources we can have. I would emphasize however that our targeted outreach efforts will not be conducted in a manner that undercuts equal opportunity and recruitment for all racial and ethnic groups, both minority and non-minority. Nor are our diversity programs intended to achieve proportional representation on the basis of race or ethnicity.

Less than 2 months ago, I had the privilege of testifying before Congressman Bereuter's , subcommittee on Intelligence Policy and National Security, on several Community-wide

initiatives designed to attract and retain diversity. Today, we will expand on that testimony. Several of the initiatives were developed in anticipation of the requirements for a diversity pilot project contained in the House version of the FY04 Intelligence Authorization bill. In addition, IC agencies are vigorously engaged in individual efforts, which their Directors or representatives will describe in their testimony.

At this point, I will ask my Deputy, Ms. Rachel Stroud, to briefly highlight some of the diversity initiatives and strategies we are pursuing at the Community level. She will be followed by Mr. Jan Karcz of the Office of the Assistant Director of Central Intelligence for Analysis and Production who will address some of the key programs and strategies to build critical language capabilities and to recruit, train, develop and retain a major segment of the IC work force, our analytic professionals.

### **Recruitment and Outreach**

In the aftermath of September 11, 2001 and in waging the war on terrorism, IC agencies have substantially increased recruitment and hiring. Fortunately, stirred patriotism, combined with a weakened job market, have resulted in a significant increase in resumes received from the public. However, the increase in applications from minority individuals was less encouraging. We have to do more in relationship building with minority communities and institutions to overcome the lack of information and misperceptions about the IC. We are undertaking several efforts to address this issue:

- **IC Colloquia** The purpose of the colloquia is to increase awareness of the role, mission and contributions of the IC among colleges and universities that have significant minority enrollments and to foster enhanced recruiting and academic relationships with these schools. We have held events at Trinity College here in Washington and, most recently, at New Mexico State University which has a large Hispanic population. An additional colloquium, scheduled for Atlanta on November 6, targets African-Americans. We are also considering a colloquium on the west coast that targets Asian-American students.
- **Joint Recruitment.** IC agencies, individually and jointly through the IC Recruiting Working Group, participate in a host of job fairs each year to reach diverse candidates in

critical skill areas. Some examples of career fairs that agencies will jointly participate in this fall include:

- Women for Hire, Crystal City, VA,
- Career Expo for People with Disabilities, Washington, DC
- Asian Diversity for Hire, New York City
- American Indian Science and Engineering Society, Albuquerque, New Mexico

In addition, IC agencies will individually participate in many similar target recruitment activities throughout the year.

- **IC Website** - The IC Website, launched in October 2002, has been enormously popular. We will continue to enhance the website to assist visitors in matching their interests to appropriate occupations and IC agencies. Also, we have begun to add more information that will appeal to diverse audiences, e.g. information on minority-focused career fairs and activities in which IC agencies will participate.
- **Targeted Marketing.** This effort involves the development of marketing strategies tailored to reach specific ethnic, cultural and minority groups. We know that traditional methods alone, such as career fairs, will not achieve the results we want. With the assistance of professional marketing consultants, we will design and place IC ads that will most effectively attract the right candidates within targeted groups, to include Chinese Americans, Korean Americans, Arab Americans, African Americans, Hispanics, Native Americans and persons with disabilities. CIA is taking the lead in this effort and the community will build on what CIA has already successfully accomplished.
- **High School Outreach** – The increasing diversity of the American population is most apparent in our schools. We cannot afford to wait until students have moved on to college, when it may be too late to influence their choice of an academic major or an employer. Our goal is to reach potential candidates earlier and create an interest in IC careers with an emphasis on critical skill categories, including languages. We will pilot our high school

outreach program here in the Washington metropolitan area, a region rich in diversity. We will target schools offering science and technology, international baccalaureate programs and other programs that prepare students for the college majors we need. In addition, we will target bilingual and bicultural students. Our initial contacts with counselors in some of our local school systems indicate that their English as a Second Language programs serve students who speak almost 300 different languages. While we have to address the significant security issues that will surface, we cannot afford to disregard this scarce asset at our doorstep. Some the activities planned include participation in high school career days, hosting a regional IC Career Fair, and sponsoring an IC Camp. Ultimately, our objective is to steer high potential candidates into one of the many IC student programs and convert successful students to permanent employees.

In FY02, IC agencies employed over 800 students in various programs, including the Stokes program, internships and cooperative education programs. Approximately 35% of these students were minorities. We believe that more can be done to leverage existing student programs to improve cultural, ethnic, racial and gender diversity in the Community.

### **Training and Development**

We have a number of ongoing programs and new initiatives to develop current and future intelligence officers.

- The Intelligence Community Officers Program, designed to professionalize intelligence officers, has over 1400 participants. Over 144 Community officers have achieved certification to date. All IC organizations are participating in the program, including the FBI, Department of State and Department of Energy.
- We have successfully developed and implemented the Intelligence Community Officers Course, a two-week course that challenges managers to collaborate and broaden their perspectives in resolving in resolving Community issues.
- Centers of Excellence for Intelligence Studies. This initiative of the Community Diversity Issues Board, coincidentally and fortuitously, mirrors proposed legislation that would provide funding to support the establishment of university-based Intelligence programs. We began formulating the concept for Centers of Excellence after being approached by several minority academic institutions interested in developing intelligence-related programs of study. It

became apparent that the IC needed to establish guidelines for schools that wanted to set up such programs. We are reviewing as a model the program established by NSA for Centers of Excellence in Information Assurance. CIA has initiated the lead on this effort and will work closely with IC agencies and staff of the Assistant Director of Central Intelligence for Analysis and Production.

### **Retention**

We view retention as more than keeping employees; it also means creating an environment in which employees can be at their most productive level. As our work force ages and the rates of retirement rise, retention of our newer employees, particularly in core skill areas, becomes all the more important. On a pilot basis, we plan to conduct post-hire surveys of new employees 3 to 6 months after arrival in IC agencies. The purpose of the surveys is to assess the level of new employee satisfaction and provide feedback to management that will help them to develop policies and practices to strengthen the culture of inclusion and improve retention. In addition, we will develop and pilot a training course for IC managers that specifically focuses on retention issues. Another important aspect of retention is offering tools to help employees cope and flourish in today's dynamic and demanding environment and adapt to various management styles. We are reviewing options for training that can assist employees in that regard.

### **Retirement Eligibles**

A recent GAO Study found that more than half of career senior SES members will leave the federal government by October 2007 and, if past appointment trends continue, the diversity of the SES corps will remain virtually unchanged. While we have not collected and analyzed data from IC agencies on retirement eligibility, we suspect that the IC mirrors the rest of the government. We have asked IC agencies to apply a predictive analysis model to project hiring, attrition and employment levels by grade and ethnic/racial/ categories over the next five years and to develop strategies to address legitimate problems. This model can also assist agencies in projecting retirement losses and the potential pool of GS-14's and GS-15's that will be available internally to replace departing senior executives.

## **Competition with Private Sector**

We have contracted with the Hudson Institute, renown authors of *Workforce 2020*, to conduct an analysis of the U.S. labor force in relation to core IC skill requirements, including area studies and languages. The study will also examine projected labor market conditions and competition for talent across the various segments of private industry. The Institute will recommend recruitment and retention strategies that will make the IC more competitive in attracting and retaining the talent we need.. Some of these recommendations may very well suggest the need for new or revised personnel authorities.

## **Language Capabilities**

Regarding foreign languages, one of the strategic goals articulated in the DCI's May 2003 Strategic Direction for Intelligence Community Foreign Language Activities, is to invest in people. Specifically, the Intelligence Community is charged to "build and maintain a diverse work force with the requisite foreign language, analytic, and technical skills to meet the critical and growing demand for language processing, analysis, and operational use throughout the Intelligence Community".

- Toward that end, the DCI has appointed the ADCI/AP as the senior authority responsible for guidance and oversight of foreign language issues within the IC. The ADCI/AP chairs a community body of senior agency officials, the Foreign Language Executive Committee, to coordinate activities and share best practices with respect to foreign language-capable personnel and the tools to enable their work.

The Community is actively seeking qualified candidates to cover our global responsibilities, but this remains a challenging task. Languages we are focusing on include Arabic, Chinese, Japanese, Kazakh, Korean, Kurdish, Malay, Pashto, Persian-Dari, Persian-Farsi, Punjabi, Russian, Serbo-Croatian, Urdu, and Vietnamese. A large applicant pool is necessary to meet the agencies' language proficiency and security requirements. FBI, for example, notes that they must process ten applicants to yield one that meets employment proficiency and security

standards. Given these challenges, the agencies do work together in terms of sharing best practices.

- CIA, NSA and DIA have all recently reviewed or launched initiatives to enhance language incentive programs as a principal means of meeting their foreign language needs. These include adding hiring bonuses to their current incentive programs designed to attract and retain persons with the requisite language skills. DIA is planning to double its language incentive pay for civilians, and NSA has significantly increased incentives so that civilian employees may earn up to \$1000 per month. CIA has launched a Foreign Language Strategic Program that also addressed improved incentives for language acquisition and maintenance and offers hiring bonuses that can go as high as a one-time payment of \$35,000 per individual.
- The DCI has established the National Virtual Translation Center to serve as a clearinghouse for translations to assist agencies in meeting their translation requirements. The Translation Center under the executive agency of the FBI is actively recruiting linguist resources to network qualified individuals in government, the military, the commercial sector, and academia to meet our translation requirements.
- The DCI has taken steps, as well, to address the sharing and processing of materials captured in the war on terrorism. He has established a National Media Exploitation Center under the executive agency of the Defense Intelligence Agency. The Center achieved initial operating capability in June 2003 and will serve as another community resource to triage and process foreign language materials.

### **Analyst Work Force**

Recognizing that the quality of our Intelligence analysis is determined by the strength of our analytical corps, the Intelligence Community is making a concerted effort in the areas of analyst recruitment, training, retention, and development. Although the 9/11 terrorist attacks have substantially increased both the demand and the supply of new analytical recruits, the challenges

of training and retaining them also have increased dramatically. And despite our general recruiting successes, the Community remains hard-pressed to attract and train people with expertise in certain geographic areas, disciplines, and languages.

In collaboration with prominent research institutions, the ADCI/AP has undertaken an initiative entitled the "future of the analyst" which looks precisely at the issues that are the focus of today's briefing.

- One project is focusing on developing "new quantitative analytical tools"--and re-emphasizing neglected older ones such as comparative analysis--to better equip the "analyst of the 21<sup>st</sup> century" to understand and analyze today's complex transnational and region-specific security challenges.
- Another project is looking at the gamut of issues respecting recruitment, training, and retention with an eye to learning from best practices in the private sector, including the business community.
- Still others are aimed at expanding the nexus between the Intelligence and broader knowledge communities outside the government through the building of data-bases that will provide analysts with up-to-date information on future conferences in their fields and the best expert institutions to tap for outside expertise. A new prominent guest speaker program will further facilitate analyst outreach to other knowledge communities.
- Individual agencies also have undertaken major outreach efforts, and one challenge for the Community is to better coordinate them and share the substantive results of such outreach.

To better guide our analyst recruitment, training, and retention efforts, the ADCI/AP has developed a Community-wide Analytic Resources Catalog (ARC) of analyst assignments, experience, language expertise, and education.

- This Catalog is providing a key management tool for the DCI, the ADCI/AP, and agency directors across the Community to identify analytical expertise and language skills in order to support crises, surge requirements, and analytic shortfalls. It also will help us to



optimally assign Community analysts across the Community to meet Intelligence priorities.

- Agencies will update data in the Catalog semi-annually to ensure that the information remains current.

The National Intelligence Priorities Framework (NIPF) is another important management tool created by the ADCI/AP that the DCI will use to provide guidance to the Community about intelligence objectives, which in turn will influence our decisions on the full range of Community resources.

- The Priorities Framework identifies the countries and Intelligence topics of greatest concern and therefore will guide investment decisions on analyst recruitment and training.
- The Framework will help determine the kind of analysts we should be hiring respecting education, experience, skills, foreign area expertise, and language ability.

Joint educational experiences within the Intelligence Community break down cultural barriers, erode organizational stovepipes, and increase interactivity and collaboration.

- Toward that end, we will strive to complement the progress in agency specific training programs with an expanded Community training component for new and middle-level Intelligence officers. We are unsure at this time about the course content and organizational aspects of this initiative, but the ADCI/AP in collaboration with agency officials will develop it further.

Mr. Chairman, the DCI and the Intelligence Community he heads remain committed to building and analytical corps second to none as we confront the transnational and regional challenges that threaten our national security. The analyst of the future must be well educated; steeped in knowledge of his or her substantive area; equipped with the most advanced analytical tools and tradecraft; fully fluent in at least one and oftentimes several foreign languages; and

committed to his and her profession. The initiatives and programs I have described to you today are important components of our strategic investment in our analytical corps.