

# INTELLIGENCE COMMUNITY: Additional Actions Needed to Strengthen Workforce Diversity Planning and Oversight

GAO is making seven recommendations, including that the Director of National Intelligence issue or update guidance to ensure IC elements maintain diversity strategic plans, assess and take steps to eliminate barriers to diversity, and establish implementation objectives and timeframes to hold IC elements accountable.

The 2019 National Intelligence Strategy states that the IC will recruit, develop, and retain a diverse, inclusive, and expert workforce to enable mission success. ODNI reports that the IC is taking steps to increase the representation of diverse groups, such as issuing new strategies to enhance workforce planning. However, barriers to establishing a diverse workforce exist across the IC, according to an ODNI 2017 analysis.

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# United States Government Accountability Office (GAO)

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## Vision

A diverse workforce

## Mission

To increase the proportion of women, racial or ethnic minorities, and persons with disabilities within the IC workforce

## Values

**National Security:** A diverse workforce that transcends race, color, age, and sex, among others, is critical to maintaining national security, according to senior IC leaders.

### **Diversity**

## Recommendation 1. Strategic Plans

*Require all IC elements to maintain diversity strategic plans.*

The Director of National Intelligence, in consultation with the department secretary or head of the IC element, as appropriate, and consistent with the Director of National Intelligence's authority, should issue new or update existing guidance to require all IC elements to maintain current and complete diversity strategic plans that contain specific objectives, timeframes, and responsibilities.

## Recommendation 2. Progress

*Ensure that IC elements are making progress toward maintaining current and complete diversity strategic plans.*

The Director of National Intelligence, in consultation with the department secretary or head of the IC element, as appropriate, and consistent with the Director of National Intelligence's authority, should ensure that IC elements are making progress toward maintaining current and complete diversity strategic plans.

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### Recommendation 3. Performance Measures

*Develop performance measures to assess the contribution of activities toward achieving diversity goals and overall progress.*

The Director of National Intelligence, in consultation with the department secretary or head of the IC element, as appropriate, and consistent with the Director of National Intelligence's authority, should issue new or update existing guidance to ensure that IC elements develop performance measures to assess the contribution of activities toward achieving diversity goals and overall progress.

### Recommendation 4. Progress

*Ensure that IC elements are making progress toward developing measures to assess progress toward achieving diversity management efforts.*

The Director of National Intelligence, in consultation with the department secretary or head of the IC element, as appropriate, and consistent with the Director of National Intelligence's authority, should ensure that IC elements are making progress toward developing measures to assess progress toward achieving diversity management efforts.

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## Recommendation 5. Barriers

*Identify and take steps to eliminate barriers to workforce diversity.*

The Director of National Intelligence, in consultation with the department secretary or head of the IC element, as appropriate, and consistent with the Director of National Intelligence's authority, should issue new or update existing guidance to ensure that each IC element routinely identifies and takes steps toward eliminating barriers to workforce diversity.

## Recommendation 6. Assessments

*Ensure that IC elements are routinely completing required assessments to identify and eliminate barriers.*

The Director of National Intelligence, in consultation with the department secretary or head of the IC element, as appropriate, and consistent with the Director of National Intelligence's authority, should ensure that IC elements are routinely completing required assessments to identify and eliminate barriers.

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## Recommendation 7. Implementation

*Ensure IC elements are held accountable for making progress.*

The Director of National Intelligence, in consultation with the department secretary or head of the IC element, as appropriate, and consistent with the Director of National Intelligence's authority, should establish specific implementation objectives and timeframes for the IC elements that support IC-wide diversity goals to ensure IC elements are held accountable for making progress.

### Objectives & Timeframes

*Establish implementation objectives and timeframes for the IC elements that support IC-wide diversity goals.*

### Administrative Information

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