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Statement for the Record
"Current Status of Diversity Across the Intelligence Community"
Before the House Permanent Select Committee on Intelligence
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Chairman Schiff, Ranking Member Nunes, and distinguished members of the Committee, it is a privilege to testify today on the status of diversity in the Intelligence Community (IC), and specifically on the status of diversity within the Defense Intelligence Agency (DIA). This is an issue that is of great importance to the Department of Defense (DoD), to the Defense Intelligence Enterprise, and to me as the Director of the DIA.

DIA fills a unique role at the intersection of the DoD and the IC. DIA officers fulfill the critical mission of providing strategic, operational, and tactical defense intelligence to our warfighters, defense planners, policymakers, and the acquisition community. The foundational intelligence that DIA, our colleagues across the Defense Intelligence Enterprise, and our allies and foreign partners provide on foreign military capabilities helps to translate national policy into executable military action and to inform the joint force.

Diversity and inclusion are not only important to me personally, but critical to the health of our workforce and a key enabler of mission success. It is part of my strategy to create an agile and proactive workforce that is postured for the global operating environment. It is imperative that our workforce reflects the very nation that we seek to protect and brings with it diversity of thought, experience, and background.

A more diverse, inclusive workforce starts with recruitment. DIA is committed to hiring exceptional talent for careers around the world that support our mission. We have developed a more intentional approach to recruitment and have built relationships with 45 Historically Black Colleges and Universities, 34 Women's Colleges, 15 Hispanic Serving Institutions, minority-centered professional organizations, and schools for those with disabilities, such as Gallaudet University.

Within the civilian ranks, DIA diversity has steadily increased over time:

- Representation of women in the DIA workforce has increased by 11 percent from fiscal year (FY) 2017 to FY 2021.
- Representation of people of color in the DIA workforce has increased 14 percent from FY 2017 to FY2021.

- Representation of Persons with Disabilities in the DIA workforce has increased 2 percent from FY17 to FY21.

DIA has been working to become a more diverse, accessible, and inclusive agency through a variety of initiatives and changes to our human resource processes. We are making progress, but we know that recruitment efforts alone are not sufficient to sustain a diverse workforce; we have more work to do. Like our IC colleagues, we've found that retention and promotion of women and people of color in our workforce is where we need to do the most work.

Despite strong hiring numbers, women and people of color are concentrated in non-leadership and mission-enabling roles, with fewer at the senior ranks and in core analytic, collection, and science and technology missions. We are prioritizing support for training, education, and career broadening opportunities for our workforce, as well as taking steps to reduce bias in the promotion process.

This is necessary to keep our workforce challenged and engaged, to set them up for promotion, and to keep us competitive with the private sector and other U.S. government organizations. Talent development, a consistent theme in our annual workforce climate surveys, demonstrates leadership commitment to fostering an inclusive environment and creates the career paths necessary to create diverse applicant pools for senior level positions.

To help us understand our diversity profile, what is holding us back, and what we can do about it, DIA stood up a data working group in our Equal Opportunity (EO) office in 2019. EO inventoried and audited various data sources, studied trends over the last five years, and began conducting root cause analysis, which we have dubbed the Barrier analysis, and held focus groups to interpret the findings. We've also begun using our EO office to not only ensure compliance with the law, but to proactively promote education, outreach, recognition, and appreciation of how workplace diversity and inclusion is not only imperative for mission success, but the right thing to do.

As such, DIA has resourced its EO office to reflect the priority we are placing on recruiting and retaining an exceptional and diverse workforce. We have 45 officers committed to designing and implementing a comprehensive training program for supervisors and employees, conducting an agency barrier analysis, designing and implementing a new Diversity and Inclusion Strategy, conducting focus groups, surveys, outreach, data analysis, and research on historic and current Diversity and Inclusion-related trends.

We have engaged a small, minority-owned business to conduct a data-driven management approach to diversity and to provide data analytics and visualization training to EO staff. We have also added eight new positions to the EO office to support outreach and training efforts, as well as to improve the timeliness of investigations. It is my intent that DIA's data-driven approach to diversity and inclusion will be incorporated into our long-term Strategic Diversity Implementation Plan.

While we don't have all the answers we would like, we are committed to focusing on the obstacles to progress and developing long-lasting solutions that drive change. In recent years, we have:

- Broadened the diversity requirements of promotion and hiring panels to counter potential bias in these processes;
- Removed gender pronouns in officer appraisals and promotion applications to facilitate more anonymized selection processes;
- Instituted mandatory EO, ethics, and unconscious bias training for supervisors and employees involved in hiring and promotions;
- Offered training and coaching to our officers on writing promotion packages and conducting mock interviews;
- Prepared diversity profiles for each DIA element so leaders have greater insight into their organizations;
- Actively partnered with affinity groups to enhance understanding of challenges experienced by segments of the workforce; and
- Led the IC in establishing an Information Technology Accessibility Office to proactively prepare for and respond to special IT access requests;
- Organized disability groups to ensure immediate attention is given to any policy, funding, or facilities issue that negatively impact employees with disabilities.

An essential component of how I've asked the agency to approach this effort is to build in accountability. DIA's most senior leaders—especially myself—are taking personal responsibility for this effort. The agency is including diversity and inclusion as one of the performance measures for all senior executives. We are also closely watching DIA's progress and effectiveness, including through implementation of Executive Order 14035 requirements on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce. We are actively linking data to outcomes so we can identify the barriers that prevent the agency from progress. In order to create a workplace climate where all team members are safe from discrimination, abuse, sexual assault and harassment I have enacted a 'Duty to Act' pledge for all DIA managers, supervisors and senior leaders. This pledge serves to ensure that all leaders understand their responsibility to act on allegations of wrongdoing brought to their attention.

In addition to the work we are doing within, DIA is working with our IC and DoD colleagues. In concert with the IC Equal Employment Opportunity and Diversity Office, DIA is helping develop and implement an educational campaign to spark and drive a community-wide effort to foster an inclusive, welcoming environment for all IC officers to advance mission success. The IC Small Steps Campaign is designed to facilitate cooperation and collaboration through common themes and messaging that promote equitable management and workplace practices. As a part of this effort, DIA has designed a program spotlighting Science, Technology,

Engineering, and Mathematics (STEM) and celebrating the Diversity of DIA officers who have excelled in STEM-based careers.

DIA is also recruiting more diverse applicants in STEM fields by utilizing DoD intern and scholarship programs to attract new STEM talent. The Science, Mathematics and Research for Transformation (SMART) is a DoD program, leveraged by DIA, that offers scholarships to undergraduate, masters, and doctoral students in STEM fields.

These initiatives have showed dividends and we will continue to prioritize them as we work toward a more inclusive DIA. The professional ethics of the IC require that we embrace the diversity of our nation, promote diversity and inclusion in our workforce, and encourage diversity in our thinking. While there has been steady progress in improving the representation of people of color, women, and Persons with Disabilities, I recognize there is still more to be done to better reflect the rich diversity of our country.

Thank you for holding this hearing and bringing this issue to the forefront. The success of our warfighters in the field and our policymakers here at home rests on superior intelligence information and capabilities, which in turn depends on our most important asset... our people. Reducing bias, eliminating glass ceilings and walls, and attracting and retaining the most qualified intelligence officers are our priorities.

I am privileged to lead DIA and its outstanding workforce. Thank you for your continued confidence and support.