

Office of the Director of National Intelligence  
Washington, DC 20511

NOV 25 2015

Mr. Damien Van Puyvelde  
500 W. University Ave.  
Kelly Hall, Rm. 413  
El Paso, TX 79968

Reference: ODNI Case # DF-2015-00146


Dear Mr. Van Puyvelde:

This responds to your FOIA request of 5 March 2015 (Enclosure 1), received in the Office of the Director of National Intelligence (ODNI) on 6 March 2015, in which you requested a copy of "ODNI's 2012-2017 Strategic Human Capital Plan."

Your request has been processed in accordance with the Freedom of Information Act (FOIA) 5 U.S.C. § 552, as amended, and documents responsive to your request have been located. Upon thorough review, the ODNI has determined that these documents may be released in their entirety (Enclosure 2).

If you have any questions, feel free to email our Requester Service Center at [DNI-FOIA@dni.gov](mailto:DNI-FOIA@dni.gov) or call us at (703) 874-8500.

Sincerely,

  
for Jennifer Hudson  
Director, Information Management Division

Enclosures

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OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE

# STRATEGIC HUMAN CAPITAL PLAN

2012-2017

LEADING INTELLIGENCE INTEGRATION

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## FOREWORD

We in the Office of the Director of National Intelligence find ourselves at a critical juncture. At stand-up there was an immediate sense of urgency toward improving our intelligence apparatus and integrating our intelligence efforts. This imperative called for us to focus our attention externally on the Community. That's what we did and, as a result, the Intelligence Community now integrates its activities in ways unheard of prior to our inception. We continue to make significant progress toward reducing the cultural, information technology, and policy barriers to sharing information, and we work daily to identify and explore new integration strategies. Given this progress, we now have an opportunity to focus internally.

A strong organizational culture, an efficient structure, and a total workforce strategy are critical to our success. To facilitate this effort, I am pleased to endorse the first ODNI Strategic Human Capital Plan, a companion document to our ODNI Strategic Plan 2012 - 2015. To highlight the importance of human capital and my commitment to the Plan's success, I have designated the Principal Deputy Director of National Intelligence as the Workforce Champion to implement and guide the initiatives.

Inherent within the Plan is the commitment by top leadership to create a high performing organization, with a dynamic human resources philosophy that acknowledges human capital as a critical asset to enabling mission accomplishment. This plan reflects the imperative to improve workforce professionalism, diversity, quality of life, and agility to meet future requirements. As a result, I count on you to actively participate in executing this plan.

  
JAMES R. CLAPPER, JR.

DIRECTOR OF NATIONAL INTELLIGENCE



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## FOREWORD

The Director and I are committed to providing our exceptional workforce with an environment eliciting its best performance. With our focus on intelligence integration and the need to leverage the full range of the Community's diverse talent, we created a Civilian Joint Manning Document to optimize staff composition, integrate Community expertise, and tailor core contracting resources.

Over the past year, we also met with employees and listened to their ideas and suggestions, resulting in improved communications and greater traction on programs to address their concerns. We actively encourage employees to sustain this dialogue via a Management Advisory Group. Similarly, we established the Office of the Ombuds to provide an informal venue for employees to resolve workplace issues.

To better champion career development, we created Career Advisory Boards and enhanced the role of the Executive Review Board. Together they provide a more disciplined process for training selections, internal reassignments, placement of employees returning from details, and promotions and performance management, consistent with merit principles.

Consequently, the focus of this plan will be on maturing these initiatives and fostering an ODNI culture. This is an exciting time to be at the ODNI and I invite each of you to be a part of this journey.



STEPHANIE O'SULLIVAN

Acting Chief of Staff, Office of National Intelligence







## **HUMAN CAPITAL MISSION**

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Promote a Diverse, Highly-Skilled Intelligence Workforce  
that Reflects the Strength of America

## **ODNI VISION**

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A Nation Made More Secure  
Because of a Fully Integrated Intelligence Community

## **HUMAN CAPITAL STRATEGIC GOALS**

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- Develop and implement human capital strategies that support current and future mission needs, ensure accountability, and promote fairness and equality.
- Recruit and retain a highly-qualified ODNI cadre with diverse backgrounds, skills, and perspectives to meet current and future mission requirements.
- Recognize employee contributions.
- Provide workforce development opportunities.
- Mature the ODNI's Human Resources capabilities.

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## PURPOSE

***The purpose of this Strategic Human Capital Plan is to build an exceptional workforce and a work environment that motivates and empowers employees to give their best performance in leading intelligence integration for our nation.*** While the Office of the Director of National Intelligence (ODNI) has Intelligence Community (IC)-wide responsibility for developing and implementing human capital programs and policies that support the Community at large, it also has the responsibility as an element of the IC to develop its own strategic human capital plan. This document provides the first such plan for the ODNI. The specific human capital goals and objectives are fully aligned with the ODNI Strategic Plan and support and implement the Principal Deputy Director of National Intelligence's (PDDNI) priorities and enterprise-wide initiatives. The Plan is also aligned with the National Intelligence Strategy (NIS) of 2009 and other enterprise-wide and mission-focused strategic plans. Further, the goals and objectives are responsive to other stakeholder inputs such as requirements and recommendations from the ODNI Inspector General's Reviews, Congressional oversight committees, as well as issues highlighted from the IC Employee Climate Survey.

## GUIDING PRINCIPLES

Underlying the development of this strategic plan is a series of unifying, guiding principles for shaping the future ODNI workforce. Every strategic human capital initiative must be consistent with these principles. These are:

***The ODNI will manage its total workforce holistically as a strategic asset*** that is more than the sum of its independent parts, including its cadre, rotational civilian staff detailed from other parts of the IC ("detailees"), military personnel, and core contractors.

***The ODNI will ensure equal employment opportunity and use merit principles in hiring and promotion of employees.*** The result of competitive hiring and promotion processes will

be the selection of highly qualified personnel without regard to race, color, religion, sex, national origin, disability, age, sexual orientation, or other non-merit factors.

***The ODNI will structure its workforce to achieve the core functions*** of the intelligence integration mission, both now and in the future. These core functions, and the fundamental personnel competencies to perform them, will be identified systematically through rigorous analysis and planning as part of the Civilian Joint Manning Document (CJMD) process.

***The ODNI will increase workforce competencies in the core occupations consistent with mission-based position requirements and merit principles for selection.*** The ODNI will execute this strategy through the Career Advisory Boards (CABs), which are responsible for ensuring inclusive, corporate approaches to recruitment, hiring, assignment, mentoring, training, performance management, promotion, pay, awards, and bonuses.

***The ODNI will restructure the cadre workforce*** through a deliberate review of the grade structure by applying "grade in person" principles, with a goal of taking steps to further reduce the grade structure of the cadre workforce.

***The ODNI will move toward a civilian workforce that is 50 percent cadre and 50 percent detailees*** in order to build a more collaborative, knowledgeable, and agile workforce representing the broad perspectives and current experience of the IC. The ODNI will use the CJMD to execute this strategy through a structured program of rotational assignments negotiated with other IC elements.

***The ODNI will pursue a strategic approach to training and development of its workforce*** in the core competencies necessary to achieve its mission. The CABs will have responsibility for the continuous development of the workforce by identifying critical skills, training, and developmental opportunities for their assigned occupations. ODNI cadre employees will also be encouraged to seek joint duty opportunities

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across the IC, as well as internal ODNI rotational opportunities that will enhance their career field competencies.

***The ODNI will empower employees to manage their careers and will build a supportive, performance-based culture.*** The ODNI will foster the development of institutions like the Executive Review Board (ERB), CABs, the Management Advisory Group (MAG), and Office of the Ombuds to enhance workplace communication, establish inclusive processes, ensure fair and open competition, and encourage employee engagement in shaping the ODNI work experience and culture.

***The ODNI will develop a corporate recruiting strategy tied to mission needs and targeting diverse sources of top talent.*** The recruiting strategy will be guided by workforce analyses of changing position requirements, consistent with evolving core competencies, and the diverse sources for high-quality candidates. The strategy will examine opportunities to: hire below the full performance level; fill through lateral reassignments or rotational assignments; or appoint using term hiring authorities.

***The ODNI will improve the strategic acquisition and management of its core contractor workforce.*** The ODNI will develop an objective force model for an optimal contractor workforce supporting the government's needs for unique expertise, transient work, and cost efficiency. The ODNI will explore means of controlling costs and enhancing contract management, including greater reliance on omnibus contracts, use of more flexible and cost-efficient contracting methods, and establishment of common rate structures.

#### BACKGROUND

The Intelligence Reform and Terrorism Prevention Act of 2004 (IRTPA) created the ODNI as an independent element to oversee intelligence activities that span the various cabinet-level departments and elements. Recognizing the need to have significant flexibility in hiring and managing employees

involved in national security, IRTPA granted the Director of National Intelligence (DNI) the same excepted service personnel authorities given to the Director of the Central Intelligence Agency (CIA). To facilitate rapid initial operating capability, CIA personnel policies, practices, and human resource systems were implemented. While adhering to merit system principles, these policies and practices have been adjusted to better reflect the evolution of the ODNI's organizational needs as it has matured.

As with the stand-up of any new organization, one of the most significant challenges is staffing it with the right people having the right skills. Using existing billets, the notional predecessor to the ODNI, the IC Community Management Staff, provided the first surge of personnel. In addition, IRTPA provided approximately 500 new personnel authorizations, which were used to staff positions in the ODNI that could not reasonably be transferred, such as front office staff, public affairs, legislative affairs, and the Inspector General. The ODNI structure was designed, key roles identified, and individuals selected to fill these roles. With the heightened sense of urgency felt by the nation to improve our intelligence apparatus, the imperative was strong to stand up the new organization quickly. The unique roles performed by the ODNI staff as integrators, facilitators, and overseers demanded the use of individuals with senior level policy experience, as well as experts with specific domain knowledge. In the ODNI's core mission organizations, intelligence production and strategic warning were the focus, requiring yet another set of skills and a more diverse grade structure. Constant and continuous fluctuation in mission requirements translated to "just-in-time" personnel demands. It meant a greater initial reliance on the contractor community to supplement and complement the new staffing requirements that could not be filled by government detailees or new hires, but who were urgently needed to meet the new and evolving organizational tasks and requirements.

As the ODNI matured, leadership attempted to determine the required number of "permanent employees" needed in the ODNI. However, shifting requirements from four DNIs over the

last six years, as well as new and evolving missions, created a dynamic environment making it difficult to determine exact personnel requirements. The ODNI leadership recognized the need to adopt a "total force" approach to determining the human resources needed to accomplish its evolving missions and shifting requirements. The total force was defined as a mix of civilian employees, further refined by cadre and detailees from other IC elements, military members, and core contractors.

The ODNI began a process to understand the composition of each of these four sectors. To promote the integration of the IC and leverage the full spectrum of IC talent, a formal Civilian Joint Duty Program was established in 2006 to facilitate an orderly rotation of detailees among the various IC elements. For the civilian workforce, these efforts came to fruition through development and use of the CJMD process. The ODNI worked with the Department of Defense to also develop a formal coordinated (Military) Joint Manning Document to facilitate better coordination of military assignments.

The DNI is equally committed to the effective management and allocation of contractor resources. The ODNI management approach is proactive with yearly reviews that capture ceiling caps applied to specific functions and an examination of roles and responsibilities that lead to an optimized contractor complement to supplement government staff based on unique expertise, transient work, and cost efficiency. In addition, the ODNI uses a Core Contract Personnel Inventory that provides insight into the number of core contractors supporting the ODNI. Furthermore, a Zero-Based Review (ZBR) was conducted in FY11 that included a historical review of data on core contractor resources and established a baseline of numbers and uses. The ZBR facilitates the implementation of the Federal Activities Inventory Reform Act (FAIR), which accounts for both civil service and military positions and provides a declaration of whether a position is inherently governmental or not. As a result of DNI and Principal Deputy engagement and congressional interest, the core contractor effort supporting the ODNI has been reduced by

approximately 24 percent over the period FY09 and FY12. Contractor status and requirements are reviewed quarterly.

The IC has matured in many respects and has been successful in achieving greater integration of intelligence activities. However, there is still much to be done in the ODNI to effectively lead intelligence integration. Among the remaining challenges addressed by this plan are: the creation of an optimal staffing model that reflects total workforce requirements supporting key ODNI core functions; offering growth and development opportunities for the workforce in core competencies; the nurturing of a performance-based culture; and the development and implementation of workforce policies and programs that continue to reflect a human resources philosophy built on its core values of Collaboration, Integrity and Service, underpinned with merit system principles.

#### APPROACH

To achieve the goals, ODNI leadership is committed to building institutions, policies, and programs that align the workforce to core mission functions. Furthermore, the leadership is committed to building workforce capability and capacity in the core competencies needed to achieve the mission. The ODNI will invest in employees by fostering a culture of continuous learning, and ensuring employee access to professional training and career development opportunities. More robust institutions – the ERB, CABs, MAGs, and Ombuds – will enhance communication between leadership and employees, establish inclusive processes, ensure fair and open competition, and encourage employee participation in creating a supportive, performance-based work culture.

This plan is supported by specific implementation plans to facilitate and track progress toward achieving the goals. The Plan will be used as a framework for decisionmaking and resource decisions affecting the ODNI workforce over the next five years. The goals and objectives that follow describe this approach in detail.



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## **GOAL # 1: DEVELOP AND IMPLEMENT HUMAN CAPITAL STRATEGIES THAT SUPPORT CURRENT AND FUTURE MISSION NEEDS, ENSURE ACCOUNTABILITY, AND PROMOTE FAIRNESS AND EQUALITY**

As with the startup of any new organization, it is imperative to define key core functions and develop human capital strategies that ensure a workforce that possesses the core competencies required to execute these functions critical to the mission. The organization must institute a total workforce planning model that defines opportunities for growth and development in these core competencies. Then it must provide human capital programs that ensure continuous availability of these critical competencies.

The ODNI must navigate between a complex, changing national security environment and a resource-constrained fiscal picture. The total workforce must be rationalized and justified. Processes have been implemented to understand and define requirements from the four sectors that comprise the ODNI workforce: cadre employees, detailees from other IC elements, military members, and contractor personnel. These processes will create lines of accountability, ensure fair and equitable treatment and opportunity, and be implemented and enhanced to provide a structured protocol for managing the ODNI total workforce. The current state of the ODNI workforce is shown in Appendix A.

The objectives and actions that support this goal are:

### **OBJECTIVE 1.1:**

Rationalize and manage the ODNI organizational structure and staffing requirements through a "total force" approach.

**Define Core ODNI Functions and Core Competencies** – The ODNI has begun the workforce analysis process to understand and rationalize its civilian employee workforce: cadre and detailees. As the foundation, it will define the core functions required to accomplish the ODNI mission. It will further analyze and define the competencies required by the

workforce to successfully execute these functions. It will inventory the current workforce to determine availability of key competencies and level of experience. The ODNI will develop a systematic approach that ensures the continuous development of the workforce in these key competencies with immediate focus on those in greatest demand and short supply.

The CJMD process will be the protocol for outlining an ODNI organizational structure that is aligned with the budget and Full Time Equivalent (FTE) allocations. It will provide the mechanism for ongoing management of the civilian cadre structure. Further, it will provide for the refresh of new ideas and talent from across the IC by identifying specific positions available for detailees through rotational assignments from the other IC elements. The DNI has set a goal of achieving a 50/50 ratio of cadre to detailees to be accomplished through attrition. This process will facilitate that goal.

### ***Implement Strategies to Improve the Strategic Acquisition and Management of the Contractor Workforce***

– The ODNI is committed to developing policy to guide workforce planning decisions that achieve an ODNI workforce appropriately balanced among government cadre employees, detailees, military members, and core contractors.

Determining the appropriate balance is a critical next step and must consider contractor skills needed to augment and support the ODNI missions, cost of contractors versus other sources, and the best interests of the government. To guide policy development, the ODNI will be informed by the Core Contract Personnel Inventory that provides ongoing insight into the number of contractor personnel augmenting the ODNI; Intelligence Community Directive 612 – Intelligence Community Core Contract Personnel (30 October 2009); and the ZBR of the core contractor workforce.

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Additionally, the ODNI has initiated a strategic assessment of its contracting processes and procedures. Specific initiatives include: a plan for implementing the FAIR Act; a process for annual reviews of ceiling caps applied to specific functions; and an objective force model to achieve an optimal contractor complement to the government workforce that can provide timely, cost-effective, unique expertise, and execute transient work. This assessment will also consider alternative, non-traditional structural approaches to contracts that consider omnibus options, cost controls, and common rate structures.

Additionally, the ODNI is committed to ensuring its acquisition workforce has the training, education, and experience necessary to ensure cost-effective acquisition outcomes and improved management of the contractor workforce.

**OBJECTIVE 1.2:**

Ensure standardized reporting structure and use of existing technology to institutionalize and expand workforce analysis capability.

***Simplify and Standardize Reporting*** – Critical to ongoing management of the workforce are standardized and consistent reporting requirements. Most data collection and reporting are conducted using non-standard manual processes which are not always effective. Since the purpose of gathering these data is to facilitate informed leadership decisionmaking, consistency and accuracy of reported data are of paramount importance.

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## GOAL # 2: RECRUIT AND RETAIN A HIGHLY-QUALIFIED ODNI CADRE WITH DIVERSE BACKGROUNDS, SKILLS, AND PERSPECTIVES TO MEET CURRENT AND FUTURE MISSION REQUIREMENTS

To effectively lead intelligence integration and safeguard our nation, the ODNI must build and maintain a high-quality workforce that capitalizes on the strengths of our country. This workforce must reflect the rich diversity of America in order to ensure that different cultural perspectives, innovative ideas, and fresh insights are brought to the integration of intelligence.

It is not enough to bring aboard the most talented people our nation produces. Once aboard, we must offer opportunities for employee development within a workplace culture that encourages excellence through collaboration, flexibility, and fairness. Only by creating such a supportive environment can employees develop and contribute to their full potential.

The objectives and actions supporting this goal are:

### OBJECTIVE 2.1:

Develop and implement a recruiting strategy that ensures access to critical core competencies aligned with the ODNI Civilian Joint Manning Document (CJMD).

#### ***Develop a Corporate Recruitment Strategy –***

Ensuring an agile, knowledgeable workforce is the outcome of a thoughtful sourcing strategy based on a deep understanding of the mission and core functions, the competencies needed, and the most promising sources for locating that talent. The ODNI will develop, implement, and maintain a corporate Recruiting Strategy consistent with the CJMD. The strategy will ensure that an explicit sourcing decision is made for each function. The strategy will be reviewed and adapted as needed to support core competencies in the evolving CJMD, with the full participation of the CABs under the corporate oversight of the ERB.

### OBJECTIVE 2.2:

Cultivate and develop diverse pools of talent.

***Plan for Diversity*** – To provide the most insightful intelligence possible, the ODNI requires a diverse

workforce with a deep, collective understanding of global political, economic, social, scientific, technological, and cultural developments that affect U.S. national security.

The ODNI's Recruitment Strategy will explore diverse recruitment sources that may offer access to high-quality candidates with rare and highly desirable skills or credentials. The ODNI will leverage IC recruitment efforts—such as those at the Centers for Academic Excellence, Hispanic-serving institutions, Historically Black Colleges and Universities, other universities, and wounded warrior programs—to attract top candidates in the fields of analysis, science, and technology. The ODNI also will support IC-sponsored scholarship, fellowship, and internship programs directed at high-potential students in the sciences, foreign languages, and analysis.

Beyond the traditional Equal Employment Opportunity categories such as race, ethnicity, gender, and age, the ODNI will consider diversity in its broadest context, including diversity in cultural understanding, foreign languages and dialects, highly specialized skills, and technological expertise. As part of this strategy, the ODNI will continue to work with the IC Heritage Council to promote recruitment and retention of first- and second-generation Americans to bridge gaps in language proficiency and cultural awareness and to meet mission-critical requirements.

### OBJECTIVE 2.3:

Capitalize on success by expanding Civilian Joint Duty assignments.

#### ***Expand ODNI Participation in the IC Civilian Joint Duty Program***

– The IC Civilian Joint Duty Program, established in 2006, is a successful program of civilian rotational assignments designed to build a more collaborative, knowledgeable, and agile IC workforce. In addition to identifying opportunities to move between positions within ODNI, the ODNI will expand opportunities for its cadre employees to participate in Joint Duty Assignments in the IC. Employees will benefit from career growth opportunities that will refresh their currency in

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operational activities, expand their knowledge base, enlarge their professional networks, and advance their competitiveness for promotion.

***Move Toward an ODNI Workforce that is 50 Percent Cadre and 50 Percent Detailees*** – The ODNI will move toward a civilian workforce that is 50 percent cadre and 50 percent detailees. This initiative is designed to build an agile, expert workforce that is more representative of the IC and constantly reinvigorated through the influx of IC talent and perspectives. The PDDNI began this initiative in 2011, working with the Deputy Directors of the IC agencies to start a program of planned, recurring Joint Duty rotations into specific positions identified in the CJMD. The 50/50 goal will be achieved primarily through cadre attrition to avoid adverse impact on the workforce. The ODNI will benefit by building a balanced workforce that represents the current experience, shared expertise, and broad perspectives of the IC. Most importantly, the entire Community and its customers will benefit from the resultant collaborative culture.

**OBJECTIVE 2.4:**

Engage employees in building a supportive work environment.

***Enhance the Governance Role of the Executive Review Board (ERB)*** – To provide essential oversight and direction of workforce-related policies and programs, the ODNI will expand the governance role of the ERB. Chaired by the PDDNI and composed of ODNI leadership, the ERB has an advisory role on multiple workforce issues including promotion, discipline, suitability, performance, and conduct. The ODNI will expand the ERB authorities to include governance over the CABs in developing and implementing corporate policies and programs for career management, mentoring, training, performance management, assignment, promotion, pay, awards, and bonuses.

***Establish the Management Advisory Group (MAG)*** – To build a supportive environment that sustains employees and their families, it is essential to listen to the workforce and respond to their concerns. The ODNI established the MAG to be an effective communication channel on issues of employee

interest. It will represent the workforce to ODNI leadership and provide a forum for employees to participate in critical policy decisions. Its goal is to empower employees to shape the ODNI work experience and culture.

***Create an Ombuds to Enhance Communication and Resolve Systemic Problems*** – To further enhance communication between employees and management, the ODNI created an Office of the Ombuds to provide an informal, independent, confidential, and neutral resource to resolve workplace problems and disputes. The Ombuds provides an avenue for employees and managers to discuss alternatives for resolving workplace issues.

***Energize the ODNI's Response to the IC Employee Climate Survey*** – Employee climate surveys are critical to understanding employees' satisfaction and the factors that impact their motivation and retention. More important than the actual survey is leadership's response, especially in its committed follow-through and communication on actions taken to address the survey results. The ODNI will use the Employee Climate Survey as a tool for understanding the workforce climate. The ODNI will develop and monitor progress against action plans to address feedback from the Survey. Progress will be reported regularly to senior ODNI leaders and the workforce.

**OBJECTIVE 2.5:**

Sustain employees and families through innovative and responsive work-life programs.

***Benchmark and Evaluate IC Work-life Programs*** – Integrating intelligence entails long hours and stressful working conditions. The ODNI will explore policy and program changes that provide better balance between long work hours, travel and risk, and crucial time for family, health, and personal interests. The ODNI will evaluate the many innovative work-life programs in the IC to determine those that may have applicability to the ODNI. Candidate programs will be brought before the MAG for employee consideration and recommendation to leadership.

UNCLASSIFIED//~~FOUO~~**GOAL #3: RECOGNIZE EMPLOYEE CONTRIBUTIONS**

Celebrating organizational successes is critical to sustaining high employee morale. However, critical to creating high employee morale is the degree to which employees feel engaged and committed to the organization. An employee recognition system that publicly and timely recognizes and rewards individual and team accomplishments contributes to employee morale and engagement.

Essential to acceptance and value placed on these rewards is the organizational culture within which the awards are made. Creating a performance-based culture occurs through transparent and documented processes and leadership actions. These processes and actions must ensure that recognition is timely and that recipients are acknowledged publicly through appropriate communication channels. In today's environment where many of our successes are accomplished because of multi-disciplined team efforts, renewed emphasis on team recognition is imperative. The ODNI is committed to maturing its own internal recognition systems so that they are viewed as credible and supportive of a performance-based culture.

The objectives and actions supporting this goal are:

**OBJECTIVE 3.1:**

Enhance the performance management system.

**Create a Performance-Based Culture** – The ODNI leadership is committed to transforming the organization to a performance-based culture. Characteristics of a performance-based culture are a systematic and deliberate process for communicating to employees their performance expectations that are aligned with organizational goals and objectives; obtaining input on employee performance from customers; providing on-going feedback to the employees over the performance period; and providing coaching, mentoring, and other tools to ensure employee success.

The ODNI will use a performance management system that enables this transformation. The system will provide for training employees and supervisors, and holding managers accountable. Elements of the system will provide for employees and managers to schedule feedback sessions where supervisory and employee expectations are discussed and documented. Employees and supervisors will be encouraged to engage in on-going dialogue on performance throughout the year. Supervisory training will be provided to ensure that supervisors have the necessary competencies to facilitate substantive performance management discussions.

**OBJECTIVE 3.2:**

Refine and adopt awards and recognition programs in line with our changing workforce roles.

***Update and Communicate the ODNI******Performance Management Program*** –

Concomitant with creating a performance management system that advances a performance-based culture, there must be processes that clearly articulate the decisionmaking process for performance awards. The current budget constraints on federal employee salaries and awards make it imperative that employees of the ODNI believe that the limited funds available are being awarded deliberately and fairly. A process that encompasses these changes has been implemented through the CABs and ERB. The ODNI is committed to on-going evaluation of the process and refinements as appropriate.

***Emphasize the Use of Non-monetary***

**Recognition** – Employees of the ODNI recognize current budget realities and the pressure on leadership to reduce overall federal employee costs. Salary is often not the predominant motivation for strong performance, employee engagement, and retention. Employees can be motivated by timely public acknowledgment of their achievements using meaningful non-monetary recognition. Awards programs should be considered as an

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opportunity for reinforcement of the behaviors and values that are important to the success of the organization's missions. To that end, the ODNI is committed to evaluating its current non-monetary awards and developing and implementing a comprehensive program that promotes individual and team achievement.



## GOAL # 4: PROVIDE WORKFORCE DEVELOPMENT OPPORTUNITIES

Ensuring mission readiness in a quickly changing global environment requires that the ODNI invest strategically in its most critical asset, the workforce. The ODNI is committed to ensuring that all employees have opportunities for professional development and access to career-enrichment resources to build their skills in core mission competencies.

The ODNI's workforce development approach focuses on: highlighting opportunities for career development; ensuring structured and inclusive processes for selecting employees for these opportunities; increasing communication between management and the workforce; and fostering a professionally diverse, highly skilled ODNI workforce. A cornerstone of this approach is the development of CABs comprised of senior leadership of the ODNI components, under the governance of the ERB.

The objectives and actions supporting this goal are:

### OBJECTIVE 4.1:

Ensure seamless staffing transitions in alignment with the ODNI Civilian Joint Manning Document (CJMD).

**Use the Civilian Joint Manning Document to Infuse New and Relevant Expertise** – Within the framework of the CJMD discussed in Goal 1, the ODNI will continuously shape its workforce to ensure critical skills and competencies are in place to execute its core functions. With the transparency of staffing requirements identified by the CJMD, IC elements will be able to plan for the continuous development, assignment, and backfill of qualified staff into designated ODNI positions.

**Rapidly Assimilate New and Returning ODNI Staff** – With the goal of 50 percent of its staffing plan to be filled at any time through Joint Duty rotations, it is crucial that the ODNI institutionalize an effective transition process for inbound and returning personnel. The “learning curve” for new personnel must be minimized;

they must enter their assignment ready to contribute to their full potential. The ODNI's brief entry-on-duty training will be enhanced to facilitate the rapid assimilation of rotational and permanent staff into the ODNI environment. In addition, the ODNI will establish a corporate process through the CABs and ERB for placement of cadre personnel prior to their return from Joint Duty assignments, details, and long-term training.

### OBJECTIVE 4.2:

Enhance career management to better develop the workforce.

#### **Expand Career Advisory Board (CAB) Responsibilities to Enhance Cadre**

**Development** – The role of the CABs will be expanded to provide comprehensive policies and programs to develop the cadre workforce in the fundamental core competencies required to execute the mission. The CABs will be responsible for managing their assigned workforce as a corporate asset. The CABs will provide employees with career path information, mentoring, and feedback to plan their professional growth and navigate their careers. Taking a holistic look at each employee, the CAB will ensure each individual is fairly considered for training, assignment, professional development, promotion, pay, and bonus. The first phase will begin with a pilot looking at GS-15 career development needs and a process of promotion consideration to the Senior National Intelligence Service (SNIS). Successive phases will extend the CAB process to the entire cadre workforce.

#### **Encourage Individual Development Plans (IDP) for all Employees**

– The ODNI will encourage IDPs for all employees to personalize the guidance from the CABs. Developed in collaboration with the employee's first-line supervisor, the IDP will identify training and developmental experiences (such as rotational assignments) that will build core mission skills and competencies, enhance current performance, and contribute to long-range career success.

#### OBJECTIVE 4.3

Build an ODNI culture of continuous learning and innovation.

##### ***Develop and Nurture Leadership at All Levels***

– A comprehensive leadership development program is a foundation for the future success of the ODNI. Across all the ODNI occupations and grade levels, there is a continuous need for dynamic leaders who have a broad understanding of the intelligence business and who can lead and inspire their employees and peers across the Community. The ODNI will establish a comprehensive training program in leadership skills and behaviors, with appropriate courses targeted to employees' developmental needs at the full performance, supervisory, and managerial levels, up to and including the SNIS. The ERB and the CABs will engage to match employees' leadership training appropriate to their career development needs.

***Invest in Employees*** – Critical to workforce development is the expansion of mission-centric training and education aligned to ODNI core competencies. Under ERB oversight, the CABs will identify critical skills, training, developmental assignments, and career paths. The CABs and the ERB will provide a systematic corporate approach to the development of mission-enhancing training.

The ODNI also will use the CABs as part of a corporate nomination process for career-enhancing long-term training and education including Senior Service Schools, university education, language immersion, and fellowships. The ODNI will aggressively pursue these opportunities where they align with mission interests. To fund them, the ODNI will explore creation of a centralized training budget. The CABs and ERB will establish inclusive nomination and selection processes to ensure all qualified employees are given fair consideration.

##### ***Ensure Employees are Prepared for Change*** –

Change is the one constant in the ODNI work environment. To prepare employees for this challenge, the ODNI will adopt a culture that emphasizes continuous, or lifelong, learning in the core competencies required to execute its mission. The ODNI policies will establish an expectation that continuous learning is a core competency at all grades. Employees will be encouraged to build constantly upon their knowledge and skills to respond to immediate problems and develop the adaptation skills, resilience, and resourcefulness to prepare for the unknown. The normative expectation will be for employees above the full performance level to take lateral reassignments and Joint Duty tours for career broadening and increased competitiveness for promotion and pay. Employees will be encouraged to take formal training annually and to take an active role in managing their careers with the mentoring, guidance, and support of the CABs.

UNCLASSIFIED//~~FOUO~~**GOAL # 5: MATURE THE ODNI'S HUMAN RESOURCES CAPABILITIES**

High performing organizations use their Human Resources (HR) function to enable mission accomplishment. They recognize that people are at the heart of the mission and must be considered in all business aspects of the organization.

To be successful, the relationship between the HR function and the ODNI leadership must continue to grow into a full strategic business partnership. Achieving this partnership requires continuing the cultural transformation begun by the DNI. With the publication of the ODNI Strategic Plan and this plan, the DNI has laid out a strategy to accomplish this transformation within an environment that fosters the required changes, not just within the HR office but in the broader ODNI. Achieving all of these goals will require the sustained commitment of all ODNI leaders. HR also must continue to mature its capabilities to function effectively in the variety of new roles demanded of it.

The desired outcome is a top-performing HR function allied with ODNI leadership in achieving the diverse, highly skilled Intelligence workforce envisioned in the ODNI Strategic Plan.

The objectives and actions supporting this goal are:

**OBJECTIVE 5.1:**

Fully integrate human resources management into the ODNI business planning processes.

***Ensure that the ODNI Business Plans and Processes Support its Human Capital Strategy*** – The ODNI Strategic Plan identifies the workforce as the “most critical asset we have to accomplish ODNI’s mission.” To ensure consistency with the DNI’s workforce strategy, as articulated in the ODNI Strategic Plan and supplemented in this plan, the HR office must be included in the development of the ODNI’s business plans and processes. The HR office can be a valuable advisor to leadership on the optimal means to accomplish its workforce goals

and objectives within the overarching strategy established by the DNI. The DNI has recognized the importance of HR by including the Director, HR, in senior leadership meetings and as an advisor to the ERB. Regular participation in scheduled meetings with ODNI leadership at all levels allows the HR advisors to be aware of emerging issues, have a voice in decision-making, and offer insights to ensure successful design and implementation in workforce related programs.

**OBJECTIVE 5.2:**

Expand HR focus on strategic workforce management services.

***Continue to Move From Traditional Human Resource Functions to Strategic Services*** – The intelligence challenges of a complex global environment, coupled with fiscal constraints, require strategic approaches to workforce management and human resources service delivery. The HR office will continue to develop its capabilities in long-range planning, comprehensive workforce analysis, competency analysis and modeling, and other strategic services to function effectively as an advisor and partner to leadership. Strategic initiatives such as the CJMD process and 50/50 initiative demonstrate a critical need for such services.

To continue building its competencies, HR will conduct benchmarking studies of high-performing HR offices with expertise in strategic services that enhance organizational capacity for change.

***Standardize and Document Key Processes*** – The ODNI HR office will implement best practices identified through benchmarking high-performing HR offices. It will assure that efficient and effective HR processes and systems are in place by eliminating unnecessary steps and reducing latency. It will develop internal operating procedures to ensure internal process consistency and uniform guidance to customers. It will document HR policies and doctrine to ensure consistency with the goals of ODNI

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leadership and other applicable policies. Documenting these policies, doctrine, and standard procedures will facilitate routine HR transactions, thereby freeing consultants' time for more strategic services.

***Measure and Report Progress*** – The ODNI HR office is a key enabler of the goals and objectives of this plan. In addition, it is responsible for the successful delivery of the spectrum of day-to-day human resources services required by a dynamic organization. Accountability must be established by measuring progress toward goal achievement as well as organizational satisfaction with HR service delivery. Implementing a reasonable number of quantifiable metrics will help ensure progress is made toward the goals and objectives. Regular reports to leadership, with succinct summaries, will identify HR's progress in key areas. Employee performance measures will be tied to the metrics, thereby assuring that HR staff members understand their roles and management's expectations.

***Create an Integrated Communications Strategy to Keep Employees Informed*** – A well-informed workforce has much to contribute to the ODNI mission and culture. Properly informed of leadership's strategy and intent, the ODNI's workforce can be a "force multiplier" in carrying the DNI's message to the broader IC. The ODNI will examine its communications approaches to develop a robust, integrated communications strategy that keeps employees informed, engaged, and better able to fulfill their oversight and integration responsibilities.

The outcome of this goal will be the transformation of the HR function into a highly effective, customer-oriented business partner with the ODNI leadership. This outcome will ensure that human capital strategies and service structure are fully aligned to achieve a workforce equipped to successfully lead intelligence integration for our nation.

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## SUMMARY – THE WAY FORWARD

The ODNI mission—forging an Intelligence Community that delivers the most insightful intelligence possible—presents special challenges for, and places demands upon, its workforce.

This plan provides a way forward for supporting our employees in all aspects of their career and work life in alignment with the ODNI mission. Achievement of its goals requires commitment to a shared responsibility among leaders at every level, members of the workforce, and the HR office.

Accomplishment of the goals and objectives in this plan will result in defined ODNI workforce requirements; a performance-based culture; and workforce policies and programs that reflect a human resources philosophy built on the ODNI core values underpinned with merit system principles.

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OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE

# APPENDIX A

## WORKFORCE DATA

LEADING INTELLIGENCE INTEGRATION

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UNCLASSIFIED//~~FOUO~~**(U//~~FOUO~~) APPENDIX A: WORKFORCE DATA****OUR TOTAL WORKFORCE**

The ODNI has the unique role of integrating intelligence across the Community and, as such, requires representation from across the IC. The data provided herein is a snapshot in time. The total ODNI workforce (cadre, detailees, military personnel, and contractors) is comprised of approximately 56 percent government and 44 percent contractors, as depicted in Figure 1a., below. Figure 1b. shows the distribution of the total ODNI workforce by type.<sup>1</sup> As of 30 September 2011, the average tenure of the cadre workforce at ODNI is 3 years and the average tour length for detailees at ODNI is 2.96 years.<sup>2</sup>

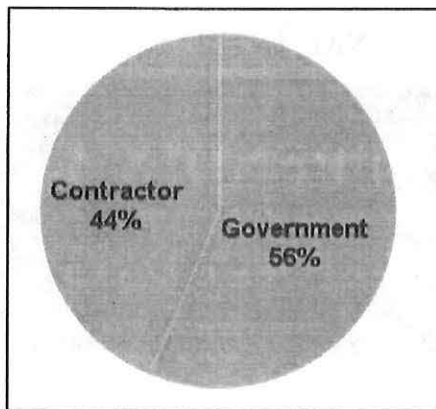


Figure 1a. FY11 Government/Contractor Workforce Distribution (as of September 30, 2011)

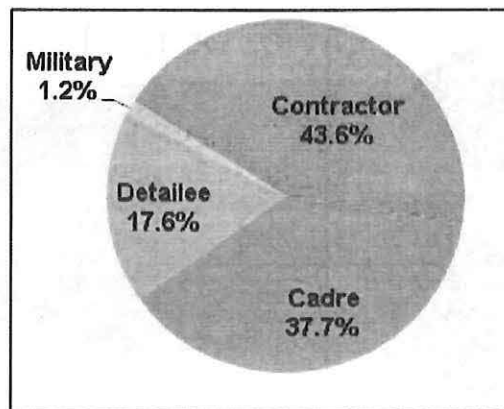


Figure 1b. ODNI Total Population by Workforce Type (as of September 30, 2011)

The ODNI workforce supports four primary ODNI organizational categories: Core Mission, Enablers, Leadership, and Oversight. Table 1 shows how the ODNI components fit within these organizational categories; the tables and figures that follow should be viewed within this organizational construct.

<sup>1</sup> ODNI cadre are personnel hired by ODNI; detailees are another federal element performing the ODNI's mission, under the ODNI's authority.

<sup>2</sup> Workforce data includes anyone with an identification number in the manning table as of 30 September 2011.

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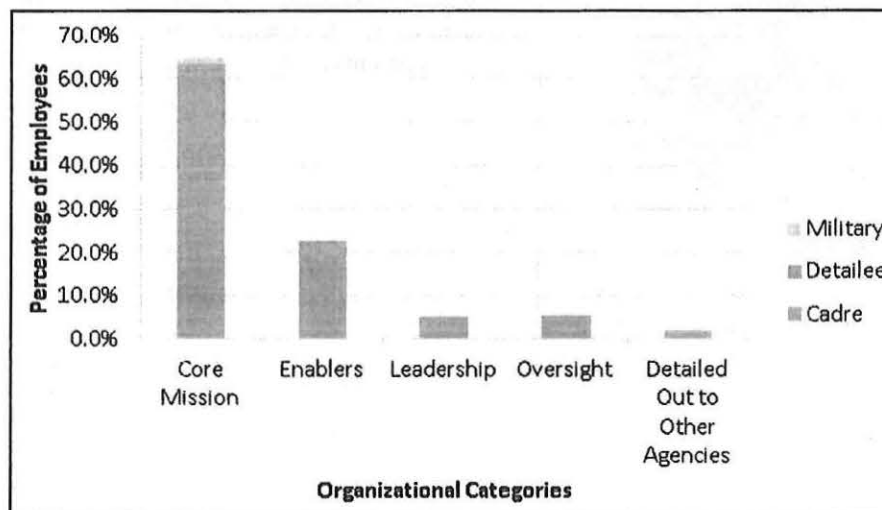
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Table 1. ODNI Organizational Structure

Organizational Category	Core Mission	Enablers	Leadership	Oversight
ODNI Component	DDNI-Intelligence Integration (DDNI/II)	Acquisition, Technology, & Facilities (AT&F) [includes Intelligence Advanced Research Projects Activity (IARPA)]	Office of the Director (DNI)	Civil Liberties and Privacy (CLPO)
	National Counterintelligence Executive (NCIX)	Chief Financial Officer (CFO)	Office of the Principal Deputy Director (PDDNI)	Equal Employment Opportunity & Diversity (EEOD)
	National Counterproliferation Center (NCPC)	Chief Human Capital Officer (CHCO)	Chief Management Officer (CMO)	General Counsel (GC)
	National Counterterrorism Center (NCTC)	Chief Information Officer (CIO) [includes Business Transformation Office (BTO)]	Executive Secretariat	Inspector General (IG)
		Policy & Strategy (P&S)	Mission Support Division (MSD)	Legislative Affairs (OLA)
		Partner Engagement (PE)	Protocol	Public Affairs (PAO)
		Systems & Resource Analyses (SRA)		
		Program Manager-Information Sharing Environment (PM-ISE)		

Figure 2 shows how our government workforce is allocated across the organizational categories, by workforce type. Sixty-five percent of our government workforce supports core mission areas, including the National Counterterrorism Center (NCTC), which comprises 40 percent of the total workforce. Within NCTC, as of the date of this data, 54 percent were ODNI cadre.

Figure 2. ODNI Government Population by Organizational Category

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Table 2 specifies the percentage distribution of each workforce type supporting each organizational category. Sixty-seven percent of our government workforce is ODNI cadre, and 31 percent are detailees from other IC elements. Within our Core Mission organizational category, 60 percent are ODNI cadre, 38 percent detailees, and 2 percent military. Our Leadership category is composed of 68 percent ODNI cadre and 30 percent detailees, though included in this category are functions such as the Mission Support Division, as well as the ODNI front office.

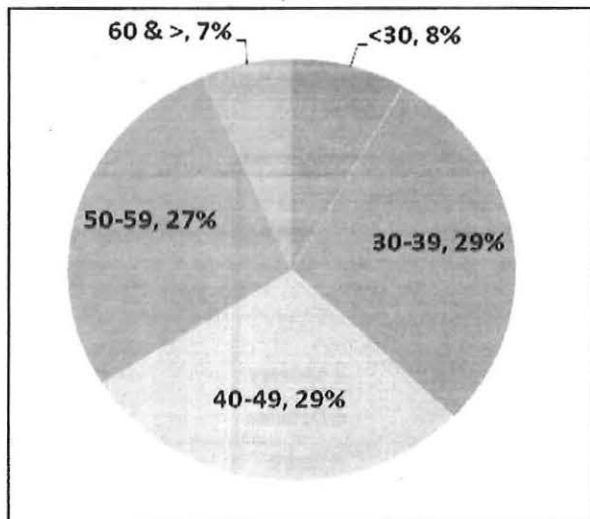
Table 2. Government Workforce Type by Organizational Category

	Core Mission	Enablers	Leadership	Oversight	Detailed Out to Other Elements	% of Total Workforce
% Cadre	60%	79.6%	68%	84%	94%	67%
% Detailee	38%	18.8%	30%	15%	6%	31%
% Military	2%	1.6%	2%	1%	0%	2%
Total	100%	100%	100%	100%	100%	100%

## WORKFORCE DEMOGRAPHICS

### *Age and Retirement Eligibility*

Figure 3. FY11 ODNI Age Distribution (as of September 30, 2011)



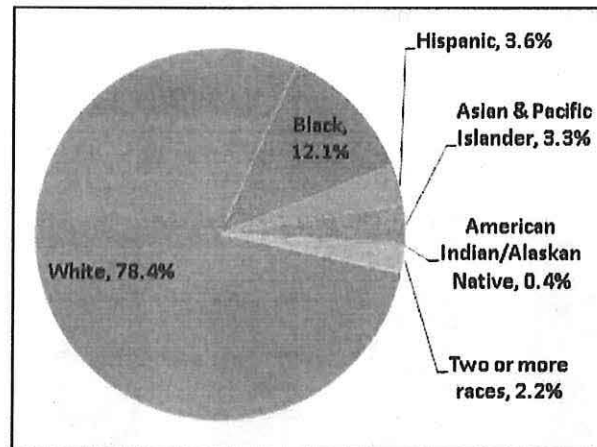
The average age of the ODNI workforce—cadre and detailees—is 44 years, and 37 percent are age 39 or under, as shown in Figure 3. Approximately 6 percent of our cadre workforce is currently eligible to retire (as of October 1, 2011), and this percentage grows to 16.8 percent by October 1, 2015.

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UNCLASSIFIED//~~FOUO~~**Diversity Representation**

Figure 4 shows that 21.6 percent of the ODNI cadre workforce is minority.<sup>3</sup>

Figure 4. ODNI Race/Ethnicity Distribution for FY11 (as of September 30, 2011)



We strive to have a workforce that is representative of the U.S. labor force. Table 3 shows how the ODNI compares with the IC and Federal government workforces in terms of gender and race/ethnicity. The ODNI cadre workforce is 78.4 percent white compared to 76.6 percent in the IC and 65.6 percent in the Federal workforce, as shown in Table 3. Our FY10 promotions were 31 percent minority, well above their representation in the ODNI workforce, and higher than the rest of the IC.<sup>4</sup>

Table 3. Comparative Analysis of the ODNI Cadre Workforce Gender and Race/Ethnicity Distributions (ODNI and IC data are FY11, U.S. Pop is FY10, Fed WF & Civ LF are FY09)

	ODNI	IC Workforce	Federal Workforce	U.S. Civilian Labor Force	U.S. Population
<b>White</b>	78.4%	76.6%	65.6%	72.8%	65.1%
<b>Minority</b>	21.6%	23.4%	34.4%	27.2%	36.3%
<i>Black</i>	12.1%	11.9%	18%	10.5%	12.3%
<i>Hispanic</i>	3.6%	5.2%	7.9%	10.7%	16.4%
<i>Asian &amp; Pac. Islander</i>	3.3%	4.0%	6.2%	3.7%	4.9%
<i>American Indian/Alaskan Native</i>	0.4%	0.5%	1.6%	0.7%	0.7%
<i>Two or more races</i>	2.2%	1.7%	0.7%	1.6%	2.0%
<b>Gender</b>					
<i>Male</i>	57.5%	61.6%	55.9%	53.2%	49.3%
<i>Female</i>	42.5%	38.4%	44.1%	46.8%	50.8%

Sources: Federal workforce and civilian labor force from EEOC's 2009 Annual Report on Federal Workforce. U.S. Census data for U.S. Population from Census Bureau's American Community Survey.

Note: Totals may not add due to rounding.

<sup>3</sup> 10.6 percent of the ODNI workforce did not report race/ethnicity; this chart shows the distribution of the 89.4 percent that did. Note: totals may not add due to rounding.

<sup>4</sup> Data as of September 2011, from IC Equal Employment Opportunity and Diversity Office.

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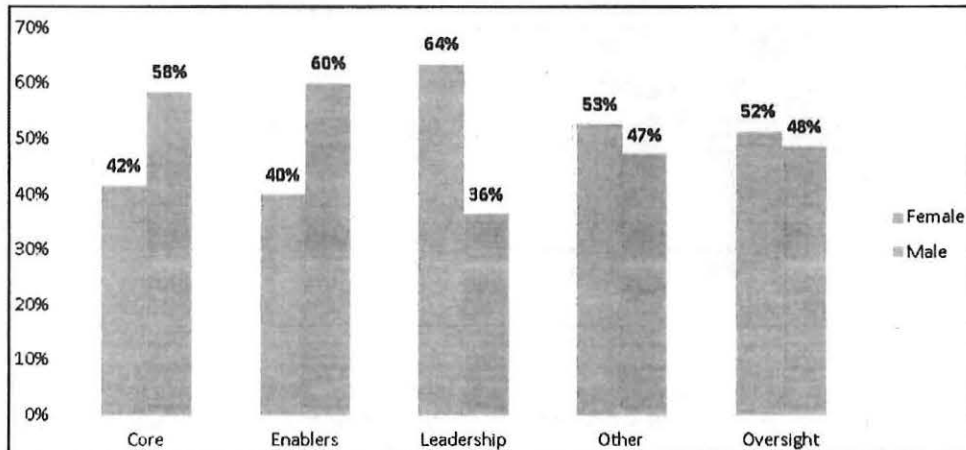


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## Gender

The ODNI workforce is 43 percent female, which is among the highest female representation within IC elements. The IC's overall female representation is 38.4 percent and the Federal workforce is at 44.1 percent, as shown in Table 3 on the previous page. Figure 5 shows that our workforce is 64 percent female in our Leadership category, though as stated above, these categories represent an organizational construct and are not reflective of grade level or seniority.

Figure 5. FY11 Gender Distribution at ODNI (as of September 30, 2011)

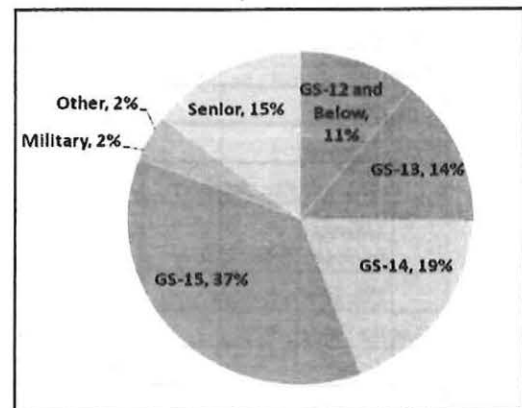


Our FY10 promotions were 52.7 percent female,<sup>5</sup> well above their overall representation in the ODNI workforce.

## Grade Distribution

Because of our unique oversight and integration mission and responsibilities, and our need for specialization and reliance on experts, ODNI requires a more experienced workforce: 52 percent are GS-15 and senior executives (Senior National Intelligence Service [SNIS]). This compares favorably with other organizations with similar headquarters/oversight responsibilities. For example, the Office of the Secretary of Defense (OSD) has 51 percent GS-15; 66 percent GS-15 and above<sup>6</sup>. See Figure 6 for more detail on ODNI's grade distribution.

Figure 6. FY11 Grade Distribution (as of September 30, 2011)



<sup>5</sup> Data as of September 2011 from IC Equal Employment Opportunity and Diversity Office.

<sup>6</sup> Data from the Office of Personnel Management, Fedscope, June 2011 data cube. Above GS-15 calculated by considering salary above \$120K within the "GS N/A category."

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UNCLASSIFIED//~~FOUO~~**Total Workforce**

As part of our "total force" approach, we rely on contractors to help fulfill our mission. Table 4 shows the percentage of each workforce type assigned to support our organizational categories as defined in Table 1, as of September 30, 2011.

Table 4. Total Workforce by Employee Type

	Cadre	Detainee	Military	Contractor	Grand Total
Core Mission Total	35%	22%	1%	42%	100%
Enablers Total	35%	8%	1%	56%	100%
Leadership Total	59%	26%	2%	13%	100%
Other Total	94%	6%	0%	0%	100%
Oversight Total	79%	14%	1%	6%	100%
Total	37.7%	17.6%	1.2%	43.6%	100%

We expect to reduce the ODNI's core contractors by almost 17 percent for FY12 compared to the end of FY11, based on the Zero Based Review of contractors conducted in January 12<sup>7</sup>. Based on our FY12 budget, we also expect to reduce our civilian position authorizations by almost 4 percent compared to FY11 and sustain beyond that, subject to appropriation and authorization decisions.

<sup>7</sup> Contractor numbers are from the IC Core Contract Personnel Inventory data call for the end of FY11 and the Results of the Zero Based Review ODNI Core Contractors, February 2012.

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OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE

**APPENDIX B**  
**STRATEGIC HUMAN CAPITAL PLAN**  
**INITIATIVES**

L E A D I N G   I N T E L L I G E N C E   I N T E G R A T I O N

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## **Introduction**

This document describes key initiatives that support the goals and objectives of the ODNI Strategic Human Capital Plan (SHCP). This description includes the purpose, expected outcomes, key tasks, completion dates, resources required, and the office responsible for leading completion of the initiative. Progress on these initiatives will be measured and reported periodically. The goals and objectives of the ODNI SHCP are:

**Goal 1: Develop and implement human capital strategies that support current and future mission needs, ensure accountability, and promote fairness and equality.**

- Rationalize and manage the ODNI organizational structure and staffing requirements through a “total force” approach.
- Ensure standardized reporting structure and use of existing technology to institutionalize and expand workforce analysis capability.

**Goal 2: Recruit and retain a highly-qualified ODNI cadre with diverse backgrounds, skills, and perspectives to meet current and future mission requirements.**

- Develop and implement a recruiting strategy that ensures access to critical core competencies aligned with the ODNI Civilian Joint Manning Document (CJMD).
- Cultivate and develop diverse pools of talent.
- Capitalize on success by expanding civilian joint duty assignments.
- Engage employees in building a supportive work environment.
- Sustain employees and families through innovative and responsive work-life programs.

**Goal 3: Recognize employee contributions.**

- Enhance the performance management system.
- Refine and adopt awards and recognition programs in line with our changing workforce roles.

**Goal 4: Provide workforce development opportunities.**

- Ensure seamless staffing transitions in alignment with the ODNI CJMD.
- Enhance career management to better develop the workforce.
- Build an ODNI culture of continuous learning and innovation.

**Goal 5: Develop the ODNI’s human resources capabilities.**

- Fully integrate human resources management into the ODNI business planning process.
- Expand HR focus on strategic workforce management services.

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## **Move toward a 50/50 Ratio of Cadre and Detailees**

### Description:

We have established an initiative to move toward a 50/50 allocation of ODNI cadre personnel and rotational assignments from other IC elements to ensure that our workforce maintains current operational knowledge and experience and a fresh perspective on IC-wide issues. This will help ensure that our workforce remains agile, flexible, and knowledgeable about current operations across the IC, and brings the most up-to-date experience to ODNI's oversight and integration responsibilities. Details and rotational assignments help build an integrated and experienced workforce and further the mission of the ODNI and the IC by providing opportunities for employees to obtain an enterprise-wide perspective, cultivate cross-organizational networks, facilitate knowledge and information sharing, and provide gaining organizations with enhanced awareness of ODNI's IC priorities and oversight processes.

### Expected Outcomes/Measures:

Outcome/Measure: Our workforce will be composed of 50% ODNI Cadre and 50% detailees from other IC elements.

### Key Tasks:

- Develop Civilian Joint Manning Document (CJMD) and ODNI Staffing Plan (OSP) – already in progress (Summer 2012).
- Develop corporate strategy for placement of personnel and corresponding policies, if necessary (Summer 2012).
- Develop corporate strategy for reintegration of cadre staff after a detail out (Fall 2012).

### Completion Date:

Long-term – we expect to realize this target through workforce attrition.

### Office of Primary Responsibility:

MSD/HR

### Resources:

Resources will be realigned internally.

### Supports ODNI Strategic Plan Objectives:

#### **PROMOTE A DIVERSE, HIGHLY-SKILLED INTELLIGENCE WORKFORCE THAT REFLECTS THE STRENGTH OF AMERICA**

- Develop and implement human capital strategies that support current and future mission needs, ensure accountability, and promote fairness and equality.
- Recruit and retain a highly-qualified ODNI cadre with diverse backgrounds, skills, and perspectives to meet current and future mission requirements.
- Provide workforce development opportunities.

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**ALIGN MANAGEMENT PRACTICES TO BEST SERVE THE INTELLIGENCE COMMUNITY**

- Leverage ODNI's unique leadership, oversight, and facilitator roles to integrate the IC enterprise.
- Apply successful practices to ODNI human resources management processes.
- Effectively and efficiently manage resources to enable ODNI mission performance.

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## **Develop Civilian Joint Manning Document (CJMD)**

### Description:

ODNI is establishing a Civilian Joint Manning Document to further the goals of the IC to align management practices, strengthen partnerships, and create a diverse, integrated, and highly-skilled intelligence workforce.

The ODNI, like the IC, must be integrated and agile, and must exemplify America's values. In order to establish a representative ODNI team that ensures that the whole is greater than the sum of its parts, the ODNI components must work in concert to establish policies, practices, and plans that incorporate their collective missions, interests, and values.

The CJMD process not only identifies cadre positions, but also denotes positions within the ODNI that are available for rotational assignments for employees of other IC elements. The ODNI is committed to enhancing the process with IC elements to provide an annual staffing plan that identifies the specific positions within each IC element available for rotational assignment. This deliberate process will help each element in their respective workforce planning efforts and facilitate the ODNI in achieving its goal of the 50/50 ratio.

Further, rotation of employees among IC elements creates collaborative environments, information sharing networks, knowledge webs, and personal growth opportunities for individuals. Capitalizing on these rotational assignments experiences strengthens the core capabilities of individuals, agencies, and the IC as a whole.

Additionally, the ODNI workforce should represent the cross-section of the IC and the United States, bringing skills and expertise from each element and sending broader, more diverse employees with new value back to their parent elements.

### Expected Outcomes/Measures:

#### Outcomes/Measure:

- A balanced workforce that will best represent the experience, education, and knowledge of the IC and its employees. This new program will eventually allow the ODNI to establish and manage a staff composed of 50 percent cadre and 50 percent detail employees. The ODNI Staffing Plan (OSP) also will provide a structured mechanism for IC elements to plan their contribution in the way that also meets their own organizational requirements.
- Reduced Personal Services costs through fewer external hires.
- More accurate estimation of annual Personal Services budget.

### Key Tasks:

To implement the CJMD, the ODNI will:

- Establish a working group to provide oversight, coordination, and planning for the program. The working group will provide guidance and direction, establish agency-specific detailee templates, and serve as the primary point of contact for questions, issues, or concerns. (Summer 2012).
- Provide a collaborative web-based environment for sharing information, centralizing communications, and processing assignments. The ODNI Civilian Joint Manning SharePoint site

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will be located on the ODNI Internal Mission Support Division/Human Resources intranet page in the JWICS environment. The site will allow the ODNI and participating elements to manage the assignment process with a page that provides an overview of all ODNI rotational positions, as well as pages for each IC element that lists only the rotational positions for which that element is responsible. (Summer 2012).

- Provide each IC element a staffing plan to include position numbers, job descriptions, and anticipated fill dates for positions designated for that element.
- The ODNI will identify positions in the CJMD as (Summer 2012):
  - Cadre – filled by a permanent or staff reserve ODNI employee;
  - Rotational – filled by a civilian detailee from another IC agency; or
  - Nominative – filled by either a cadre or detailed employee, selected through a “best athlete” approach.

Completion Date:

- 50/50 goal to be achieved through attrition
- Personal Services costs to be reduced by Summer 2014
- Improved accuracy of the Personal Services budget estimate by 2014 budget build

Office of Primary Responsibility:

Lead = MSD/HR and ODNI Comptroller

Resources: Resources will be realigned internally.

Supports ODNI Strategic Plan Objectives:

**DRIVE RESPONSIBLE AND SECURE INFORMATION SHARING**

- Strengthen the relationships and means to optimize the sharing of information and intelligence within the IC and with partners and customers.
- Optimize and integrate capabilities across the IC to share and safeguard information.

**PROMOTE A DIVERSE, HIGHLY-SKILLED INTELLIGENCE WORKFORCE THAT REFLECTS THE STRENGTH OF AMERICA**

- Recruit and retain a highly-qualified ODNI cadre with diverse backgrounds, skills, and perspectives to meet current and future mission requirements.
- Provide workforce development opportunities.

**ALIGN MANAGEMENT PRACTICES TO BEST SERVE THE INTELLIGENCE COMMUNITY**

- Leverage ODNI's unique leadership, oversight and facilitator roles to integrate the IC enterprise.
- Operate as an integrated team that collaborates and communicates effectively.
- Effectively and efficiently manage resources to enable ODNI mission performance.

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## **Develop the Career Advisory Boards (CABs)**

### Description:

The ODNI leadership is committed to our employees' professional development and career enhancement. To that end, we have established a Strategic Human Capital Plan, which includes efforts to highlight opportunities for career development; increase two-way communication between management and employees; and foster a professionally diverse, highly skilled ODNI workforce. As part of this strategy we established Career Advisory Boards (CABs) to help our employees meet their career goals, which will also help maintain a highly capable and experienced workforce at ODNI. The CABs will afford consistent mechanisms for employees to develop stronger relationships with managers who can provide guidance and help employees explore options for career growth. This revamped process will also provide employees with critical feedback for making career decisions, and place a renewed emphasis on individual training needs so that employees can build long-range career development plans. The Executive Review Board (ERB) will govern the CABs. The ERB, composed of the CAB chairs and led by the PDDNI, is responsible for human resources policies and the execution of performance management activities.

### Expected Outcomes/Measures:

Outcome/Measure: Each ODNI employee will be affiliated with a CAB, whose responsibility is to enhance employee performance through career advice and guidance on professional growth opportunities. ODNI personnel will be managed as corporate resources, with career development/training/promotion decisions moved from individual hiring managers to the ODNI level at the CAB.

Measure: Development of well-defined policies and procedures for defining employee career development.

### Key Tasks:

- First round of CAB meetings was conducted Fall 2011.
- Assessing lessons learned and looking at best practices to improve the CAB process going forward.

### Completion Date:

September 2013

### Office of Primary Responsibility:

PDDNI

### Resources:

Resources will be realigned internally.

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Supports ODNI Strategic Plan Objectives:

**DRIVE RESPONSIBLE AND SECURE INFORMATION SHARING**

- Empower an IC workforce that knows how and why to share information responsibly and securely.

**PROMOTE A DIVERSE, HIGHLY-SKILLED INTELLIGENCE WORKFORCE THAT REFLECTS THE STRENGTH OF AMERICA**

- Develop and implement human capital strategies that support current and future mission needs, ensure accountability, and promote fairness and equality.
- Recruit and retain a highly-qualified ODNI cadre with diverse backgrounds, skills, and perspectives to meet current and future mission requirements.
- Recognize employee contributions.
- Provide workforce development opportunities.

**ALIGN MANAGEMENT PRACTICES TO BEST SERVE THE INTELLIGENCE COMMUNITY**

- Operate as an integrated team that collaborates and communicates effectively.
- Apply best practices to ODNI management processes.

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## **Develop the Management Advisory Group (MAG)**

### Description:

The DNI has established a Strategic Human Capital Plan (SHCP) to address various components of professional development and career enhancement for our employees, since we believe that our most valuable asset in the Intelligence Community is the people who make up our workforce. Another component of the SHCP is evolving the EEO-oriented Workforce Advisory Council into the new Management Advisory Group (MAG). The MAG will enable volunteer staff representatives from each ODNI component to voice concerns and priorities to ODNI leaders who are empowered to formulate responses, develop solutions, and revise policies. The MAG will be a collaborative venue for raising awareness and communicating the ODNI leadership's efforts to address workforce concerns. ODNI leaders will also turn to the MAG as a sounding board for issues where they seek an up-front workforce perspective.

The MAG includes two representatives from each ODNI component who will be selected based on their motivation to represent the ODNI as a whole; willingness to partner with employees and management to identify and resolve issues; and a commitment to perform the work necessary to support development and implementation of MAG recommendations.

### Expected Outcomes/Measures:

**Outcome:** The MAG provides a voice from the workforce to ODNI senior leaders, and offers an informal and anonymous venue for the workforce to express its ideas and concerns. The goal of the MAG is to empower the workforce to impact and shape the ODNI work experience and culture.

**Measure:** Concurrently, the MAG leadership will maintain an anecdotal measure of the workforce satisfaction through frequent, on-going communications with their peers.

### Key Tasks:

- Launch the first MAG meeting in December 2011 (complete).
- Select MAG leadership (complete).
- Develop guiding principles and a business process (Spring 2012).
- Develop a communications strategy and processes for communicating/resolving issues (Spring 2012).

### Completion Date:

Although we will continually monitor and improve the MAG, we expect it to be fully operational by Summer 2012.

### Office of Primary Responsibility:

PDDNI

### Resources:

Resources will be realigned internally.

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Supports ODNI Strategic Plan Objectives:

**PROMOTE A DIVERSE, HIGHLY-SKILLED INTELLIGENCE WORKFORCE THAT REFLECTS THE STRENGTH OF AMERICA**

- Develop and implement human capital strategies that support current and future mission needs, ensure accountability, and promote fairness and equality.
- Recruit and retain a highly-qualified ODNI cadre with diverse backgrounds, skills, and perspectives to meet current and future mission requirements.

**ALIGN MANAGEMENT PRACTICES TO BEST SERVE THE INTELLIGENCE COMMUNITY**

- Operate as an integrated team that collaborates and communicates effectively.
- Apply successful practices to ODNI management processes.

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## **Develop an Office of the Ombuds to Explore Informal Options for Resolving and Identifying Concerns in the ODNI**

### Description:

In December 2011, the ODNI launched a Pilot Office of the Ombuds (ODNI Ombuds) to provide an informal place to resolve individual workplace issues and concerns, to identify systemic issues, and to recommend practical solutions. The ODNI Ombuds provides the opportunity to improve communication between the workforce and senior management, and serves as a venue for employees or managers who have an issue or concern. Although the Ombuds it is not a prerequisite for any formal process, the ODNI Ombuds serves as a useful guide when employees are unsure where to go to have their problems addressed. Use of the Ombuds office is voluntary and all communication is held in strict confidence. The ODNI Ombuds also has the opportunity to provide leadership across the IC, by assisting IC elements to either create Ombuds offices or support existing offices by sharing resources and best practices.

### Expected Outcomes/Measures:

Outcome: Employees will have an informal means to consult for resolution of workplace issues; senior leadership will have an additional avenue to learn of workforce concerns and identify systemic issues, and the ODNI has the opportunity to improve IC relations by providing needed leadership to IC Ombuds offices.

### Measures:

- Increase in number of visitors consulting the Ombuds.
- Decrease in number of formal issues.

### Key Tasks:

- Launched Pilot Office in December 2011.
- Incorporate Ombuds into component level meetings (started in December 2011)
- Monitor and track number of cases and employee feedback (semi-annually July 2012).
- Connect with Ombuds Offices in each IC element (Spring 2012).

### Completion Date:

We expect to continually monitor the Ombuds program and update as necessary.

### Office of Primary Responsibility:

Chief Management Officer

### Resources:

Resources will be realigned internally.

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Supports ODNI Strategic Plan Objectives:

**PROMOTE A DIVERSE, HIGHLY-SKILLED INTELLIGENCE WORKFORCE THAT REFLECTS THE STRENGTH OF AMERICA**

- Develop and implement human capital strategies that support current and future mission needs, ensure accountability, and promote fairness and equality.
- Recruit and retain a highly-qualified ODNI cadre with diverse backgrounds, skills, and perspectives to meet current and future mission requirements.

**ALIGN MANAGEMENT PRACTICES TO BEST SERVE THE INTELLIGENCE COMMUNITY**

- Apply best practices to ODNI management processes.

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## **Enhance the Executive Review Board**

### Description:

The Executive Review Board (ERB) was established in March 2006 to perform a vital advisory function on ODNI issues such as selection of officers into the Senior National Intelligence Service (SNIS); management of senior assignments; and development and execution of an effective performance management program for the ODNI.

The role of the ERB will now be expanded to include oversight and governance for the CABs. The CABs will provide recommendations to the ERB, and the ERB will consider and validate the CAB's proposals for submission to the DNI/PDDNI.

Membership will be chairs of the CABs, the PDDNI, and the CMO, with non-voting representatives from the Equal Employment Opportunity Office, Office of General Counsel, and Office of Human Resources.

### Expected Outcomes/Measures:

Outcome: The ERB will be an executive-level body that will have a broad overview of the organization and can make informed decisions about the structure of the workforce and champion the transition to a performance-based culture.

#### Measures:

- Improved resource allocation for high-priority human capital activities.
- An Executive cadre that supports future mission needs.
- Fair and reasonable performance review process.

### Key Tasks (Spring 2012):

- Define ERB membership – complete.
- Revise ERB policy document to include the expanded roles – Summer 2012.

### Completion Date:

Summer 2012

### Office of Primary Responsibility:

PDDNI

### Resources:

Resources will be realigned internally.

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Supports ODNI Strategic Plan Objectives:

**SET STRATEGIC DIRECTION AND PRIORITIES FOR NATIONAL INTELLIGENCE RESOURCES AND CAPABILITIES**

- Optimize IC resources to achieve national strategic objectives.
- Implement strategies, policies, guidance, and plans to manage an integrated IC that ensure compliance with the law and appropriately protect civil liberties and privacy.

**PROMOTE A DIVERSE, HIGHLY-SKILLED INTELLIGENCE WORKFORCE THAT REFLECTS THE STRENGTH OF AMERICA**

- Develop and implement human capital strategies that support current and future mission needs, ensure accountability, and promote fairness and equality.
- Recognize employee contributions.
- Provide workforce development opportunities.

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## **Continue to Improve Strategic Acquisition and Contractor Management**

### Description:

The DNI is committed to the effective planning, management, and allocation of contractor resources to further the ODNI Mission. The ODNI provides leadership and guidance to the IC. As such, our value depends on our ability to adjust to challenges in a dynamic global environment; agility within our resource portfolio to manage human capital and finances; and improve overall accountability to our various stakeholders. We understand the reliance on industry and academic partnerships for technical delivery of capabilities, and these efforts require effective acquisition management to achieve timely results.

As part of this commitment, ODNI is embarking upon a thorough assessment of our use of contractors and conducting a skills assessment to ensure appropriate use and complement of contractors as part of a robust workforce planning effort. Specifically, the ODNI has conducted Phase I of the zero-based review of its core contractors, which reviewed historical contractor data, validated the current contractor baseline, and will verify the type and reasons for contractor support. The review will also revalidate the mission and functional areas supported by core contractors, identify areas of overlap, determine personnel requirements for mission success, and review areas for more effective allocation of resources.

The ODNI is a maturing organization focused on strategic planning and recently developed the ODNI Strategic Plan, which identifies our strategic goals and objectives. In light of this, a strategic assessment of ODNI's contracting processes and procedures has initiated several actions to achieve better management of resources. These actions include yearly reviews that capture ceiling caps applied to specific functions, and an efficiency study and objective force model to achieve an optimized contractor complement to supplement government staff for unique expertise, transient work, and cost efficiency.

We recognize that improving the ODNI workforce's acquisition awareness is a critical component of this initiative. Consistent with this objective, we are focused on acknowledging acquisition and contracting skills as a professional discipline in the ODNI. We will provide career enhancement opportunities, develop standard COTR performance objectives, establish a recognition and awards program, increase acquisition awareness across the workforce regardless of position, and enhance the COTR training, and certification process.

### Expected Outcomes/Measures:

#### Outcome/Measure:

- Attain a suitable workforce balance – blend of skills, mission, government, and contractor functions.
- Leverage IC efficiencies (identify redundancies, potential realignments, and resources across the IC).
- Decrease total workforce costs.
- Reduce the number of contractors.

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Key Tasks:

We have completed the following key tasks for Phase I:

- Reviewed historical data on core contractor resources – completed February 2012.
  - Component Directors justified requirements for resources.
- Established current baseline of available resources and their uses – completed February 2012.
  - Reviewed current workforce allocation and alignment to budget categories.
  - Reviewed Budget Category/Contract Functions.
- Standardized data into a common platform- completed February 2012.

The following key tasks are ongoing:

- Providing recommendations for aligning acquisition strategies to meet Strategic Goals and Objectives (Fall 2012).
- Providing observations on Contract Portfolio balance. Consolidating similar contract requirements (Spring 2013) linked to or dependent on above bullet, will also require completion of repository.
- Performing strategic sourcing (Begin Summer 2012) linked to contract consolidation or contract renewals.
- Providing metric reports (Quarterly beginning April 2012).

Completion Date:

See above.

Office of Primary Responsibility:

MSD

Resources:

Resources will be realigned internally.

Supports ODNI Strategic Plan Objectives:

**PROMOTE A DIVERSE, HIGHLY-SKILLED INTELLIGENCE WORKFORCE THAT REFLECTS THE STRENGTH OF AMERICA**

- Develop and implement human capital strategies that support current and future mission needs, ensure accountability, and promote fairness and equality.

**ALIGN MANAGEMENT PRACTICES TO BEST SERVE THE INTELLIGENCE COMMUNITY**

- Apply best practices to ODNI management processes.
- Effectively and efficiently manage resources to enable ODNI mission performance.

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## Ensure Diversity, Equity, and Inclusion

### Description:

The IC Equal Employment Opportunity and Diversity (EEOD) Office was created in 2006 to better integrate functions in the ODNI and the IC, leverage resources, and provide new strategic direction. In addition to IC-wide policy and oversight responsibilities, the office also provides EEOD services to the ODNI workforce.

The DNI and ODNI senior leaders recognize that diversity is mission-critical in ensuring our nation's security. Diversity includes all aspects that make individuals unique and America strong—race, gender, ability, heritage, age, sexual orientation, ideas, and perspectives.

The ODNI should also be a role model in building an inclusive work environment by having a corporate culture that encourages fairness and equity, and that enables all employees to contribute to their full potential. A supportive, welcoming work climate fosters employee engagement and empowerment.

### Expected Outcomes/Measures:

Outcome: As an oversight organization, IC EEOD has unique insights into the organization. The office analyzes workforce data, identifies potential diversity barriers, manages the discrimination complaints process, conducts training, and advises ODNI management on workplace climate issues. The office is developing an ODNI EEOD Implementation Plan (HR annex) that is linked to the five year IC EEOD Strategic Plan.

### Measures:

- Quantifiable improvement in areas of underrepresentation in the ODNI workforce.
- ODNI leaders, managers, supervisors, and staff that affirm and can articulate the contribution of diversity to mission success.
- Visits with individual component leaders to review "diversity scorecards" and best practices.
- Improved integrity in ODNI personnel data and demographic information.
- Diversity element in ODNI performance objectives and standards.
- Continued improvement in EEO complaints processing timeliness.
- Analysis and reduction in barriers to maintaining a diverse workforce and fair environment.

### Key Tasks:

- Develop the ODNI EEOD Implementation Plan (HR annex) – Sept 2013.
- Update the five-year IC EEOD Strategic Plan (2013-2018) – Sept 2012.
- Analyze the workforce and identify potential workplace barriers – Sept 2013.
- Ensure that outreach and recruitment strategies draw from all segments of society – Sept 2014.
- Support participation in employee affinity and resource groups – Sept 2013.
- Use automated EEOD tools to streamline and enhance work processes – Sept 2013.
- Ensure all ODNI employees have access to robust, relevant EEOD training – Sept 2013.
- Ensure diversity and inclusion to drive organizational performance, productivity, and mission success – Sept 2014.
- Develop policies and procedures for reasonable accommodations and harassment prevention – Sept 2012.
- Explore IC-wide shared services for cleared EEO investigators and sign language interpreters – Sept 2013.
- Build capacity on IC EEOD web site – Sept 2012.

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Completion Dates:

See above.

Office of Primary Responsibility:

IC EEOD and MSD HR

Resources:

Resources will be realigned internally.

Supports ODNI Strategic Plan Objective:

**PROMOTE A DIVERSE, HIGHLY-SKILLED INTELLIGENCE WORKFORCE THAT REFLECTS THE STRENGTH OF AMERICA**

- Develop and implement human capital strategies that support current and future mission needs, ensure accountability, and promote fairness and equality.
- Recruit and retain a highly-qualified ODNI cadre with diverse backgrounds, skills, and perspectives to meet current and future mission requirements.
- Recognize employee contributions.

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