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**BUILDING CAPABILITIES:
THE INTELLIGENCE COMMUNITY'S NATIONAL SECURITY
REQUIREMENTS FOR DIVERSITY OF LANGUAGES, SKILLS, AND
ETHNIC AND CULTURAL UNDERSTANDING
HEARING**



**STATEMENT FOR THE RECORD
(AMENDED COPY)
HOUSE PERMANENT SELECT COMMITTEE
ON INTELLIGENCE**

05 November 2003

**Mr. Armando E. Rodriguez
Chief, Diversity Management and Equal Opportunity
Defense Intelligence Agency**

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Statement for the Record
Mr. Armando Rodriguez
Chief, Diversity Management and Equal Opportunity Office
Defense Intelligence Agency
“Building Capabilities: The Intelligence Community’s National Security
Requirement for Diversity of Languages, Skills, and Ethnic and Cultural
Understanding”
Before the House Permanent Select Committee on Intelligence
5 November 2003

I. Introduction

Thank you for this opportunity to talk about the extensive and innovative programs and initiatives being implemented across the Defense Intelligence Agency to optimize Intelligence Community (IC) capabilities. As the Chief, Diversity Management and Equal Opportunity Office, DIA, I am pleased to say that the IC agencies are collaborating at an unprecedented level in sharing ideas, resources and expertise to ensure that the IC has the diversity and skills that are required to meet the formidable challenges we face now and into the future.

The keys to building DIA’s future workforce are through unprecedented strategic initiatives, which I will highlight today as they relate to your expressed areas of interest. DIA recruitment, retention, and training strategy have been transformed to create and maintain the critical talent required to meet the challenges of the 21st Century. DIA has launched key initiatives to ensure a “partnership of highly skilled people and leading edge technologies to provide war fighters, policymakers and planners with assured access to required intelligence.”

II. Competition with the Private Sector

DIA competes with the private sector for talent on both the hiring and retention fronts. On the hiring front, competition has increased precipitously with a host of new private sector companies making their foray into the intelligence domain. There has also been additional competition from other IC organizations as well as state and local governments, which are also building their own intelligence capabilities. On the retention front, public sector organizations have been a bigger competitor than the private sector. Of those who left DIA in the past three years, 35% indicated their next employer as a public sector organization and only 10% as private sector companies. Beginning in FY03, DIA instituted a rigorous attrition analysis program in order to better understand factors of attrition; the Agency currently is developing corresponding mitigation strategies to address these factors.

III. Recruitment and development efforts to create and maintain a workforce with the necessary educational, linguistic, ethnic and experiential backgrounds and skills

I want to emphasize that our diversity efforts are overwhelmingly focused on the critical skill areas. In the years prior to 9/11, the focus of DIA's strategic recruitment program focused on academic disciplines steeped toward analysts, collectors, and information managers with specialized skills. Directorate requirements changed little from year to year, and essentially mirrored those skill sets of the current workforce.

While some efforts were made toward a more strategic approach to defining future skills requirements prior to 9/11, the terrorist attacks drove the Agency to accelerate and redefine the very nature of our intelligence officer and support officer core. DIA's analytical focus returned to truly "all source" analysis, providing immediate on-demand access to all sources of data. Its collection focus changed from episodic reconnaissance, primarily from technical collection platforms, to long-dwell, persistent surveillance, with a heightened emphasis on Human Intelligence (HUMINT) collection. Information management focus shifted toward content tagging and building interoperability at the data, vice systems level, enabling horizontal integration of information from all sources, at all levels of classification.

To meet this change in Agency focus, DIA's Office for Human Resources (DAH) worked with Agency directorates to develop annual workforce analysis plans which defined the needed skill sets. Armed with the skills requirements, DAH, in conjunction with the Diversity Management and Equal Opportunity Office (MD), built a recruitment program that targeted a diverse set of applicants with the necessary skills mix for mission accomplishment. Last year, DIA hired a professional ad agency, TMP. The three DIA specific ads they developed won National recognition through the Society of Human Resources Management. The DIA ads were recognized in both the creative excellence award category for design and presentation, and in the black and white magazine ad category.

In FY03, DIA embarked on a very intense and aggressive hiring program to meet current and future skills sets. DIA participated in 72 recruitment events at academic institutions, military sites, and professional organizations. DIA hired over 600 new employees in FY03, by far the largest influx of new employees in recent memory!

Hiring:

Hiring:			
Hiring Rate Summary			
	FY01	FY02	FY03
DIA	9%	10%	16%
Federal Government	20%*	21%**	17%***

Notes:

- * based on BLS data from calendar year January - December 2001
- ** based on BLS data from calendar year January - December 2002
- *** based on BLS data from September 2002 - August 2003

With regard to development of DIA language capabilities, DIA has morphed its strategy to meet growing global requirements. Over the past several years, Agency demand for analysts with language capability has increased significantly. We are transforming a workforce able to meet multiple global crises, meet the ability to surge as required, and meet a growing need for a more geographically mobile workforce. Language capability and cultural awareness via overseas experience enhances our ability to meet these mission needs.

In addition to an increased language emphasis for our analytical workforce, DIA's renewed emphasis in the area of HUMINT necessitated a corresponding increase in the requirement for language skills. Today, DIA recruits individuals with a number of targeted languages. DIA has a distinct advantage in our attaché system, in that the majority has language proficiency.

Many requirements for linguists since 9/11 have been filled with contract linguists. Currently, DIA has a requirement for nearly 1000 linguists, who will enhance their capabilities by being in a country and learning the cultural context of the area. Reservists offer us another resource and we are using them in all our operations.

Prior to 9/11, recruitment of analysts and HUMINT personnel with language skills was highly desired, but not an absolute requirement. DIA intends to expand and make language proficiency and cultural orientation mandatory for many of our specialists.

DIA is concentrating on recruiting people with language capabilities, and targeting recruitment in areas in the U.S. with high representation of ethnic capabilities that will support our requirements.

We would emphasize, however, that our targeted outreach efforts will not be conducted in a manner that undercuts equal opportunity and recruitment for all racial and ethnic groups, both minority and non-minority. Nor are our diversity programs intended to achieve proportional representation on the basis of race or ethnicity.

At the Intelligence Community level, DIA participates in four recruitment events per year as part of a collaborative effort to enhance the IC presence at colleges, universities, and professional association events. Additionally, DIA maintains a presence on the Intelligence Community Internet website, and has led and participated in Intelligence Community advertising programs. In fiscal year 2003, DIA led an unprecedented initiative to develop and publish a joint Intelligence Community Agency ad, in three of the broadest reaching minority publications.

The Community Diversity Issues Board (CDIB) maintains a key focus on academic outreach. We believe the key to effective strategic recruitment is connecting with students and the faculty that prepares them to enter our agencies. We need to make them aware of the academic majors and skills we require, including foreign languages, and the many exciting and rewarding career opportunities that we offer. Therefore, student programs and academic outreach are a very important part of our strategy. IC agencies, individually and jointly through the IC Recruiting Working Group, participate in

a host of job fairs each year to reach diverse candidates in critical skill areas. Some examples of career fairs that agencies will jointly participate in this fall include:

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

IC agencies will participate in many similar recruitment activities throughout the year.

The CDIB led two Intelligence Community Colloquia in FY 03. The purpose of the colloquia is to increase awareness of the role, mission and contributions of the IC among colleges and universities that have significant minority enrollments and to foster enhanced recruiting and academic relationships with these schools. The initial pilot for our colloquia was held at Trinity College here in Washington in October 2002. Trinity is a college for women and also has a large enrollment of African-American students. In September 2003, DIA led an IC colloquium at New Mexico State University where Dr. Mark Lowenthal was our guest speaker. Dr. Lowenthal, along with eight other senior executives from across the community, enthusiastically shared about the real world challenges we face, the importance of what we do, and the type of talent we need. The target group at New Mexico State was Hispanics. Approximately 60% of the students enrolled in the Intelligence Studies program there are Hispanic. New Mexico State University is home to an intelligence studies program that develops key skills and competencies in full alignment with intelligence agency requirements. Students often work directly with intelligence contracts as part of their academic experience, and have a security clearance upon graduation, thereby expediting their transition into our work environment. An additional colloquium is planned in Atlanta in November which targets Historically Black Colleges and Universities. We are also considering a colloquium on the west coast that targets Asian-American and Hispanic students. In publicizing the colloquia, we make it clear that we are focusing on students majoring in area studies, international studies, languages, engineering, and other core skill subjects.

The CDIB has acquired the services of the Hudson Institute, the renowned organization that published *Workforce 2000* and *Workforce 2020*, to assist us developing innovative diversity recruitment and retention strategies. In *Workforce 2020*, the Hudson Institute predicts that competition for the type of skills required by the IC will greatly intensify. It also predicts continuing growth in the proportion of minorities and women in the workforce. Currently, at least one third of all new entrants to the workforce are minorities and half are women. We must become more deliberate in our outreach to these growing segments of the population if we expect to effectively compete for the talented applicants. We have asked the Institute to conduct an analysis of the U.S. labor force in relation to core IC skill requirements, such as area studies and languages, and recommend recruitment and retention strategies tailored to the IC.

HPSCI language in the FY04 Intelligence Authorization requires a diversity pilot project to "improve diversity throughout the intelligence community using innovative methodologies for the recruitment, hiring and retention of ethnic and cultural minorities

and women with the diversity of skills, languages and expertise reflective of the current mission". The Community Diversity Issues Board is excited about this project and has already identified two initiatives that will we undertake to meet the challenge.

(1) Targeted Marketing. The first initiative is targeted marketing. This effort involves the development of marketing strategies tailored to reach specific ethnic, cultural and minority groups. We know that traditional methods alone, such as career fairs, will not achieve the results we want.

With the assistance of professional marketing consultants, we will obtain feedback from focus groups representing the target populations in order to design and place ads that will most effectively attract the right candidates. CIA is taking the lead in this effort and the community will build on what CIA has already successfully accomplished. CIA has already conducted focus groups of Chinese, Korean, Arab, African, and Hispanic Americans. Additional focus groups are planned for Native Americans and persons with disabilities.

To give you some idea of the value of the focus groups, allow me to describe what was involved in conducting the Arab-American groups. Eight focus groups were convened in areas where large numbers of Arab Americans reside, including Detroit, Michigan and Tampa, Florida. Participants were asked about resources they use when looking for a job and their perceptions about working for the government and the intelligence community. Using their responses, as well as their feedback on proposed advertisements, CIA developed a print ad specifically geared to Arab Americans and published the ad in media most likely to reach high potential candidates. The response from Arab-American job-seekers has been outstanding.

Our objective is to expand on what CIA is doing by developing Intelligence Community ads as well as applying the results of CIA's marketing study to develop DIA's marketing strategies. We will ensure that IC ads focus on the language skills, cultural background and regional expertise we need. We envision applying a wide array of media, including radio, television, newspapers, ethnic publications, and the internet.

(2) High School Outreach. The other initiative is High School Outreach. Our goal is to reach potential candidates earlier and create an interest in IC careers with an emphasis on critical skill categories. Waiting to contact students until they are already in college may be too late to influence their choice of an academic major. It also places the IC at a disadvantage when competing with large corporations that are household names. For the pilot, we will start with high schools in the Washington metropolitan area, a region rich in diversity. We will target schools offering science and technology programs, language programs, and other programs that prepare students for the college majors we need. In addition, we will target bilingual and bicultural students. Some of the activities planned include participation in high school career days as well as hosting a regional IC Career Fair. Ultimately, our objective is to steer high potential candidates into one of many IC student programs and convert the most successful students to permanent employees.

IV. Ability to replace the large number of experienced persons soon to be eligible for retirement

Challenges associated with the number of retirement eligible employees continue to exist at DIA. Currently, 30% of DIA's workforce is eligible for some form of retirement; however, only 10% to 15% of those eligible actually execute their retirement option each year. DIA recognizes this, and has identified the need for a formal succession planning framework to minimize the loss of critical institutional knowledge and mission critical skills. DIA's Workforce Planning effort is currently developing a succession planning transition plan that will establish and institute succession planning into the way DIA does business.

Attrition Rate Summary			
	FY01	FY02	FY03
DIA	7%	9%	11%
Federal Government	16%*	16%**	15%***

Notes:

* based on BLS data from calendar year January - December 2001

** based on BLS data from calendar year January - December 2002

*** based on BLS data from September 2002 - August 2003

DIA has made a keen investment to ensure it has the capabilities required to meet emerging and evolving mission through its workforce planning efforts. Today's national security environment requires that the Department of Defense reconsider traditional concepts and think in new ways about the global threat and our corresponding deterrence, warning, and military superiority strategy. For the Defense Intelligence Agency, the complexity of these challenges and breadth of opportunities has never been greater. To address these challenges and maximize accompanying opportunities, DIA commissioned a Workforce Planning project to set the framework for making fundamental changes to our business processes and our workforce.

This project is a long-term multi-year effort that began in January 2003. We hired two contractor teams to assist in this project and developed a four-phased approach that will be completed at the end of this calendar year. Phase one involves capturing the future environment. We hired Toffler Associates and Dove Consulting to conduct research and provide context for the future, specifically in the areas of technology, process, structure, strategy, and people. For Phase two, we hired BearingPoint and Keane Federal Systems to capture information about our current workforce and the business processes that support it. Phase three will require both contractor teams to identify the gaps between our current workforce and processes and the workforce of the future, and make recommendations on closing those gaps. Phase four is the transition planning phase that will provide transformational roadmaps in eight specific areas: Succession Planning, Compensation and Rewards, Training, Recruiting, Career Development, Performance Management, Staffing, and Workforce Planning. Each of these transition plans will help us institutionalize the changes we need to make in our processes and workforce, and build the capability to put the right people with the right skills in the right place at the right time.

V. Summary

In summary, we are optimistic about the possibilities and believe we have a unique opportunity to transform the intelligence capabilities, personnel, and processes that support those that protect and defend our country and its principles. With full collaboration across IC agencies, and partnerships with both academia and professional consultants, DIA is exploring new and innovative approaches to attract and retain the diversity of skills and capabilities needed in this very dynamic, global and complex environment in which we live. We do not intend to let this opportunity pass; rather, we are working to seize it and optimize our capacity to serve our war fighters, support our planners, and inform our policymakers so they have the best basis for decision making possible. Our Nation requires it, our forces depend on it, and our professionalism demands it.