

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

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Chairman Goss, Congresswoman Harman, I appreciate the opportunity to appear before this committee. Like many Americans, I have been following the work of this committee and applaud you for your continued bipartisan and effective support of the Intelligence community as well as your continued innovative approach and recommended solutions to the many seemingly intractable problems the community seniors face on a daily basis. This issue of diversity is clearly in that category. Robert Callum from the Center for Naval Analysis wrote an article entitled: *The Case for Cultural Diversity in the Intelligence Community*. It's found in the Journal of Intelligence and Counterintelligence in Spring 2001. In it he suggests the following: "While the leaders of the CIA, DIA, NSA, and NRO have all

acknowledged the lack of diversity and have created focused recruiting efforts, the acceptance of minorities into the IC has been disappointing to date. The reason, in part, is that diversity has been viewed as a legal and moral imperative, and not as an analytical necessity.”

I sincerely hope that, given the current state of our analytical community, that we’ve collectively overcome that sentiment. I will not spend time trying to convince this committee on that point.

However, it would not surprise me if you were somewhat disappointed with the numbers provided you by my former colleagues in the previous session. Therefore, I would like to spend the next few minutes sharing my observations as someone who has followed the diversity issue in the intelligence community for more than 30 years.

Although this is my fourth appearance, it’s my first out of uniform and in spite of my initial feelings to the contrary, it is just as daunting as when as I was in uniform. As the Director for Operations at DIA, I had four very precious and rewarding opportunities to ask this committee to support the president’s budget with respect to Human Intelligence in the Department of Defense. Your unfailing support

was always a source of strength to me personally and to DIA in general. To my side each time was my counterpart, the DO of CIA. I survived three CIA DO's, Dave Cohen, Jack Downing and Jim Pavitt – all remain good friends to this day....in spite of one particular professional challenge they posed. They recruited my people. During testimony in the Spring of 1998, this committee remained steadfastly clear about the need for diversity in the ranks of the CIA. My counterparts there at CIA were not only mission driven but precisely focused on addressing that issue in short order. The following year, during Spring testimony, as the CIA DO held up resumes, with photos, of the young, talented and linguistically adept recruits – I looked over and began to recognize some my best and brightest out of DoD. Betrayed? Not at all. The military experience combined with language training and a willingness to commit to this line of work was something that not only benefited CIA and this Nation, but DoD as well. Those soldiers, sailors, airmen, marines, and/or civilians who left DIA for CIA added cement to a bond that grew closer and closer between the two agencies at an important time. It was sort of the “you’re not losing a son, you’re gaining a daughter argument”. Could we continue to sustain large losses of

key personnel like that initial one in DoD, of course not. But the experience made us all focus on the issue of diversity and the need to field a first-class workforce in each of the agencies. In the case of DoD HUMINT, we would have to build systems and incentives to attract, maintain and sustain a diverse group of gifted HUMINT operatives. In addition to bridging the gap in the cultural understanding between the two organizations, many of the young DIA analysts and collectors had experience overseas. DIA had the advantage of being a subset of the diversity extant in the Department of Defense. CIA did not have a similar demographic pool to pull from – until they started recruiting right out of Defense HUMINT Service. Right before I left my DO job in March of 2000, Mr Tenet and I handed out diplomas together at the training school, to what he described as the most culturally-diverse-combined CIA/DIA class in the history of the agency.

My point is that my friends at CIA went after what they needed to ensure diversity of languages, skills and ethnic and cultural understanding; it was not just a congressional mandate, it was a matter of survival. I've been away for a couple of years now, but I've

often wondered if DoD maintains the capability and flexibility to attract and hire multicultural talent at senior levels.

After leaving the military a couple of years ago, I consulted in private practice for a while, but two months ago, I decided to go after government contracts -- specifically in homeland security areas related to Counterintelligence, HUMINT and MASINT. Working with larger defense contractors, I find that bringing in multicultural talent remains challenging, especially on classified contracts. But the freedom I have of simply pitching that ideal candidate without worrying too much about a bureaucratic process, is both liberating and enjoyable. I can negotiate directly on salary, benefits, and flexibility. If I need a native linguist, I'll find one. As a minority-owned company, I constantly reach out to a diverse workforce and feel that I have a responsibility to do that. More importantly it makes the company exceedingly more capable. It seems to me that the intelligence community that I love still needs senior folks with language and cultural diversity at the top -- folks who feel that responsibility in a particularly focused way -- never taking their eyes off the ball.

I've seen folks like that in DoD:

- When Joan Dempsey moved to the front offices within DIA, then to DoD, then to CIA, then to DCI – the number of women seniors increased. Mind you – not nearly at the rate equivalent to their male counterparts, but at a significantly more rapid rate, in my opinion, than they would have absent Joan's insights, influence and mentoring. And she violated no civil service regulations.
- When General Shinseki became the Army Chief of Staff, I noticed a much-welcomed increase in the number of Asian American seniors on the Army Staff. Mind you again – not nearly at the rate equivalent to their non-minority counterparts, but at a significantly more rapid rate, in my opinion, than they would have absent General Shinseki's insights, influence and mentoring. And I'm sure he violated no personnel regulations.
- When LTG Claudia Kennedy became the Army's Chief of Intelligence, I noticed a significant increase in the number of senior intelligence females in key positions in the Army. Again – not at the same rate as their male counterparts but

way better than before LTG Kennedy arrived. But did she ensure that she mentored, coached and developed the sometimes forgotten minorities at a pace and rate equal to their non-minority counterparts? Absolutely; and I was included in that group -- as was my late wife who became an SES in the CI/Security field.

My point here is the same as with my experience with the professional proselytizing done by my CIA DO counterparts. Their strategy: If you want to see a healthy increase in your numbers – don't come back to Congress with only a strategic plan; go tap the talent directly. (Could be something they learned as HUMINTers.) If you want to see more women at senior levels – then bring in more senior women at the top. Don't wait to grow them; find them, send them to whatever finishing program you choose and then "appoint" them to positions of responsibility and just watch what happens throughout your organization. It's been done and it's been done without violating the sensibilities of the civil service lawyers. Selections must be made at the senior levels!

Many ways to do that, I believe, but if legislation is needed then maybe that should be part of the discussion here.

Mr Chairman, Congresswoman Harman and members of the committee, thanks for allowing me to share this long-held view with you today. I'd be glad to address any questions.