Honorable Ronald Moultrie

Under Secretary of Defense for Intelligence & Security
Statement for the Record "Current Status of Diversity across the Intelligence Community"
Before the House Permanent Select Committee on Intelligence

In one of his first messages, Secretary of Defense Austin shared three priorities: defend the nation; take care of our people; and succeed through teamwork. We all share his commitment to "lead with our values, building diversity, equity, and inclusion into all aspects of our work and in everything we do" because we know this will drive an innovative, constructive environment where "every person has the space to contribute fully."

Workforce diversity is a mission imperative for the Defense Intelligence and Security Enterprise. Diversity plays a vital part in the national defense strategy because it is only through our people that we achieve our objectives, overcome our greatest challenges, and ensure our competitive advantage. The women and men of the Defense Intelligence and Security Enterprise represent the very best of our nation.

The Department demonstrates its commitment to diversity, equity, and inclusion (DEI) through weekly meetings of the Deputy's Workforce Council (DWC), which is co-chaired by the Deputy Secretary of Defense and Vice Chairman. The DWC's focus is to address the Department's people management, personnel policy, and total force requirements by studying a broad set of workforce issues, including sexual harassment and sexual assault prevention and response, countering extremism, and diversity, equity, and inclusion. The DWC is also focused on workforce development and talent management, which are critical to creating an equitable, inclusive, and capable force across all domains.

An increase in diversity of Department senior leadership is becoming more evident, most recently with the first women serving as Commanders of U.S. Southern Command and U.S. Transportation Command. Women also serve as the current Directors for Intelligence within the Department of the Army and the Department of the Air Force.

Although the timeline for the Department's ongoing DEI efforts are often described as "marathons," we need to change the nomenclature and describe those efforts as "sprints." We know that these DEI activities should, and must, become part of how we do business, and these are places where we must move faster to build a more capable defense intelligence and security workforce. We're sprinting to recruit the most capable people to serve our nation. We're sprinting to support and develop the varied skill sets we need to outpace our global competitors. We're sprinting to retain the workforce that honors our past practices while moving us toward our future.

WORKFORCE TRENDS

The workforce of the Defense Intelligence and Security Enterprise is composed of approximately 100,000 members of the U.S. Armed Forces and 58,000 civilians across the Defense Intelligence Agency (DIA), the National Geospatial-Intelligence Agency (NGA), the National Security Agency (NSA), the National Reconnaissance Office (NRO), and the intelligence and counterintelligence elements of the Army, Navy, Air Force, and Marine Corps. The 58,000 civilian employees are in the Defense Civilian Intelligence Personnel System (DCIPS), which the Under Secretary of Defense for Intelligence and Security (USD(I&S)) oversees on behalf of the Secretary of Defense.

We must strive to be informed by accessible, transparent, and relevant data to drive decision making for workforce issues, but this is not about data alone. As the USD(I&S), I focus on fundamental, cultural changes for a workforce that represents a microcosm of America, guiding that workforce toward necessary DEI progress, and develop new metrics that focus on workforce perspectives and performance.

- Overall the demographic diversity among the 58,000 civilians has increased slightly from Fiscal Year (FY) 2018 to FY 2020.[1]

    o The representation of women increased slightly, from 35.2% to 35.7%.

    o Women made up 37.2% of new hires in FY 2020, down from 38.2% in FY 2018.

    o Women made up 33.0% of managers and supervisors, up from 32.5% in FY 2018.

    o Women are increasingly represented overall, although that level of representation declines from the GG-14 and below levels. Data is lacking on specific causal reasons for this decline; however, we are examining professional development and assignment history as potential factors.

    o People of color or minority representation is now at 27.7%, a slight increase from 26.8% in FY 2018.

    o Such representation of minorities, in the Navy and Marine Corps increased from 28.0% to 28.8%, the Army increased from 26.7% to 27.0%, and the Air Force decreased from 27.7% to 27.0%.

    o This same representation at DIA increased from 34.7% to 36.2%, NGA increased from 25.5% to 26.6%, and NSA increased from 23.4% to 24.8%. During this same period, NRO experienced a decrease of 3.3% in minority representation that we believe is an anomaly attributed to the relatively small civilian workforce.

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[1] Office of the Director of National Intelligence, "Annual Demographic Report: Fiscal Year 2020," and data from the Human Capital Management Office within the Office of the Under Secretary of Defense for Intelligence and Security.

- During this same period, we have increased the representation of Persons with Disabilities (PWD) to 15.6% across DCIPS, which exceeds the 12% goal set by the Equal Employment Opportunity Commission

    o Such PWD representation in the Air Force has remained above 17%, the Navy and Marine Corps increased from 16.2% to 17.8%, and the Army increased from 18.7% to 22.8%. These trends are due, in large part, to efforts to recruit wounded warriors and disabled veterans.

However, during this same period, there are some trends in DCIPS that require additional leadership focus.

- Representation of women decreased in the Army from 27.6% to 27.2%, and in the Navy and Marine Corps from 32.4% to 32.1%. Representation of women in the Air Force increased slightly from 26.2% to 26.6%. Representation of women at DIA, NGA, and NSA increased an average of 1.1%.

- The attrition of women, minorities, and PWD occurred at higher rates than our ability to recruit new hires into the workforce. We believe the primary causal factor is that our primary source of new hires is those members of the U.S. Armed Forces who are separating from active duty. For example, approximately 70% of new DCIPS hires for the Army came from that primary source. We must look to expand our sources of new hires.

- Despite the recent increase in representation, minorities, women, and PWD continued to be less represented at the higher pay grades of GS/GG-13 and above. This results in a smaller mid-pay grade pipeline, which, in turn, contributes to our DEI challenges.

I am working along several fronts to address these challenges. We are conducting barrier analyses to guide our efforts on any issues affecting diversity, equity and inclusion. The ODNI-led campaign to increase inclusivity is underway at NGA, NSA, DIA, and NRO, and within the OUSD(I&S).

We are also working collaboratively across the Enterprise to collect more comprehensive workforce data and reporting metrics. The Deputy Secretary of Defense issued a "*Creating Data Advantage*" memorandum earlier this year, which requires DoD's Total Workforce data (military, civilian, and contractor) consolidation into a single repository for the purposes of enabling Senior Leadership decision making, accountability, and auditing. This Departmental effort will enable the ability to monitor progress, identify gaps, and address issues in near real-time, including in the Defense Intelligence and Security Enterprise.

The growth in overall female and minority retention within DCIPS can be attributed to our focus on identifying and greater outreach to broadly diverse applicant pools, whether in academia, professional organizations, or those specific regions of the country rich in diverse talent. Changes in civilian recruitment strategy include an Air Force outreach to Centers for Academic Excellence schools as a source of interns and entry level hires. In addition, the

Military Departments continue to use command climate survey data and other data sources to inform focus on leadership and work-life issues affecting workforce satisfaction.

As USD(I&S), I have four key focus areas in prioritizing diversity: **recruitment, talent development, promotion, and retention.**

RECRUITMENT

The COVID-19 pandemic has presented unforeseen challenges and also created opportunities for innovation that will continue to pay dividends going forward. The Department does not yet have comprehensive data on how the pandemic has impacted recruiting, but there are many examples of ongoing and new recruiting initiatives, some of which have been inspired by practices from our industry partners. Those challenges and opportunities include:

- Internship programs, which are be a major source of entry-level diversity, were significantly affected by the pandemic. For FY 2020, the number of interns at NGA decreased by 60%, at DIA decreased by 26%, and NSA paused its intern program.

- NGA has increased emphasis on the number of Historically Black Colleges and Universities (HBCU) and minority serving institutes (MSI) in its recruitment strategy. NGA has designated some 84% of these schools as their primary recruiting sources for internship talent thus diversifying its applicant pool. NGA also hosted its first ever HBCU showcase, which included 17 representatives from ten HBCUs and launched the MSI information series. This sparked discussion on how NGA's mission areas aligned with the MSI's academic programming.

- In January 2021, NGA conducted a pilot program to source for neurodiverse talent. Since neurodiverse applicants are not able to serve as members of the Armed Forces, they have more limited access to defense intelligence careers. Individuals with autism, learning challenges, or other sociability challenges may have exceptional talents in areas of interest to the IC. NGA integrated lessons learned to more effectively hire and support the needs of neurodiverse candidates and employees. The Office of Naval Intelligence is engaged in a similar effort.

- NSA, DIA, and NGA have offered Stokes Educational scholarships. Since 2019, NSA has offered 42 Stokes scholarships and hired 75% of its Stokes graduates.

TALENT DEVELOPMENT

It is important for DCIPS employees to be provided access to training and educational opportunities and understand how to best develop their skills. Such opportunities should be provided equitably through educational and rotational opportunities. My focus in the area of talent development includes:

- The conducting of barrier analysis studies to identify where lack of key assignments acts as a barrier to advancement for minorities and women. Such studies allow close partnering with employee resource groups to ensure equity of opportunity.

- The Intelligence Community (IC) Joint Duty Assignment (JDA) Program creates a feeder pool of eligible candidates for the senior ranks of the IC. Research indicates that minorities and women benefit greatly from JDAs. Informal feedback from the IC workforce continues to suggest that opportunities for JDAs are being limited by managers and further, that these developmental opportunities are not being shared across the full DISE workforce. We've launched an effort to get fact-based data and the DNI intends to study equitable access to the IC JDA program.

- More deliberate steps have been taken towards educating our workforce on diversity, equity, inclusion, and accessibility topics by revamping current training, modifying curricula, and sensitizing the workforce to the effects of unconscious bias.

As the USD(I&S), I plan to examine the objectives of Defense Intelligence Senior Executive Service (DISES) and Defense Intelligence Senior Level (DISL) performance plans to understand the specific actions taken to ensure improvement of diversity within the Defense Intelligence and Security Enterprise.

PROMOTION AND RETENTION

I intend to re-focus the DCIPS retention effort and set goals to achieve results. We are not seeing optimal rates of diversity at the GG-13 level and above, which is necessary to promote women, people of color, and persons with disabilities to the DISES and DISL levels. To create an environment that fosters talent retention, I intend to focus on the following areas:

- **Culture.**

  o Creating a workplace climate where all team members are safe from discrimination, abuse, and harassment is integral to culture. The Department is putting significant investments into improving responses to sexual harassment and integrated violence prevention, including prevention of sexual harassment, by implementing recommendations from the Independent Review Commission and the Secretary's Immediate Actions to Counter Sexual Assault and Harassment. While these changes apply to the Service members who comprise the Defense Intelligence Enterprise, there are ongoing efforts to expand these types of programs to civilian personnel who experience sexual harassment or assault.

  o The challenge of COVID-19 initiated a culture change within the IC to increase the opportunities to perform unclassified work and training through telework. The option to telework, at least part-time, is available for more intelligence professionals than it has been in the past, and there are new advances to support virtual collaboration. NGA established a Sign Language Interpretation Operation Center (SLIOC), which is a centralized video remote interpreting hub where NGA's sign language interpreters provide interpreting services remotely. SLIOC

is the first of its kind within the IC. OUSD(I&S) will work to build on such initiatives as part of broader re-entry and future of work reviews and examine other options to allow greater access from alternative work locations.

- **Career Advancement Opportunities.** The Military Departments will continue to manage the career paths for those intelligence and counterintelligence personnel who are members of the Armed Forces, and the OUSD(I&S) develops and manages career paths for DCIPS and intends to establish a career path for defense security civilian professionals.

Connections. DISES and DISLS must take a more active role in supporting employees' sense of belonging in the workforce and make space for discussions about identity, work-life balance, and how the culture for intelligence professionals can improve. In addition, those same leaders take a more active role in career development, planning, and sponsorship.

CONCLUSION

In conclusion, I believe the Defense Intelligence and Security Enterprise must have access and appeal to the full range of talented Americans called to serve. Department leadership is committed to ensuring an environment where all Americans feel welcomed, supported, and valued. The IC does not get easy questions, and it needs the best minds our nation has to offer, from all walks of life, to work together as a team and find the answers. That is our obligation to our mission, our nation, and our people—we must expect no less than our best.

On a personal note, I appreciate the opportunity to share my perspective on these issues, and I value the exchange of ideas between the members of this committee and IC leaders. It is clear that there is much work to do. However, I believe we are well postured to make significant and steady progress, both in short-term sprint initiatives and long-term cultural changes.