



# ANNUAL DEMOGRAPHIC REPORT

FISCAL  
YEAR 2023



Hiring and Retention of Minorities, Women, and Persons With Disabilities in the United States Intelligence Community

This report was prepared by the Office of Intelligence Community Diversity, Equity, Inclusion, and Accessibility (IC DEIA) in the Office of the Director of National Intelligence (ODNI). For more information, please see our website: [www.odni.gov](http://www.odni.gov)



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# FOREWORD

We are pleased to share with you the Intelligence Community's (IC) Fiscal Year (FY) 2023 Annual Demographic Report (ADR), which provides data on the employment of minorities, women, and persons with disabilities in the IC and thereby allows the workforce, Congress, and the public to hold IC leadership accountable for advancing diversity, equity, inclusion, and accessibility (DEIA). We see this report as a crucial tool for assessing whether our IC workforce is ready to tackle the challenges of our complex world, given the fundamental importance of diversity to our capacity to achieve mission success. Our people are our greatest asset and we could not be prouder of the extraordinary talent that resides in the IC today, working tirelessly to keep our country safe.

While the IC has continued to make strides this year in attracting and hiring talented applicants that represent our nation—we still have work to do, as you will see when you read our report. It is imperative that the IC continue to attract and retain talent from a wide range of backgrounds as the composition of our country becomes increasingly diverse. Additionally, minorities, Persons with Disabilities (PWD), and women remain underrepresented in the more senior grades, pointing to the need to ensure fair access to career-enhancing opportunities that lead to promotions, which can also help with retention. Furthermore, it is noteworthy that officers identifying as Asian, Black or African American, Hispanic or Latino/a, and Native Hawaiian or Pacific Islander disproportionately left the IC in their first year in FY 2023—we must ensure they know they can be successful if they stay.

As our adversaries look for ways to undermine our strengths by spreading disinformation intended to divide our society, we seek to create a sense of unity that celebrates people's differences. We look to establish a culture where people feel supported for who they are, able to raise concerns and share ideas, and ultimately empowered. A diverse and equitable workforce is a prerequisite to such goals—it is critical for our mission success, is the right thing to do, and will engender greater trust in the IC. Moreover, as a government entity in a democracy we should reflect the diversity that exists in our nation.



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This report was prepared in response to the National Security Act of 1947, Section 114 [50 U.S.C. § 3050] as amended, which requires the Director of National Intelligence (DNI) to submit an annual demographic report on the employment of minorities, women, and PWD in the U.S. IC.

This report, known as the IC ADR, has been published publicly since 2016 to provide transparency into the IC's progress and ongoing efforts to increase demographic diversity. This report focuses on the IC civilian workforce's demographic composition based on information reported by each IC element. It examines demographic composition at specific points in the talent lifecycle, including application and hiring; job type and mission category; promotions, particularly into senior ranks; participation in career-enhancing programs; student opportunities; IC tenure; and attrition.



# EXECUTIVE SUMMARY

Minorities, women, and PWD continue to make up a low proportion of the IC workforce composition when compared with two key benchmarks: the compositions of the broader federal government and the U.S. civilian labor force. Trends for PWD are difficult to fully ascertain because of the large number of people across all parts of the talent lifecycle that have declined to disclose their disability status.

## MINORITIES

IC efforts to diversify the recruitment pipeline have led to improvements in the share of minorities applying for IC jobs as compared to last year, although some minority applicants—particularly Asian, Black or African American, and Hispanic or Latino/a applicants—disproportionately did not make it through the application process to onboard as new hires. Moreover, looking back over the past five years we had a higher total workforce composition of minorities in 2020 (27 percent) and in 2021 (27.6 percent) than we do today (26.7 percent). There are also persistent disparities in the types of jobs in which minority officers work. In particular, Black or African American officers—particularly men—had a disproportionately high representation in the Enterprise Information Technology mission category. Black or African American and Hispanic or Latino/a officers were underrepresented in two mission categories: Analysis and Production, and Processing and Exploitation.

Minority officers continue to face barriers in promotions to higher grade levels and remain particularly underrepresented at more senior grade levels. The shares of General Schedule (GS)/General Grade (GG) 15 and senior level officers has increased modestly over the last five years. All race and ethnic demographic groups except for Asians had declining shares of promotions as grade level increases; all racial and ethnic minority groups including Asians were underrepresented at the GS/GG-15 and senior ranks in FY 2023. Nevertheless, at least one major barrier study has indicated that Asians who are promoted to GS/GG-15 or higher are disproportionately placed in expert positions as compared to management positions.

A lack of representation at more senior ranks could be a driver of higher rates of attrition among minorities than non-minority counterparts. Asian, Black or African American, and Hispanic or Latino/a officers were overrepresented among officers that resigned from the IC within their first year. External studies have pointed to heightened anti-Asian sentiment in the United States since the start of COVID-19,<sup>1,2</sup> which may account for the relatively high early attrition rate for Asian officers. Notably, all racial and ethnic minority groups had more negative responses to questions surrounding diversity and equity in the IC Employment Climate Survey's DEIA Index.

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<sup>1</sup> Pew Research Center. (2023.) *Discrimination Experiences Shape Most Asian Americans' Lives*. <https://www.pewresearch.org/race-ethnicity/2023/11/30/discrimination-experiences-shape-most-asian-americans-lives>

<sup>2</sup> Han, Riddell, & Piquero. (2023.) *Anti-Asian American Hate Crimes Spike During Early Stages of COVID-19 Pandemic*. *Journal of Interpersonal Violence*, 38(3-4). <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9168424/>

## WOMEN

Women continue to be underrepresented in the overall workforce, even as their representation is improving incrementally in the last few years. Nevertheless, the gap (roughly 7 percentage points) between the percentage of women in the overall workforce (41.6 percent) and the composition of women at the senior levels (34.3 percent) has remained relatively constant, with minority women accounting for the vast majority of this disparity. Additionally, women's share of applicants to the IC (35.7 percent) is more than 10 percentage points less than the representation of women in the overall U.S. civilian labor force (46.8 percent).

In examining the career lifecycle for women, it is useful to take an intersectional approach that overlays gender and minority status because of the differences in the experiences of non-minority and minority women. Since the IC only began reporting intersectional data in FY 2022, we cannot determine longer-term trendlines for our analysis of differences in career outcomes for non-minority and minority women.

Non-minority women's share of new hires (23.3 percent) fell short of their overall IC representation (27.0 percent) even though this group was significantly underrepresented in the applicant pool (17.5 percent). Non-minority women were well-represented in promotions to all grade levels and made up a proportional share of IC officers at the senior ranks (26.5 percent) as compared with their IC composition (27.0 percent). This positive trend contrasts with the experience of non-minority women in the broader U.S. labor force.<sup>3</sup> While many non-minority women in the IC may still experience many of the same factors hampering their private sector counterparts—such as challenges with work-life balance, microaggressions, and biases against women<sup>3</sup>—this is not affecting representation at senior levels in the IC for this demographic group as a whole.

Minority women, in contrast, had career outcomes that more closely tracked with the experience of minority men. They were well-represented in the applicant pool (16.7 percent) and new hires (17.6 percent) as compared with their share of the IC workforce (13.6 percent).

They made up a declining share of promotions as grade level increased and were significantly underrepresented at the senior ranks; minority women accounted for only 9.6 percent of GS/GG-15 officers and 7.3 percent of officers in the senior ranks. Minority women comprise a relatively large share of first-year attrition (14.7 percent).

## PERSONS WITH DISABILITIES

The share of the IC workforce identifying as PWD has decreased from 11.9 percent in FY 2020 to 9.8 percent in FY 2023, which may point to ways that the pandemic disproportionately impacted PWD. The relatively large share of applicants (16.5 percent) that self-identified as PWD exceeded the share of PWD in the current IC workforce (9.8 percent), suggesting that prospective applicants view the IC as an employer of choice. Despite this large share of applicants, PWD made up only 9.3 percent of new hires. PWD were well-represented across most mission categories, with the exception of Collection and Operations, and Enterprise Management Support. PWD made up a declining share of promotions as grade-level increases, with the exception of promotions to the senior rank—where they were overrepresented. This may be in part because the likelihood of disability increases with age.<sup>4</sup> Attrition trends for PWD are challenging to assess: while employees that have self-identified as PWD made up a relatively small share of attrition, people who declined to disclose disability status made up an outsized proportion of attrition. In addition, the DEIA Index in the IC Employee Climate Survey indicated that PWD and people who did not disclose disability status had more negative responses to questions surrounding accessibility in the IC.

More broadly, IC career lifecycle trends for PWD are challenging to assess because the share of people who decline to disclose disability status often exceeds the share of PWD in a given grade level, mission category, or other slice of data. Furthermore, the IC workforce composition of persons with targeted disabilities (PWTD) is too small to conduct robust analysis and determine areas where PWTD may experience significantly different career outcomes than other individuals.

<sup>3</sup> McKinsey & Company. (2023.) *Women in the Workplace, 2023*. <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace>

<sup>4</sup> Okoro CA, Hollis ND, Cyrus AC, Griffin-Blake S. Prevalence of Disabilities and Health Care Access by Disability Status and Type Among Adults — United States, 2016. *MMWR Morb Mortal Wkly Rep* 2018;67:882–887. <http://dx.doi.org/10.15585/mmwr.mm6732a3>



# BACKGROUND

## THE UNITED STATES INTELLIGENCE COMMUNITY

The Office of the Director of National Intelligence (ODNI) leads a coalition of agencies and organizations (elements) by providing intelligence integration for the IC. The elements fall within the executive branch of the U.S. Government and work both independently and collectively to gather and analyze the intelligence necessary to conduct diplomacy, foreign affairs, and national security activities.

The IC is composed of 18 elements, which include:

- Office of the Director of National Intelligence (ODNI)
- Central Intelligence Agency (CIA)
- Defense Intelligence Agency (DIA)
- Federal Bureau of Investigation (FBI), Intelligence Branch
- National Geospatial-Intelligence Agency (NGA)
- National Reconnaissance Office (NRO)
- National Security Agency (NSA)
- Drug Enforcement Administration's (DEA) Office of National Security Intelligence
- Department of Energy's (DOE) Office of Intelligence and Counterintelligence
- Department of Homeland Security's (DHS) Office of Intelligence and Analysis
- Department of State's Bureau of Intelligence and Research (DOS-INR)
- Department of the Treasury's Office of Intelligence and Analysis (Treasury-OIA)
- U.S. Army (USA), Intelligence and Security Enterprise
- U.S. Air Force (USAF), Intelligence Surveillance Reconnaissance
- U.S. Coast Guard (USCG), Coast Guard Intelligence
- U.S. Marine Corps (USMC), Marine Corps Intelligence Activity
- U.S. Navy (USN), Naval Intelligence Activity
- U.S. Space Force Intelligence

CIA, DIA, FBI, NGA, NRO, and NSA are the IC's "Big Six" agencies. They account for the majority of the total IC workforce.

Figure 1: Intelligence Community Elements







This report provides demographic trends on IC workforce composition, applicant, hiring, promotion, and attrition data as of the end of FY 2023. The report presents information for permanent full-time and part-time civilian employees funded by the National Intelligence Program (NIP).<sup>5</sup> Data reported in similar products may vary slightly as a result of separate data processing methodologies used by IC elements. Percentages are rounded to the nearest tenth decimal and consequently may not add up to 100 percent. Statistical significance testing was conducted to examine differences between demographic proportions.

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<sup>5</sup> The U.S. intelligence budget has two major components: the NIP and the Military Intelligence Program (MIP). The demographic data from FY 2019 to FY 2021 may have included NIP-funded civilians, NIP-funded military members, MIP-funded civilians, and/or MIP-funded military members.

## THE IC AT THE INTERSECTIONS

Last year's ADR contained for the first time intersectional data, which permits analysis across demographic groups. The FY 2023 ADR applies the same collection and analysis methods used in the FY 2022 demographic data collection process.

The ability to analyze the overlap of different aspects of social identity, including race and ethnicity, gender, and disability status, provides a more nuanced understanding of how these intersections shape the workplace experiences of specific groups within the IC workforce. This report includes intersectional views by gender and minority status. Highlighting this data creates greater transparency around the multifaceted diversity of the IC workforce and additional insights to better inform the IC on future actions needed to advance its DEIA goals. Future investments in data collection and analytic capabilities will allow for the capture of additional attributes and identities to conduct more robust intersectional analysis (e.g., gender and disability status, minority status and disability status).

## DATA MODERNIZATION

In FY 2023, the IC collected anonymized, individual-level demographic data. ODNI's IC DEIA Office partnered with the IC Human Capital Office to streamline IC demographic data collection and reporting. Each of the 18 IC Elements' program offices reported this year's dataset for the respective staff employed under the NIP funding, although some elements did not submit subsets of data: 16 elements provided promotion data, 10 provided on Selective Education Programs (SEP), 13 provided data on Joint Duty Rotations (JDR), and 12 provided data on the Pat Roberts Intelligence Scholars Program (PRISP). Applicant data was obtained through an applicant flow database instead of through the joint call, and 11 of the 18 elements provided applicant data.

## DATA COLLECTION CHALLENGES

The assessments in this report depend on each of the 18 IC elements submitting complete personnel data with all requested fields. ODNI cannot always verify the total personnel count and precise deduplication of entries is often difficult, such as when the same person was employed by two different IC elements over the course of the year. These data challenges could vary

between years in ways that are difficult to measure and are likely to be reflected in this year's analysis.

The FY 2022 and FY 2023 datasets should not be directly compared to one another because the FY 2022 data was incomplete. One IC element did not provide ODNI with data in FY 2022 in instances where fewer than 10 individuals comprised a group, which excluded approximately 30 percent of that element's overall workforce composition. The FY 2023 data is more complete, as ODNI has been able to mitigate concerns about data security and privacy. There is greater confidence in the assessments made in FY 2023 because of this improved data reporting, better information about the true quantity of null fields, and a more complete personnel count compared to the FY 2022 report. This report does not provide direct year-over-year comparisons because of changes in data collection methodology and differences in data completion that are difficult to measure. Differences across fiscal years may be a result of methodological changes and may not reflect actual demographic changes in the IC. This report offers assessments on trends over the past five years—since FY 2019—that remain notable despite changes in data collection methodology. Appendix A provides data on IC workforce representation, hiring, promotion, and attrition overall share and rate trends for the past five fiscal years.

## MEASURES

The data is reported as aggregate percentages rounded to the nearest tenth decimal and therefore may not total to 100 percent. One-proportion z-tests were conducted to examine differences between demographic proportions. Figure 2 shows how the report defines each term.

Figure 2: Definitions of Key Measures

MEASURE	DEFINITION
IC COMPOSITION	The total count of officers in the IC at the end of the FY.
APPLICANTS	The total count of closed out applicants to the IC during the FY. Closed out applicants are ones for whom a final hiring decision was made.
NEW HIRES	The total count of new hires that onboarded during the FY.
PROMOTIONS	The total count of promotions in the FY provided by the IC elements.
MANAGERIAL & SUPERVISORY POSITION	The total count of individuals reported to hold positions in management at the end of the FY.
JOINT DUTY COMPLETION	The total count of individuals reported to complete a JDR during the FY.
SELECTIVE EDUCATION PROGRAMS	The total count of individuals reported to complete SEP programs during the FY.
ATTRITION	The total count of individuals reported to have departed the IC during the FY.
MISSION CATEGORY	The total count of individuals reported to fall under the seven IC career classifications.

## BENCHMARKS

Civilian labor force and federal workforce statistics were used as two benchmarks to compare with the IC workforce. Civilian labor force data for 2022 was obtained from the U.S. Census Bureau for the U.S. Bureau of Labor Statistics.<sup>6</sup> Federal workforce data was obtained from FedScope, an online tool that provides data element from the Office of Personnel Management’s (OPM) Enterprise Human Resources Integration-Statistical Data Mart, and reflects data as of March 2023.<sup>7</sup> In addition, the U.S. Equal

Employment Opportunity Commission (EEOC) established a 12.0 percent PWD goal, as well as a 2.0 percent PWTG goal, for permanent hires at all pay grades.<sup>8</sup>

<sup>6</sup> Civilian labor force benchmarks for minorities and women were calculated for ages 20 years and older. The civilian labor force benchmark for PWD was calculated for ages 16 years and older. Multiple sources including CPS Tables: U.S. Bureau of Labor Statistics (bls.gov); Labor force characteristics by race and ethnicity, 2022 (published November 23): <https://www.bls.gov/opub/reports/race-and-ethnicity/2022/home.htm> and Persons with a disability: labor force characteristics, 2023 (published February 24) <https://www.bls.gov/news.release/pdf/disabl.pdf>

<sup>7</sup> U.S. Office of Personnel Management, “FedScope,” <https://www.opm.gov/policy-data-oversight/data-analysis-documentation/fedscope/>

<sup>8</sup> United States Equal Employment Opportunity Commission, “The EEO Status of Workers with Disabilities in the Federal Sector,” <https://www.eeoc.gov/federal-sector/reports/eeo-status-workers-disabilities-federal-sector/>

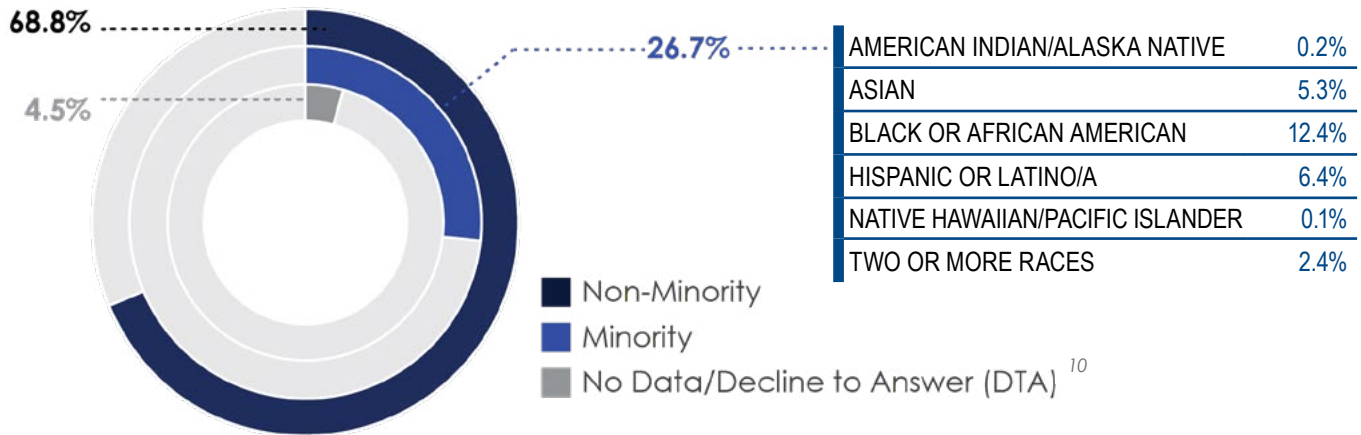
# **DEMOGRAPHIC COMPOSITION IN THE IC, FY 2023**

Figures 3 through 6 provide a snapshot of the IC workforce demographic composition in FY 2023 by minority status, race

and ethnicity, gender, and disability status. Figure 7 shows an intersectional view by gender and minority status.

— Figure 3: IC Composition by Minority Status —

Figure 4: IC Composition by Race and Ethnicity<sup>9</sup>



<sup>9</sup> Due to rounding, the numbers here and in other similar charts showing data for race and ethnicity may be slightly different from the data for minorities as a whole.

<sup>10</sup> Most charts in this report do not show data labels for "No Data or Decline to Answer." Charts related to PWD, however, do label this data to illustrate the challenge of analyzing PWD data when a large percentage of the population has not disclosed disability status.

Figure 5: IC Composition by Gender

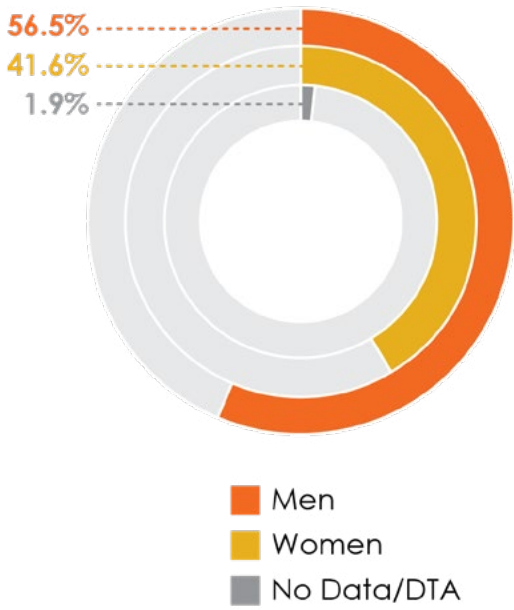


Figure 6: IC Composition by Disability Status

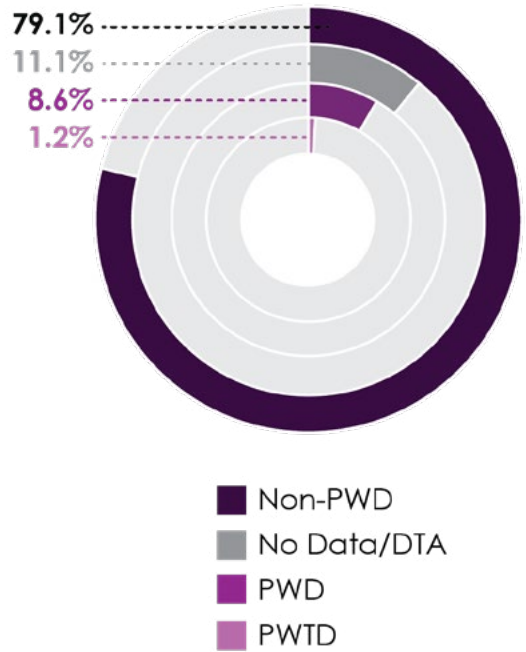
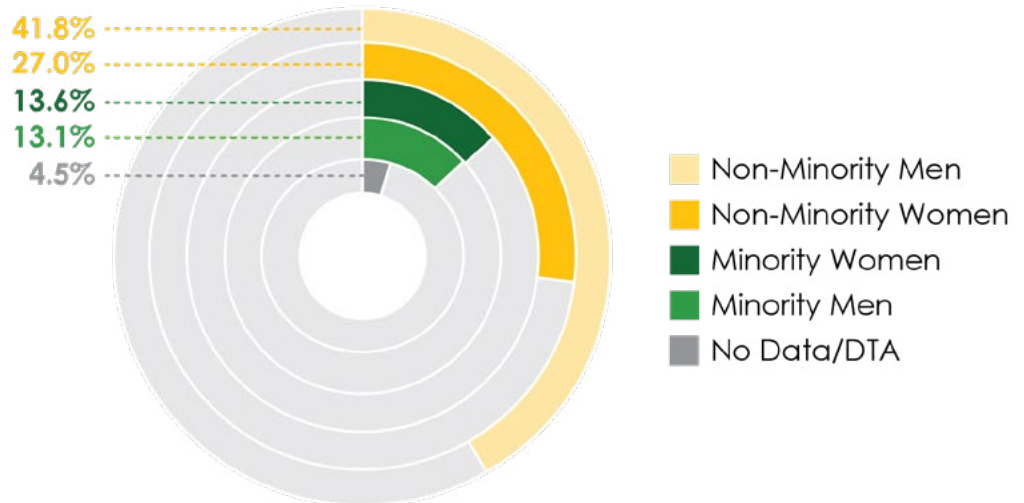


Figure 7: IC Composition by Gender and Minority Status



# IC WORKFORCE COMPOSITION

Minorities, women, and PWD are underrepresented in the IC workforce in comparison to their representation in the broader federal workforce. Minorities and women also have less representation in the IC workforce as compared with the U.S. civilian labor force; in contrast, PWD were better represented in the IC than in the U.S. civilian labor force. The overall IC workforce composition is unlikely to achieve parity with the federal and U.S. labor forces in the absence of larger reforms to recruitment, hiring, promotion, and retention processes.

## MINORITIES

Although the share of minority applicants to the IC (39.2 percent) is close to the minority share of the federal workforce (39.5 percent), several factors prevent minorities in the IC from achieving parity with the federal workforce benchmark, including barriers to hiring and a relatively high attrition rate at earlier tenures than non-minority officers (see the *Hiring: Minorities*, *Promotions: Minorities*, and *Attrition: Minorities* sections of this report for more details). The statistics on promotions combined with information received from exit interviews and surveys, in particular, indicate that IC efforts to make the promotion process and career development opportunities more equitable could improve retention and increase the diversity of

the overall composition of the workforce. Additionally, the share of Hispanic or Latino/a applicants (9.1 percent) is significantly lower than the percentage of Hispanic or Latino/a people in the overall civilian labor force (18.6 percent), indicating the need for greater recruitment efforts to address this disparity,

Minority officers' share of the IC workforce has remained roughly stable over the past five years. Minority officers are statistically underrepresented in the IC workforce composition compared with two benchmarks: the federal workforce and the civilian labor force composition (see *Methodology*). Minority officers in the IC tended to have more representation at lower grade levels and were statistically underrepresented at the highest three ranks. Outcomes vary slightly between specific racial and ethnic minority groups: Black or African American and Hispanic or Latino/a officers are underrepresented at the GS/GG-14 level and higher, and Asian officers are underrepresented at the GS/GG-15 and senior levels. The IC should examine existing career development opportunities to ensure the fair treatment of all officers, including minorities, and to eliminate potential sources of bias from promotion processes.

Figure 8: IC Minority Representation in Comparison to the Federal Workforce and Civilian Labor Force Benchmarks

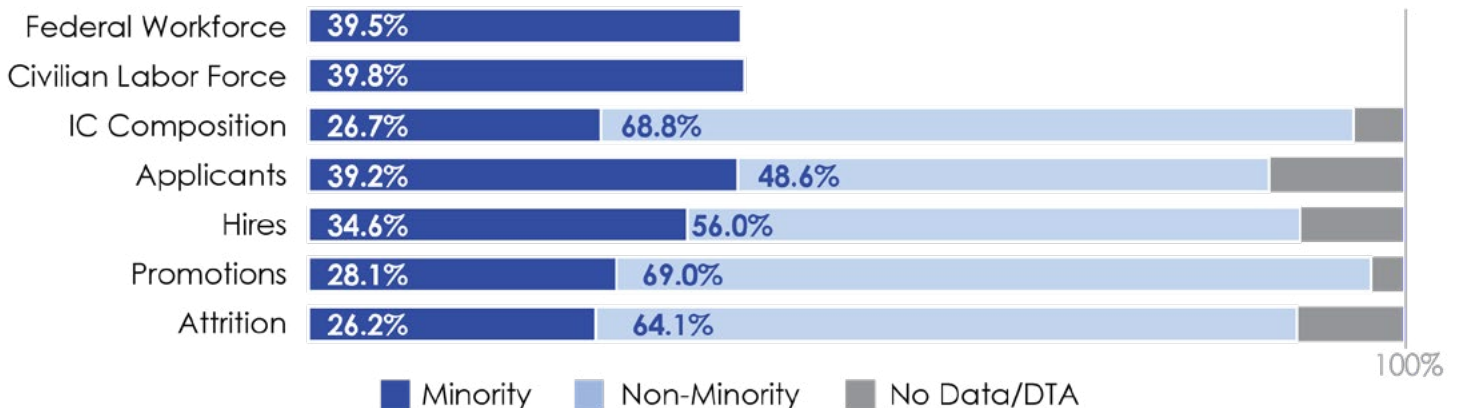


Figure 9: IC Composition by Minority Status and Pay Grade

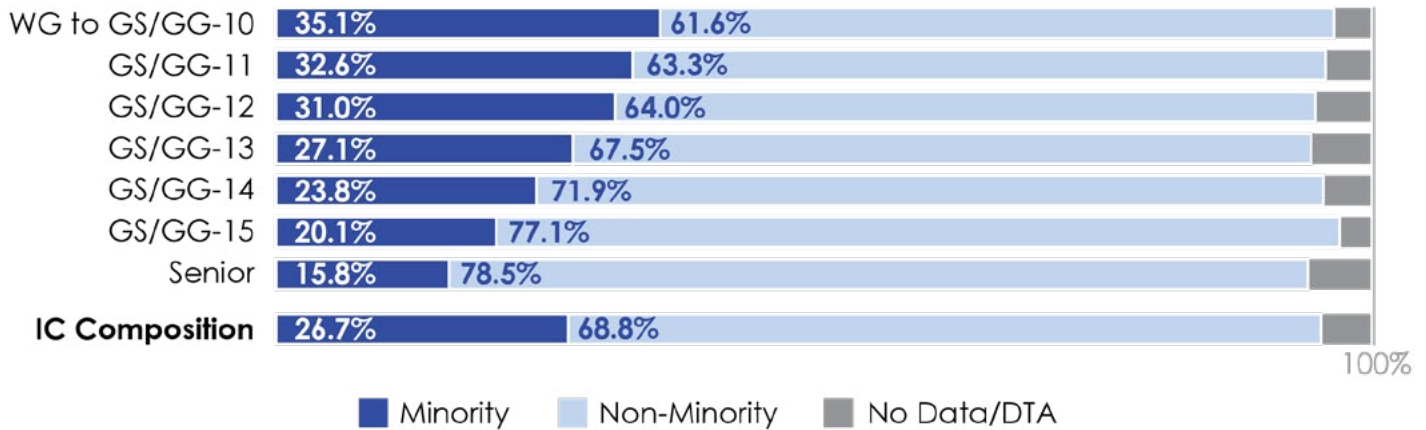


Figure 10: IC Workforce Composition by Race and Ethnicity and Pay Grade

	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino/a	Native Hawaiian or Other Pacific Islander	Two or More Races	MINORITY TOTAL
WG to GS/GG-10	0.1%	6.3%	14.6%	10.2%	0.1%	3.7%	35.1%
GS/GG-11	0.2%	5.4%	14.9%	8.8%	0.1%	3.2%	32.6%
GS/GG-12	0.1%	5.8%	14.5%	8.1%	0.1%	2.4%	31.0%
GS/GG-13	0.1%	5.3%	12.9%	6.3%	0.1%	2.4%	27.1%
GS/GG-14	0.2%	5.3%	11.3%	5.0%	0.1%	1.9%	23.8%
GS/GG-15	0.2%	4.7%	9.3%	4.0%	0.1%	1.9%	20.1%
Senior	TSTR <sup>11</sup>	3.9%	7.0%	3.3%	TSTR	1.5%	15.8%
Overall Workforce Composition	0.2%	5.3%	12.4%	6.4%	0.1%	2.4%	26.7%

<sup>11</sup> Too Small To Report (TSTR): The number of people that belong to both this demographic and this grade-level category is small enough that reporting the data would potentially violate protections on personally identifiable information.



## WOMEN

Women were underrepresented in the IC, particularly at higher grade levels. In fact, the gap between the percentage of women in the overall workforce (41.6 percent) and the composition of women at the senior levels (34.3 percent) has remained relatively static but the vast majority of this gap is related to minority women. Intersectional analysis provides a more nuanced view that minority women are underrepresented at higher grade levels in the IC, with only 7.3 percent in the senior ranks despite making up 13.6 percent of the IC’s workforce, while non-minority women have almost proportional representation across most grade levels, with 26.5 percent in the senior ranks when they make up 27 percent in the IC’s workforce (see *IC Workforce Composition: Intersectional Demographic Analysis*). Additionally, the percentage of women who apply to the IC (35.7 percent) is roughly 10 percentage points less than the representation of women in the overall civilian labor force (46.8 percent) and consequently this must be another focus area for our recruiters.

While women’s share of IC composition has gradually increased over the past five years from 39.3 percent in FY 2019 to 41.6 percent in FY 2023, women officers remain statistically underrepresented in the IC workforce composition as compared to the federal workforce and civilian labor force compositions. Women in the IC tended to be overrepresented at the lowest ranks and statistically underrepresented at the GS/GG-14 level and above.

Women comprised larger share of new hires than their share of attrition; if this trend continues, the IC workforce should be able to gradually close the gender composition gap to match the federal and civilian labor force. To encourage this, the IC should look at ways to boost the share of applicants to the IC that are women—such as marketing to women and recruiting from institutions and skills organizations that serve women.

Figure 11: IC Gender Representation in Comparison to the Federal Workforce and Civilian Labor Force Benchmarks

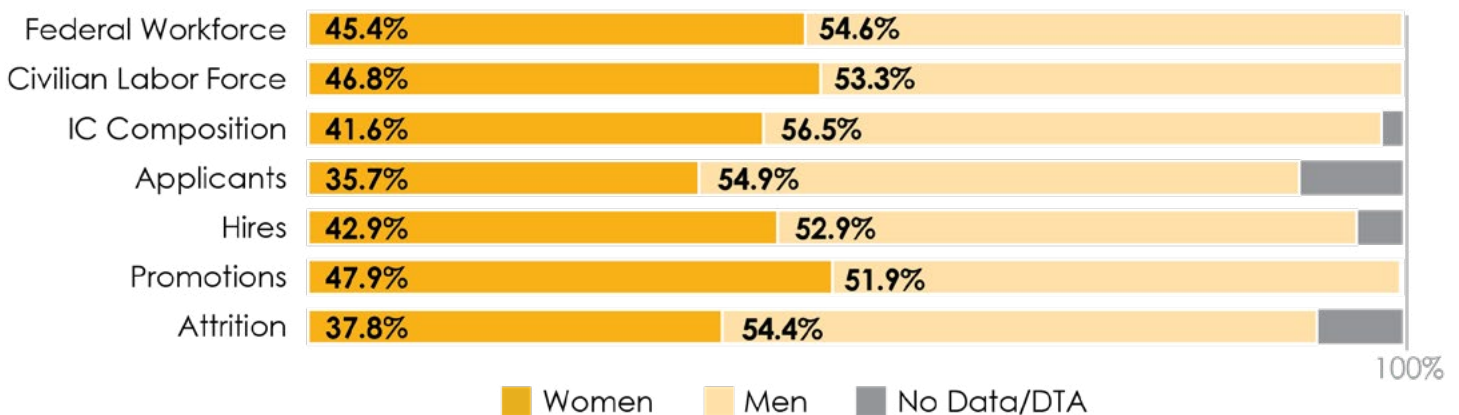
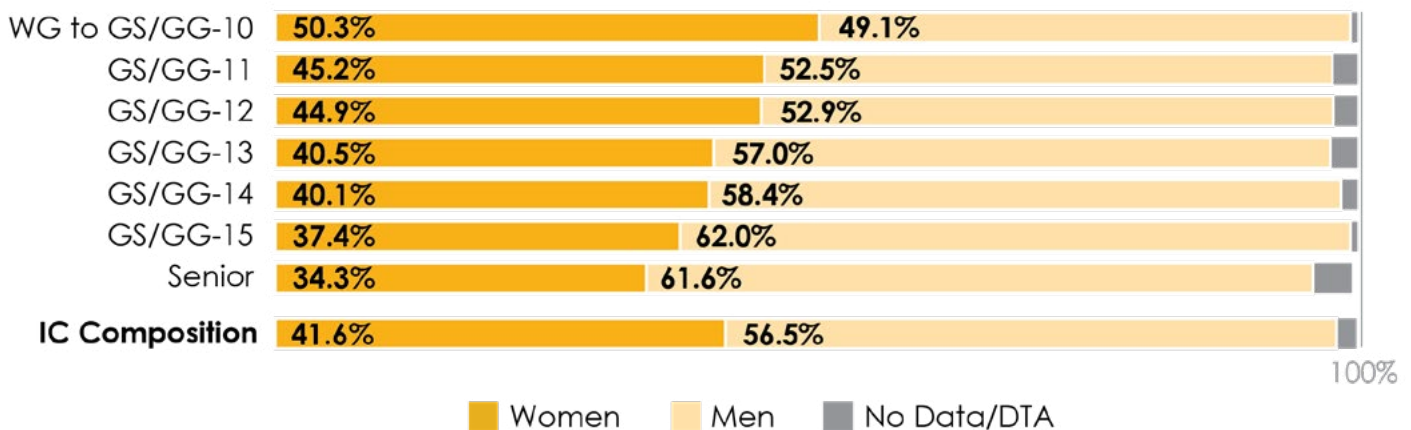


Figure 12: IC Workforce Representation by Gender and Pay Grade



## PERSONS WITH DISABILITIES

The share of the IC workforce identifying as PWD has modestly decreased from a high in FY 2020 of 11.9 percent to 9.8 percent in FY 2023. PWD in the IC are well-represented compared to the civilian labor force composition, but are underrepresented against two other benchmarks—the federal workforce composition and U.S. EEOC Benchmark of 12.0 percent for PWD and 2.0 percent for PWTD. About 11.1 percent of the IC workforce, however, has not disclosed disability status, which may be skewing the statistics on PWD in the IC. About 27.1 percent of PWD also identified as minorities, which is roughly on par with the share of minorities in the overall IC composition. About 44.1 percent of PWD identified as women, which is slightly higher than women’s share of the IC workforce.

PWD had declining representation as ranks increased and were slightly underrepresented at the senior ranks. However, about 21.0 percent of IC officers in the senior rank have not disclosed their disability status, making it challenging to determine the degree to which PWD are represented at this level. The IC should continue destigmatization and information campaigns about workplace accommodations and equitable treatment of PWD throughout the IC lifecycle to encourage officers to disclose their disability status—especially those at the senior rank. Better data disclosure would help the IC to assess any barriers that exist for PWD.

Figure 13: IC PWD Representation in Comparison to the EEOC, Federal Workforce, and Civilian Labor Force Benchmarks

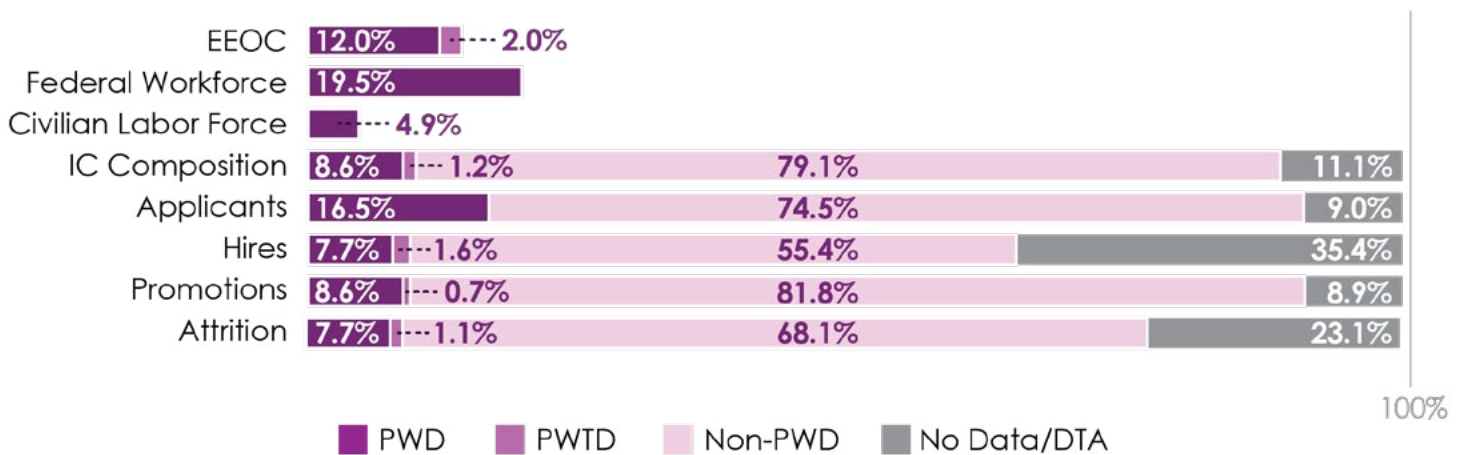


Figure 14: IC Composition by Disability Status and Pay Grade



## INTERSECTIONAL DEMOGRAPHIC ANALYSIS

Looking at IC workforce data at the intersection of minority status and gender reveals a more nuanced assessment of women's career outcomes in the IC. Minority women comprise a declining share of the workforce as grade level increases. In contrast, non-minority women in the IC have more consistent and equitable representation across all grade levels compared to minority women. Since FY 2023 was the first year for which the IC received intersectional data from all IC elements, this data cannot be compared with previous years.

All racial and ethnic minority women's underrepresentation starts at or before GS/GG-15, and none are proportionally represented at the senior rank. While women collectively are overrepresented at the lowest ranks, the share of Hispanic or Latina women, Black or African American women, and multiracial women declines as ranks increase. Asian women were well represented from GS/GG-11 through GS/GG-14, but had declining representation at the highest two ranks. Non-minority women were similarly overrepresented at GS/GG-10 and below and slightly underrepresented at the GS-13 and senior rank. Non-minority women generally had more proportional representation than minority women as grade level increased.

The data for men reveals that non-minority men are the only demographic cross-section that is overrepresented at GS/GG-14, GS/GG-15, and the senior rank, and whose representation increases as grade level increases. The trends for minority men were similar to those for minority women. Hispanic or Latino men and Black or African American men were underrepresented at GS/GG-14 and higher grade levels. Asian men had declining representation as grade level increased.

These trends indicate that minority representation at the highest ranks will be slow to change as the composition of each grade level tends to be less diverse than the one before it. Retention and promotion strategies aimed at minority officers could help preserve representation as each rank increases, and the IC should study whether there is equitable evaluation of and opportunities for minority officers interested in the senior ranks.

Figure 15: Women in the IC Workforce by Minority Status and Pay Grade

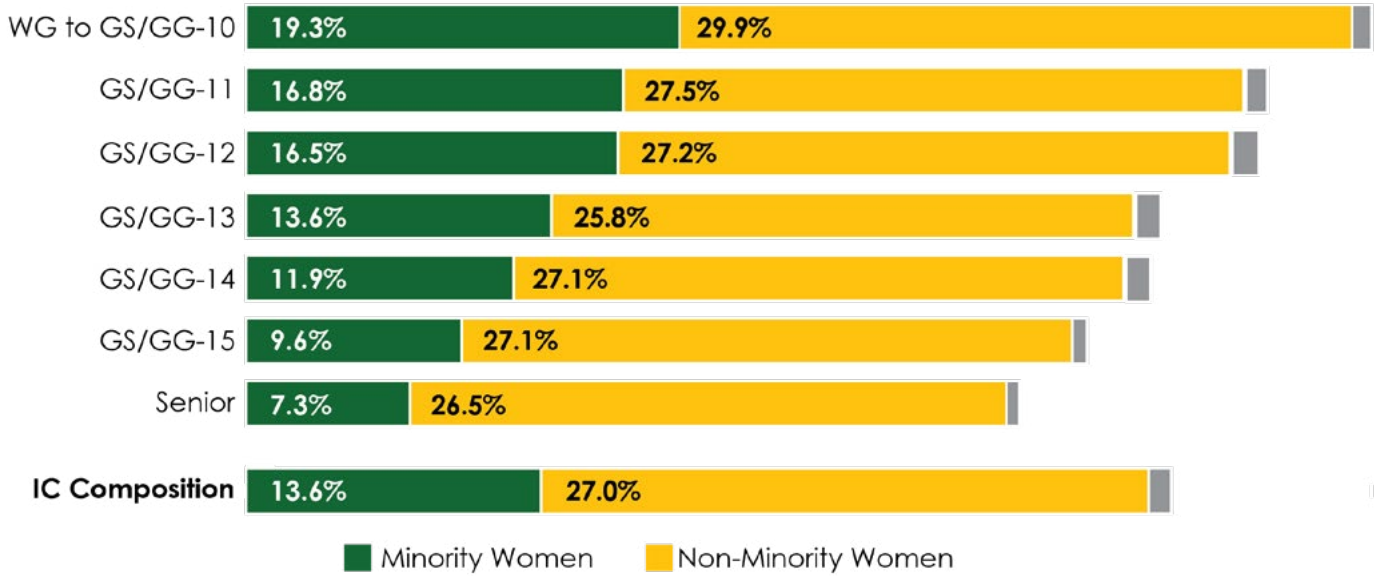


Figure 16: Women in the IC Workforce by Race and Ethnicity and Pay Grade

	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino/a	Native Hawaiian or Other Pacific Islander	Two or More Races	MINORITY TOTAL
WG to GS/GG-10	0.1%	3.1%	8.3%	5.7%	0.1%	2.0%	19.3%
GS/GG-11	0.1%	2.5%	7.9%	4.6%	TSTR	1.6%	16.8%
GS/GG-12	0.1%	2.9%	8.3%	3.9%	TSTR	1.3%	16.5%
GS/GG-13	<0.1%	2.5%	7.4%	2.6%	<0.1%	1.0%	13.6%
GS/GG-14	0.1%	2.5%	6.4%	2.2%	<0.1%	0.8%	11.9%
GS/GG-15	0.1%	2.0%	5.2%	1.6%	TSTR	0.7%	9.6%
Senior	TSTR	1.8%	3.6%	1.2%	TSTR	0.6%	7.3%
Overall Workforce Composition	0.1%	2.5%	7.0%	2.9%	<0.1%	1.1%	13.6%

Figure 17: Men in the IC Workforce by Minority Status and Pay Grade

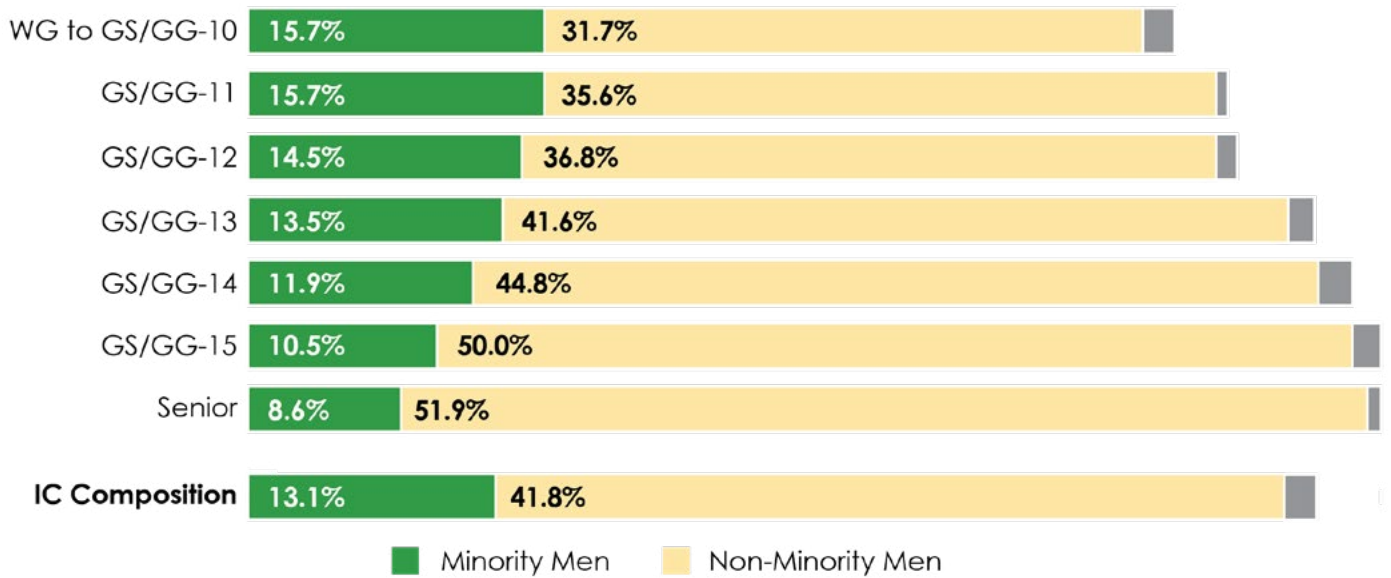


Figure 18: Men in the IC Workforce by Race and Ethnicity and Pay Grade

	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino/a	Native Hawaiian or Other Pacific Islander	Two or More Races	MINORITY TOTAL
WG to GS/GG-10	TSTR	3.1%	6.3%	4.5%	TSTR	1.7%	15.7%
GS/GG-11	0.1%	2.9%	6.9%	4.2%	TSTR	1.5%	15.7%
GS/GG-12	0.1%	2.9%	6.2%	4.1%	0.1%	1.2%	14.5%
GS/GG-13	0.1%	2.7%	5.5%	3.6%	0.1%	1.4%	13.5%
GS/GG-14	0.1%	2.8%	4.9%	2.9%	0.1%	1.1%	11.9%
GS/GG-15	0.1%	2.6%	4.1%	2.5%	TSTR	1.2%	10.5%
Senior	TSTR	2.1%	3.4%	2.0%	TSTR	0.9%	8.6%
Overall Workforce Composition	0.1%	2.8%	5.4%	3.4%	0.1%	1.3%	13.1%

# APPLICANTS

The IC's recruitment efforts are attracting a more diverse pool of applicants and the IC should sustain these efforts while also pursuing new initiatives to encourage women to apply, particularly for job types where women are underrepresented (see *Mission Categories: Women*). PWD and almost all racial and ethnic minority groups comprised greater shares of the applicant pool compared to their shares of the overall IC workforce. Women, however, made up a smaller share of applicants than they do not only of the civilian labor force but also of the IC workforce.

## MINORITIES

The proportion of minority applicants interested in joining the IC (39.2 percent) was greater than the share of minority officers currently in the IC workforce (26.7 percent). This trend was true across almost all racial and ethnic minority groups. Black or African American applicants made up the largest share of minority applicants, followed by Hispanic or Latino/a applicants, and Asian applicants. American Indian and Alaskan Natives were the only demographic that had equal representation in the applicant pool as their IC workforce composition.

Figure 19: IC Applicant Composition by Minority Status

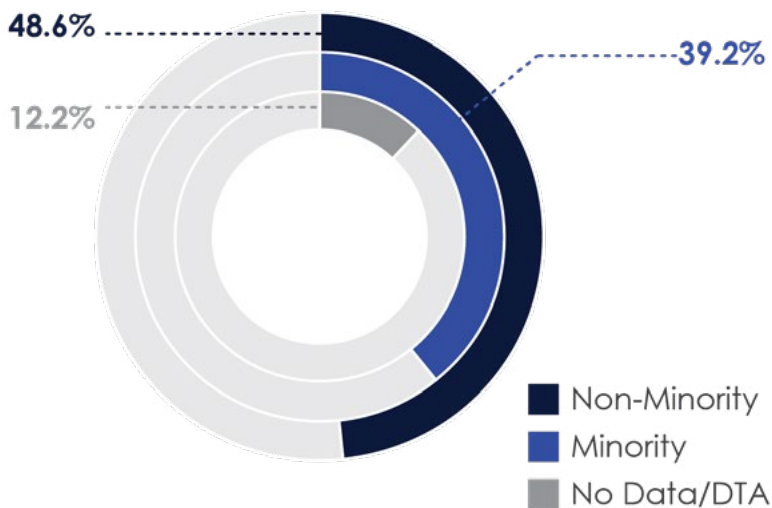


Figure 20: IC Applicant Composition by Race and Ethnicity<sup>12</sup>

AMERICAN INDIAN/ALASKA NATIVE	0.2%
ASIAN	8.6%
BLACK OR AFRICAN AMERICAN	16.5%
HISPANIC OR LATINO/A	9.1%
NATIVE HAWAIIAN/PACIFIC ISLANDER	0.3%
TWO OR MORE RACES	4.6%

<sup>12</sup> Due to rounding, the numbers here and in other similar charts showing data for race and ethnicity may be slightly different from the data for minorities as a whole.



## WOMEN

The share of applicants who were women (35.7 percent) lagged behind the civilian labor force (46.8 percent) and the share of the IC workforce that were women (41.6 percent). Intersectional analysis revealed that while non-minority women's share of applicants lagged behind their share of the IC workforce, minority women's share of applicants was greater than their share of the workforce (see *Applicants: Intersectional Demographic Analysis*).

## PERSONS WITH DISABILITIES

PWD made up a greater proportion of applicants to the IC (16.5 percent) as compared with PWD representation in the IC (9.8 percent). The share of IC applicants that self-identified as PWD increased from 13.2 percent in FY 2022 to 16.5 in FY 2023, suggesting that prospective applicants view the IC as an employer of choice.

## INTERSECTIONAL DEMOGRAPHIC ANALYSIS

Data at the intersection of gender and minority status was examined to better understand nuances in the relatively low share of women applicants to the IC. Both minority men and women had better representation among applicants than in the IC workforce. However, the share of minority men applicants (22.1 percent) exceeded the share of minority women applicants (16.7 percent).

Figure 21: IC Applicant Composition by Gender

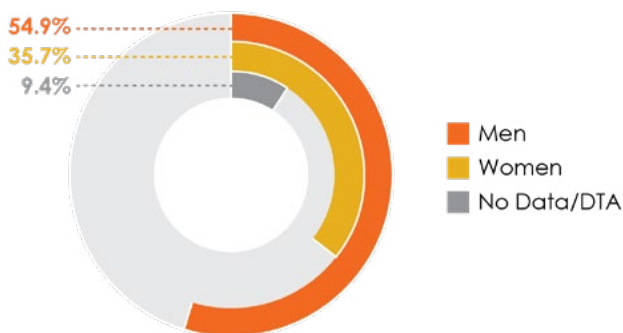


Figure 22: IC Applicant Composition by Disability Status

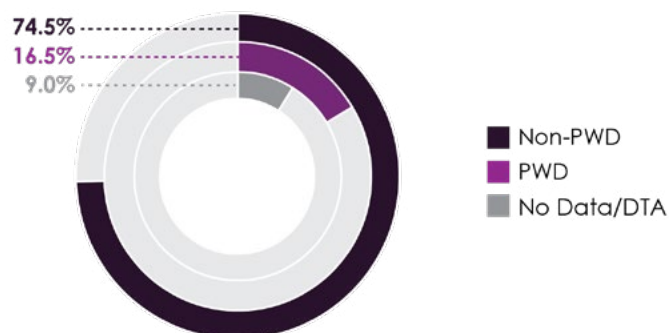
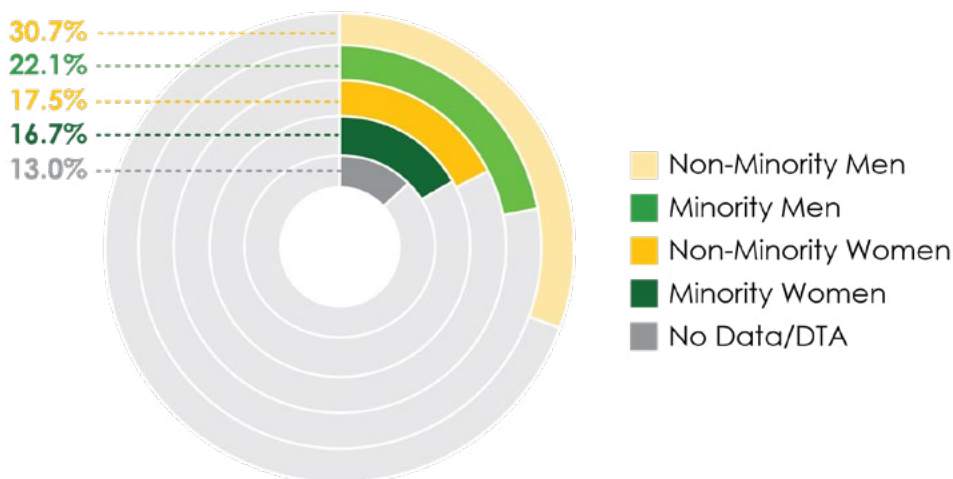


Figure 23: IC Applicant Composition by Gender and Minority Status





# HIRING

New hires in FY 2023 were a more diverse collection of women and racial and ethnic minorities than the current makeup of the IC. Non-minorities made up a larger share of new hires than of applicants, whereas minorities made up a smaller share of new hires than of applicants, which raises the question of whether there are disparities in the hiring process for minorities and consequently this is an area of focus for IC barrier studies.

## MINORITIES

IC efforts to diversify the recruitment pipeline probably have contributed to an increase in the share of new hires that are minorities from 28.0 percent in FY 2019 to 34.6 percent in

FY 2023. Despite this progress, the hiring process is likely disproportionately eliminating minority applicants. Minority officers' share of all new hires was smaller than their share of applicants, albeit still larger than the overall share of minority officers in the IC. Minority officers across most racial and ethnic minority groups had a lower share of new hires than their share of applicants, which raises the question of whether there is systemic bias in the hiring processes that negatively impact minority applicants. This trend was most acute for Hispanic or Latino/a individuals. In contrast, non-minority new hires made up a much larger share of new hires compared to their share of applicants. The large proportion of applicants and new hires that chose not to disclose their minority status complicates efforts to assess trends.

- Figure 24: IC Hiring, Applicant, and Workforce -  
Composition by Minority Status

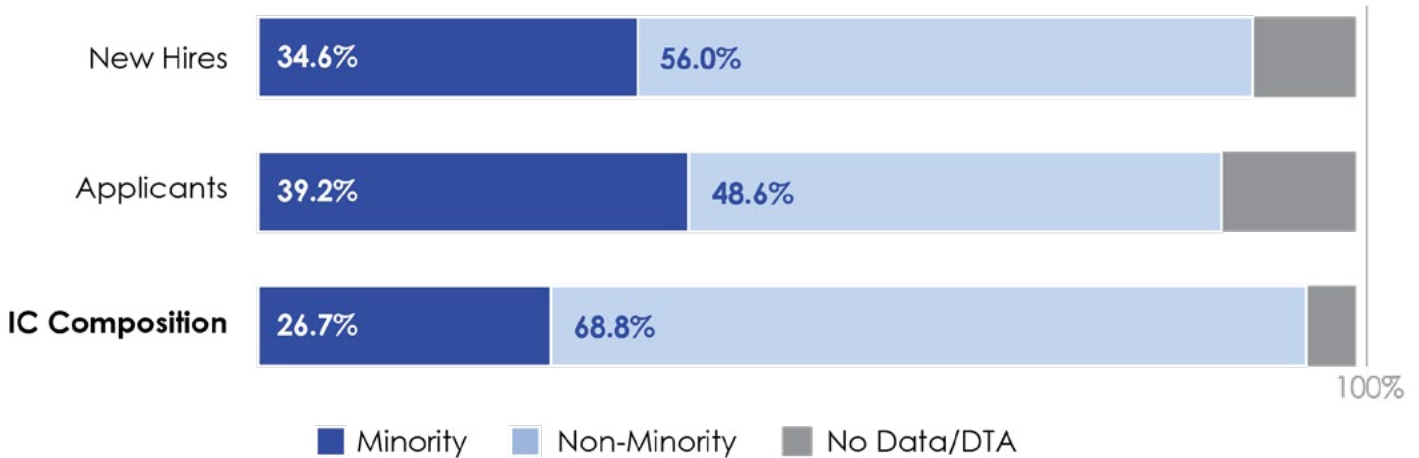


Figure 25: IC Hiring Composition  
by Race and Ethnicity

	APPLICANTS	NEW HIRES
AMERICAN INDIAN/ALASKA NATIVE	0.2%	1.5%
ASIAN	8.6%	7.9%
BLACK OR AFRICAN AMERICAN	16.5%	14.8%
HISPANIC OR LATINO/A	9.1%	6.2%
NATIVE HAWAIIAN/PACIFIC ISLANDER	0.3%	TSTR
TWO OR MORE RACES	4.6%	4.1%

Figure 26: IC Hiring Composition by Minority Status and Pay Grade

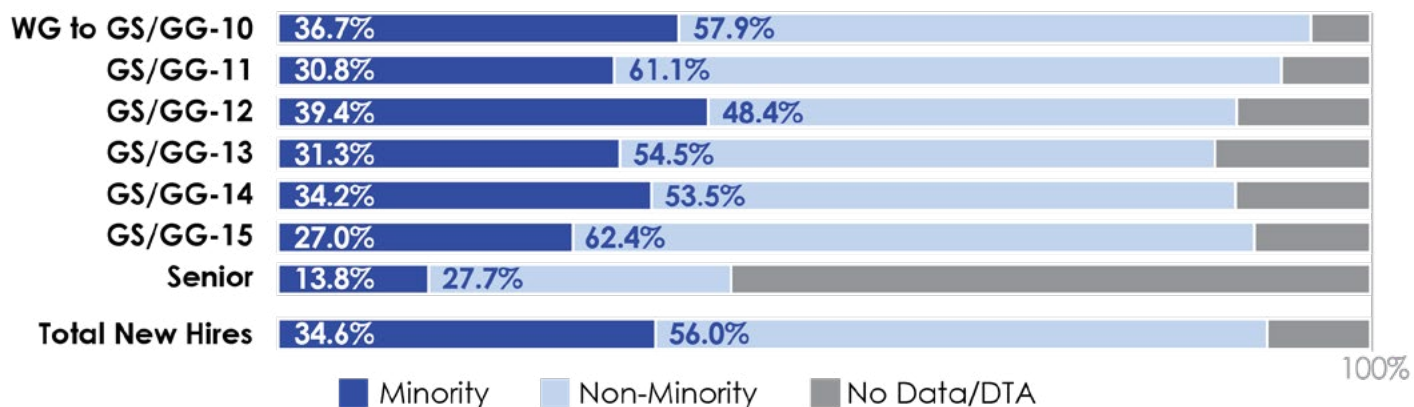


Figure 27: IC Hiring Composition by Race and Ethnicity and Pay Grade

	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino/a	Native Hawaiian or Other Pacific Islander	Two or More Races	MINORITY TOTAL
WG to GS/GG-10	1.4%	8.6%	13.8%	8.1%	TSTR	4.8%	36.7%
GS/GG-11	1.7%	6.2%	14.0%	4.6%	TSTR	4.1%	30.8%
GS/GG-12	1.5%	9.4%	19.1%	6.2%	TSTR	3.2%	39.4%
GS/GG-13	1.9%	7.3%	14.7%	3.2%	TSTR	4.0%	31.3%
GS/GG-14	TSTR	7.4%	16.9%	5.5%	TSTR	3.0%	34.2%
GS/GG-15	TSTR	7.1%	11.5%	4.0%	TSTR	3.1%	27.0%
Senior	TSTR	TSTR	TSTR	TSTR	TSTR	TSTR	13.8%
<b>Total New Hires</b>	<b>1.5%</b>	<b>7.9%</b>	<b>14.8%</b>	<b>6.2%</b>	<b>TSTR</b>	<b>4.1%</b>	<b>34.6%</b>

## WOMEN

The share of new hires that identified as women in FY 2023 was nearly the same as it was in FY 2022. Women made up a larger share of new hires than their share of applicants. The proportion of newly hired women was slightly higher than the share of women in the IC. Intersectional analysis revealed that this trend was particularly true for non-minority women (see [Hiring: Intersectional Demographic Analysis](#)).

Figure 28: IC Hiring, Applicant, and Workforce Composition by Gender

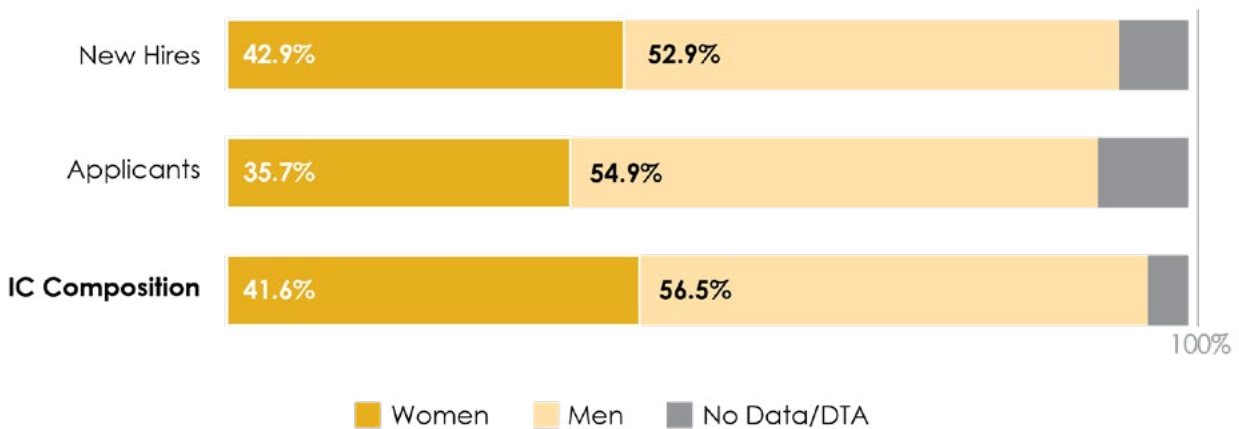
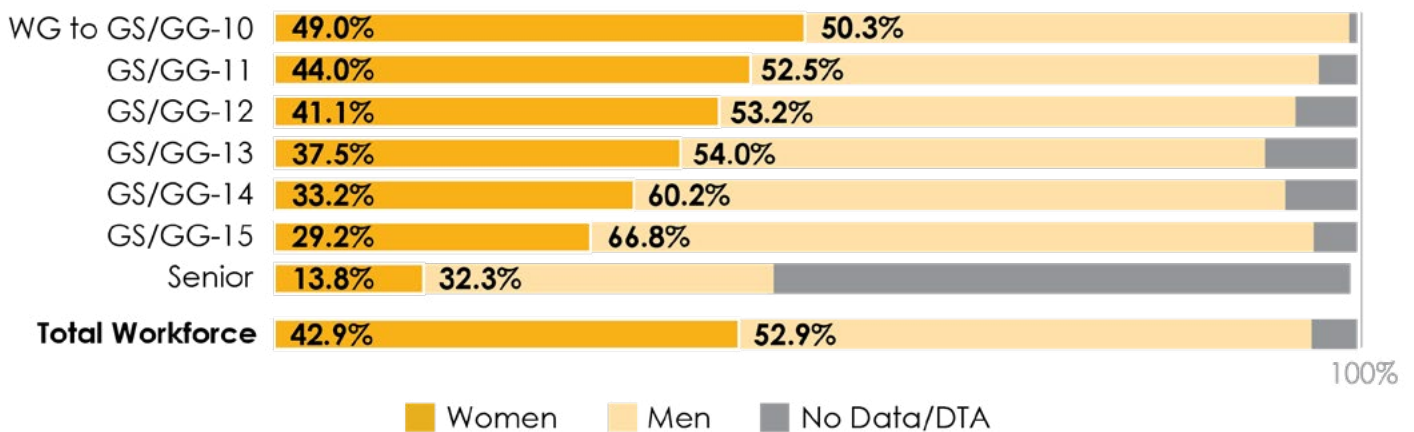


Figure 29: IC Hiring Composition by Gender and Pay Grade



## PERSONS WITH DISABILITIES

PWD made up a smaller share of new hires compared to their share of applicants and their share of IC composition, which raises the question of whether there are disparities and consequently this is an area of focus for a barrier study. In addition, the share of new hires that were PWD has

decreased from a high in FY 2019 of 14.3 percent to 9.3 percent in FY 2023. A large share of new hires did not report their disability status, making it more challenging to determine the degree to which hiring practices are equitable for PWD.

Figure 30: IC Hiring, Applicant, and Workforce Composition by Disability Status

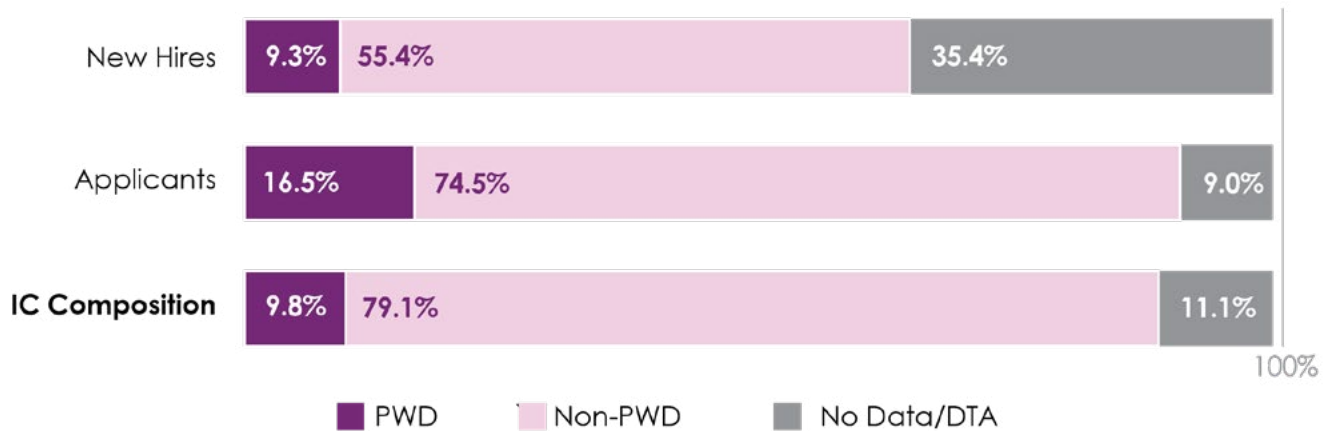
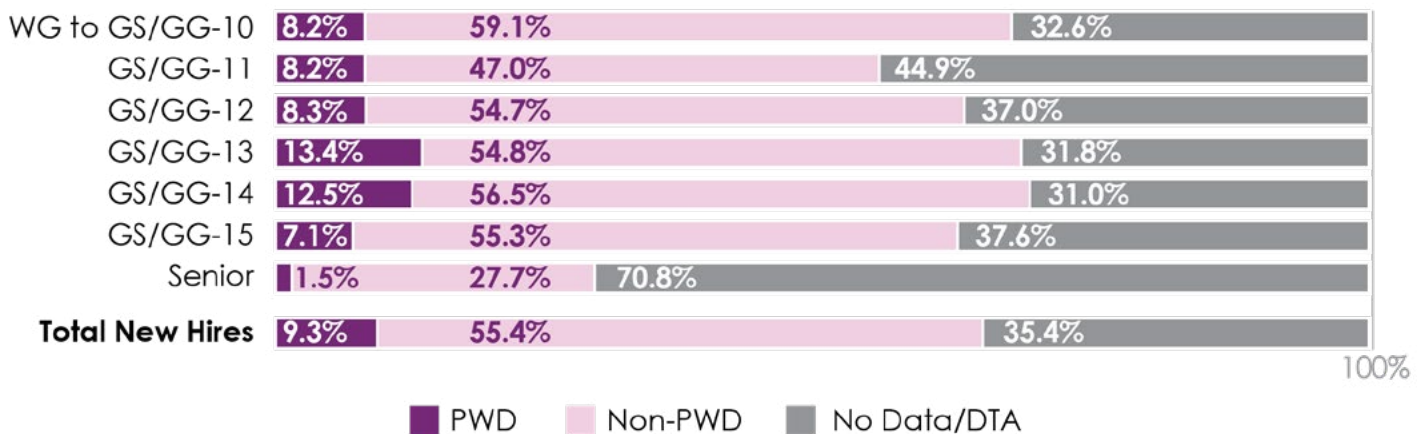


Figure 31: IC Hiring Composition by Disability Status and Pay Grade



## INTERSECTIONAL DEMOGRAPHIC ANALYSIS

An intersectional approach reveals nuances about gender and minority status in the hiring process. While minorities comprise a larger share of applicants than of new hires, an intersectional analysis highlights that minority men who apply are less frequently hired. Minority women, on the other hand, make up a slightly higher proportion of new hires than their proportion of applicants. Given the gap in applicants and new hires that are minority men, the IC should continue to invest in bias training and increase accountability protocols for hiring managers to ensure equitability in the hiring process.

An intersectional approach also shows that non-minority women make up a slightly higher proportion of new hires than applicants, but this share of hiring still falls below the overall IC composition of non-minority women. Non-minority women are overrepresented among new hires at the GS/GG-10 level and below, and are underrepresented at all grade levels GS/GG-11 and above. If additional steps are not taken to encourage women, and particularly non-minority women, to consider careers in the IC, the overall IC workforce composition of women is likely to decrease in coming years.

Figure 32: IC Hiring, Applicant, and Workforce Composition by Gender and Minority Status

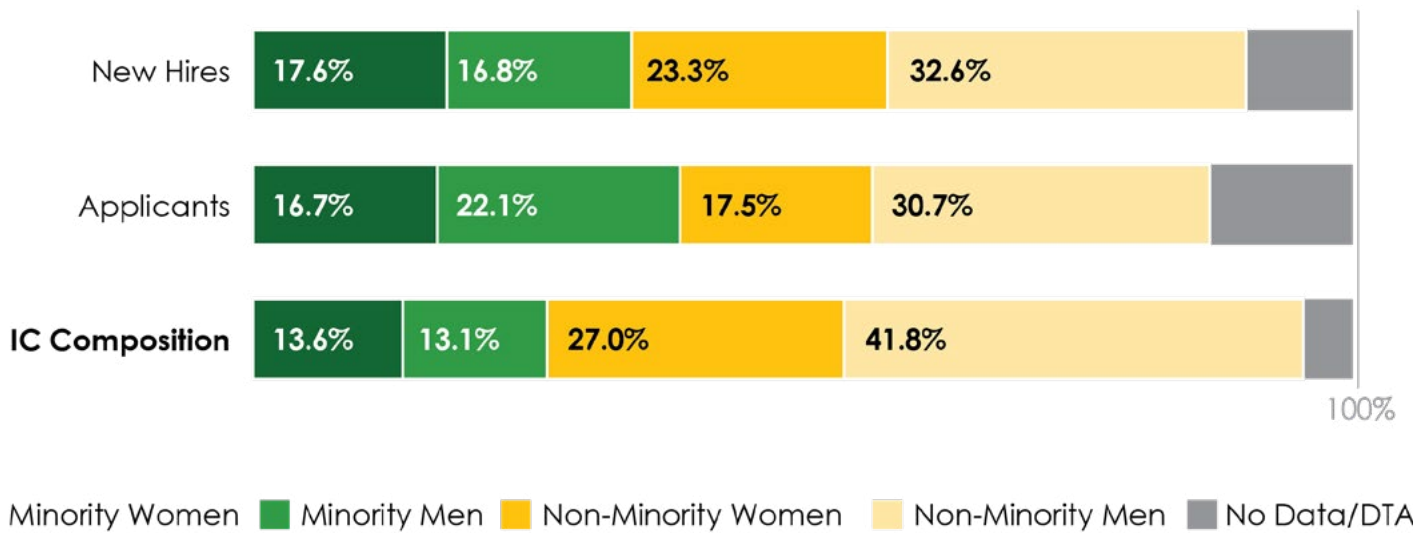
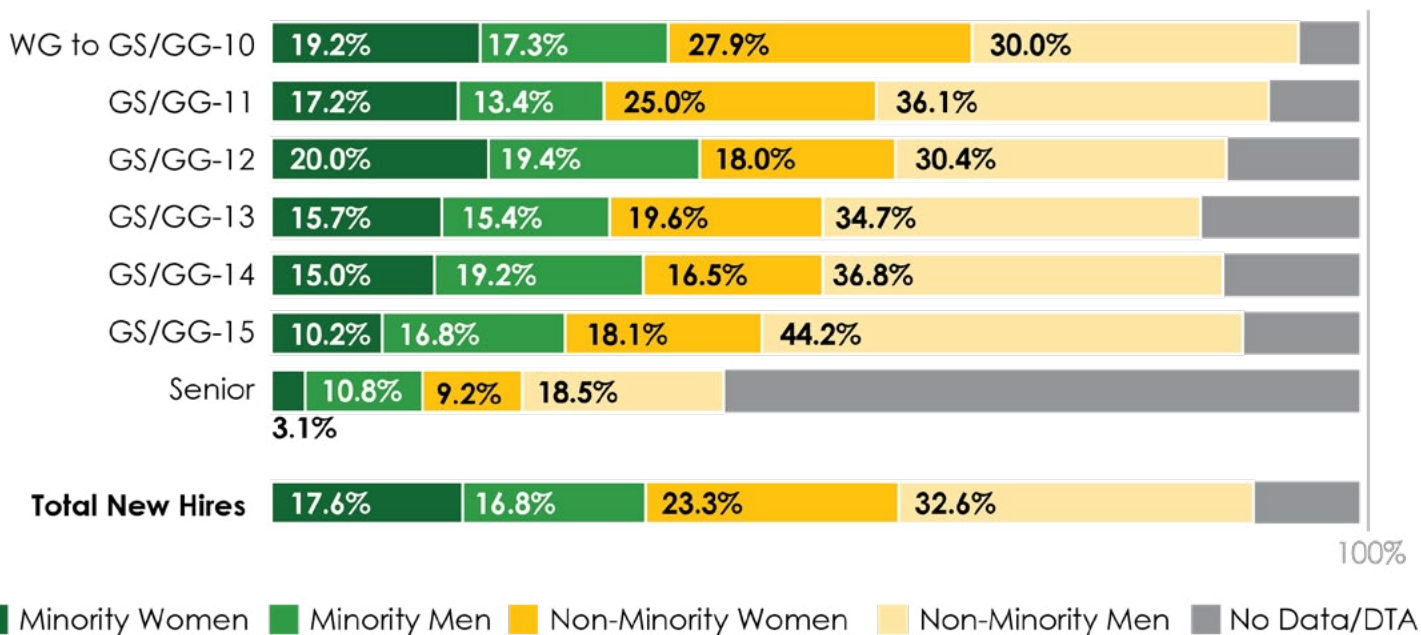


Figure 33: IC Hiring Composition by Gender, Minority Status, and Pay Grade





# MISSION CATEGORY

Mission categories are the highest classification in the IC occupational structure, comprising broad sets of related occupations representing a particular function.

Figure 34: Mission Category Descriptions

<b>ANALYSIS AND PRODUCTION</b>	Occupations or positions whose incumbents prepare finished intelligence products from information obtained and processed from one or more intelligence sources in support of customer requirements.
<b>COLLECTION AND OPERATIONS</b>	Occupations or positions whose incumbents engage in the collection and reporting of information obtained from intelligence sources by various means, including human and technical means, as well as occupations whose incumbents engage in intelligence and counterintelligence operations, and technical support of collections and operations.
<b>ENTERPRISE INFORMATION TECHNOLOGY</b>	Occupations or positions whose incumbents engage in assuring the security of department or national security systems and information by 1) providing knowledge and technology to suppliers and clients, and 2) supporting an organization's information systems to include telecommunications, network operations, and computing infrastructure.
<b>ENTERPRISE MANAGEMENT AND SUPPORT</b>	Occupations or positions whose incumbents engage in sustaining activities that support an organization, to include human resources, finance, logistics, security, legal, and acquisition.
<b>MISSION MANAGEMENT</b>	Occupations or positions whose incumbents engage in the coordination and integration of IC-wide intelligence requirements, resources, and activities.
<b>PROCESSING AND EXPLOITATION</b>	Occupations or positions whose incumbents engage in the conversion of information collected from various intelligence sources into a form that can be analyzed to produce an intelligence product.
<b>RESEARCH AND TECHNOLOGY</b>	Occupations or positions whose incumbents engage in basic, applied, and advanced scientific and engineering research and development.

## MINORITIES

Minorities—particularly Black or African American officers—have disproportionately high representation in the Enterprise Information Technology mission category. Black or African American and Hispanic or Latino/a officers are particularly underrepresented in Analysis and Production as well as Processing and Exploitation jobs. Minorities are generally underrepresented in Research and Technology jobs, although Asians are overrepresented in this mission category

Figure 35: IC Mission Category Composition by Minority Status

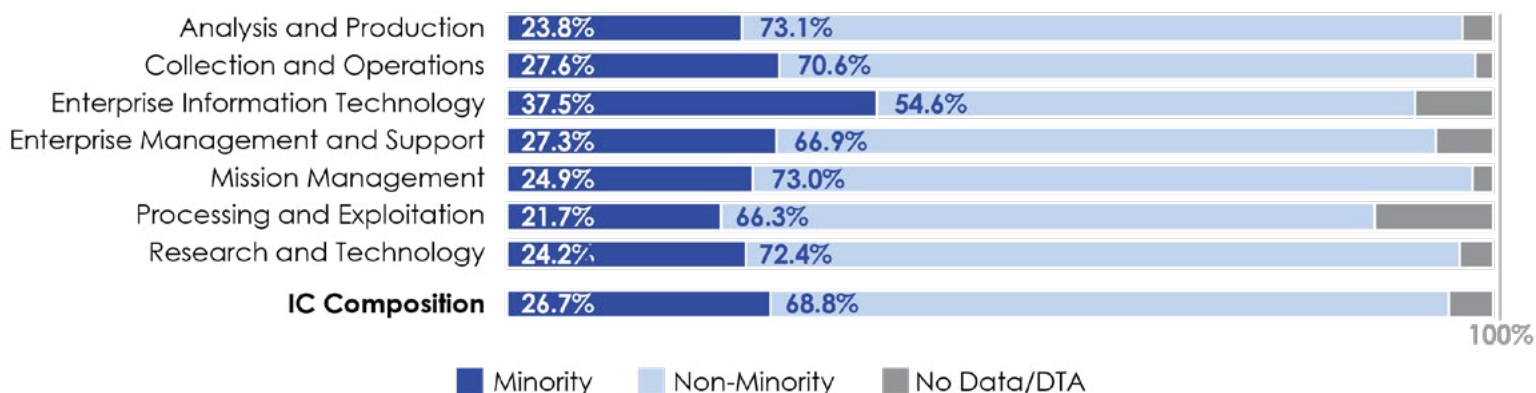


Figure 36: IC Mission Category Composition by Race and Ethnicity

	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino/a	Native Hawaiian or Other Pacific Islander	Two or More Races	MINORITY TOTAL
Analysis and Production	0.2%	5.5%	8.8%	6.0%	0.1%	3.2%	23.8%
Collection and Operations	0.2%	5.2%	10.4%	8.4%	0.2%	3.1%	27.6%
Enterprise Information Technology	0.2%	5.6%	22.3%	5.3%	0.3%	3.9%	37.5%
Enterprise Management and Support	0.1%	5.3%	14.6%	6.2%	<0.1%	1.1%	27.3%
Mission Management	TSTR	3.6%	13.6%	4.2%	TSTR	3.4%	24.9%
Processing and Exploitation	0.3%	5.5%	9.7%	3.5%	TSTR	2.6%	21.7%
Research and Technology	TSTR	7.6%	9.4%	3.9%	TSTR	3.1%	24.2%
<b>IC Composition</b>	<b>0.2%</b>	<b>5.3%</b>	<b>12.4%</b>	<b>6.4%</b>	<b>0.1%</b>	<b>2.4%</b>	<b>26.7%</b>

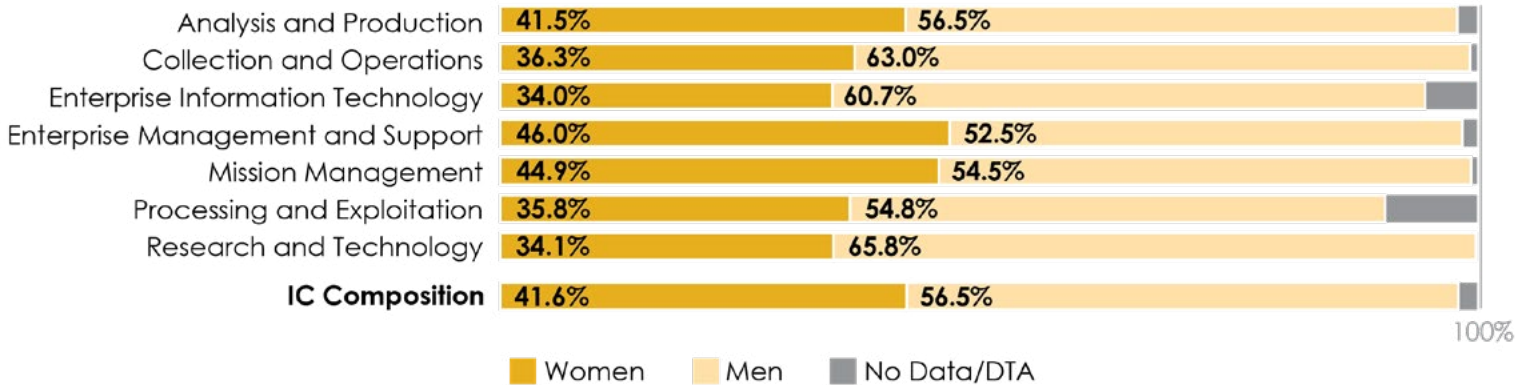


## WOMEN

Women—both minorities and non-minorities—comprised a disproportionately low share in several mission categories: Collection and Operations, Enterprise Information Technology, Processing and Exploitation, and Research and Technology. IC efforts to recruit women into these mission categories would

help boost the representation of women across the IC workforce. Women are overrepresented in Enterprise Management and Support and Mission Management jobs.

Figure 37: IC Mission Category Composition by Gender

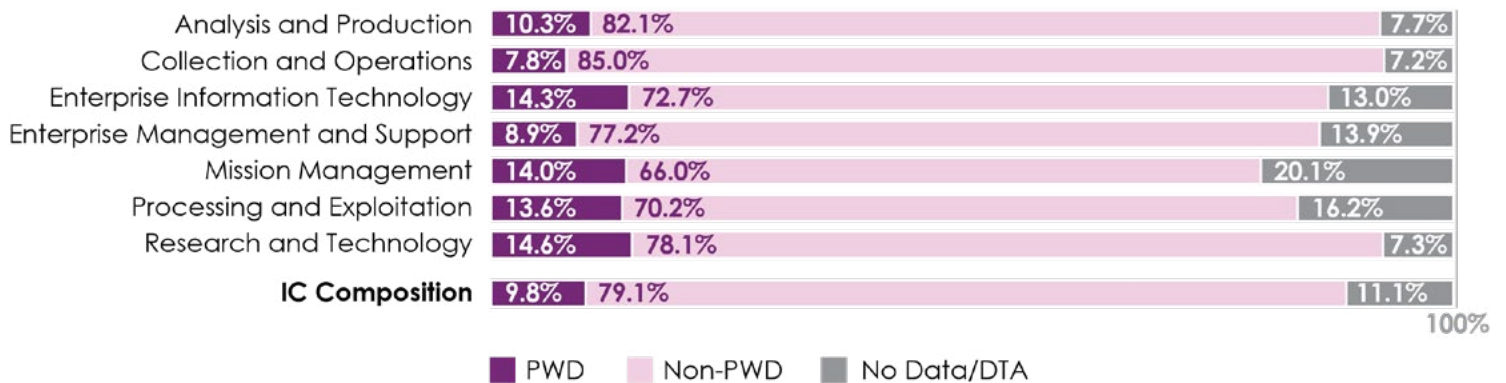


## PERSONS WITH DISABILITIES

PWD are underrepresented in Collection and Operations and Enterprise Management and Support. PWD are overrepresented in all other mission categories, particularly Research and Technology, Enterprise Information Technology, Mission

Management, and Processing and Exploitation. Notably, a disproportionately high share of officers in Mission Management positions declined to disclose disability status.

Figure 38: IC Mission Category Composition by Disability Status

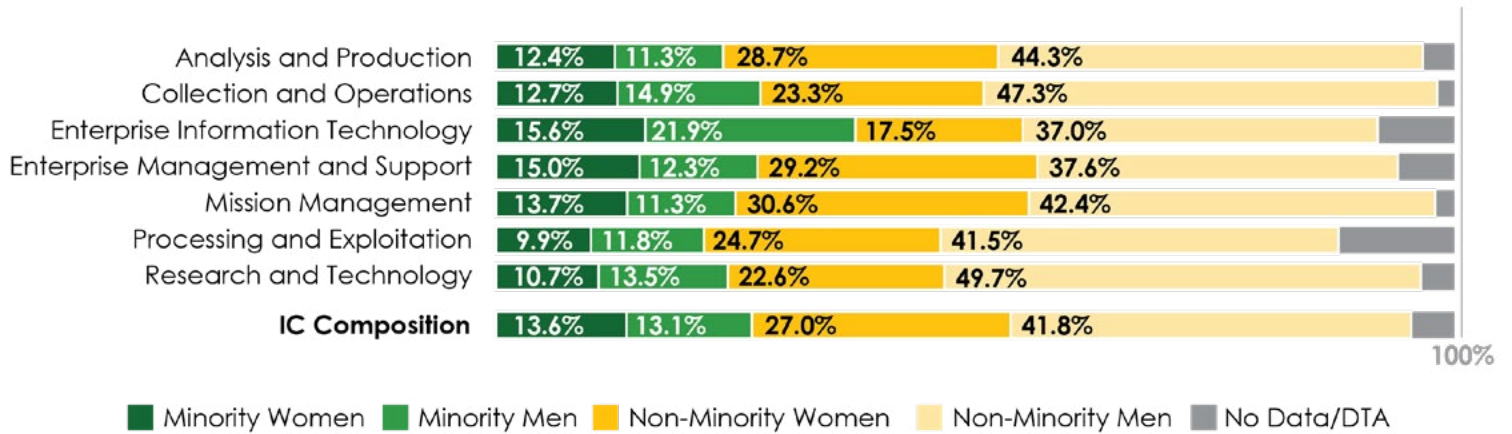


## INTERSECTIONAL DEMOGRAPHIC ANALYSIS

Non-minority men are the largest demographic across all mission categories. Non-minority men have disproportionately high representation in the Analysis and Production, Collection and Operations, Mission Management, and Research and

Technology mission categories. Minority officers—particularly men—are overrepresented in Enterprise Information Technology. Women—both minorities and non-minorities—are overrepresented in Enterprise Management Support.

Figure 39: IC Mission Category Composition by Gender and Minority Status



# PROMOTIONS

Minority officers make up a declining share of promotions as grade level increases. Non-minority women are well-represented at all levels of promotions, and non-minority men are the only demographic whose share of promotions increase as grade level increases. These trends raise the concern that there may be bias in career development and promotion practices that lead to inequitable outcomes favoring non-minority officers, exacerbating the underrepresentation of minority groups at higher grade levels. This has been the subject of barrier studies done by IC elements and is leading to some adjustments to ensure fairness in the promotion process. PWD make up a declining share of promotions as grade level increases with the exception of promotions to the senior ranks, where PWD are proportionately represented. More complete disability status data is needed to ascertain the equitability of promotions for PWD. The IC should continue to encourage and inform officers about how disability status data is used to increase trust and facilitate improvements in data analytics for PWD. The IC should also review the promotion processes to

identify which IC elements have the most and least equitable outcomes, and the extent to which systemic bias impacts the process.

## MINORITIES

Minority officers' share of promotions decreased as grade level increased, which almost certainly drives minority underrepresentation in the highest ranks. This trend was seen with all racial and ethnic minority groups except for Asian officers. Asians had the most equitable representation at promotions to all grade levels, including to the senior rank. Minority officers comprise a large share of promotions at lower grade levels. The overrepresentation of minority officers at the lowest ranks probably underpins this trend, as promotions occur more frequently at the lower ranks.

Figure 40: IC Promotion Composition by Minority Status and Pay Grade

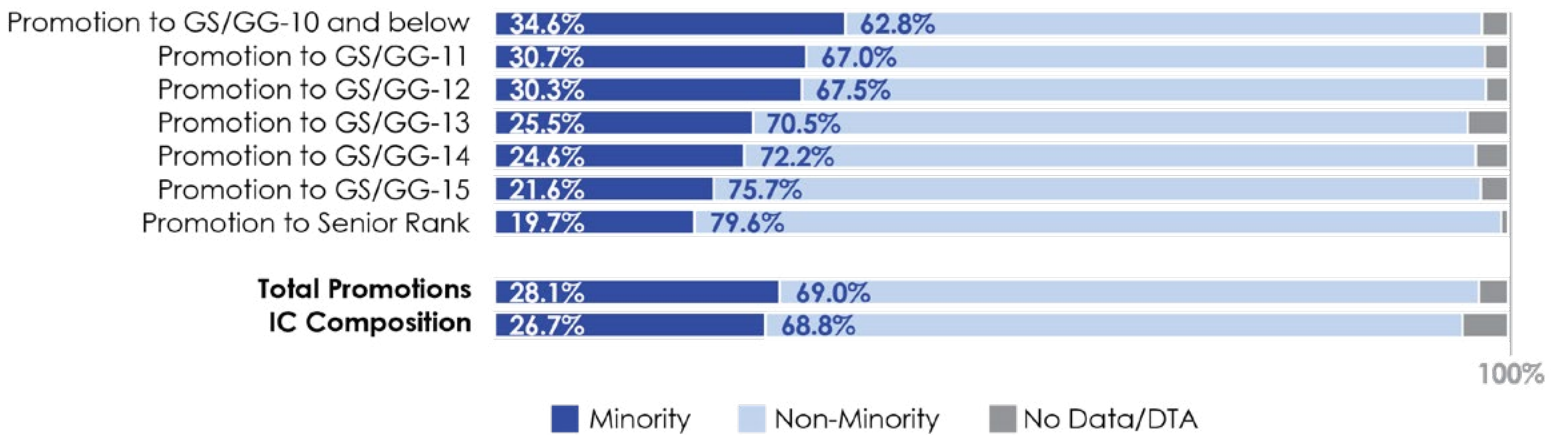


Figure 41: IC Promotion Representation by Race and Ethnicity and Pay Grade

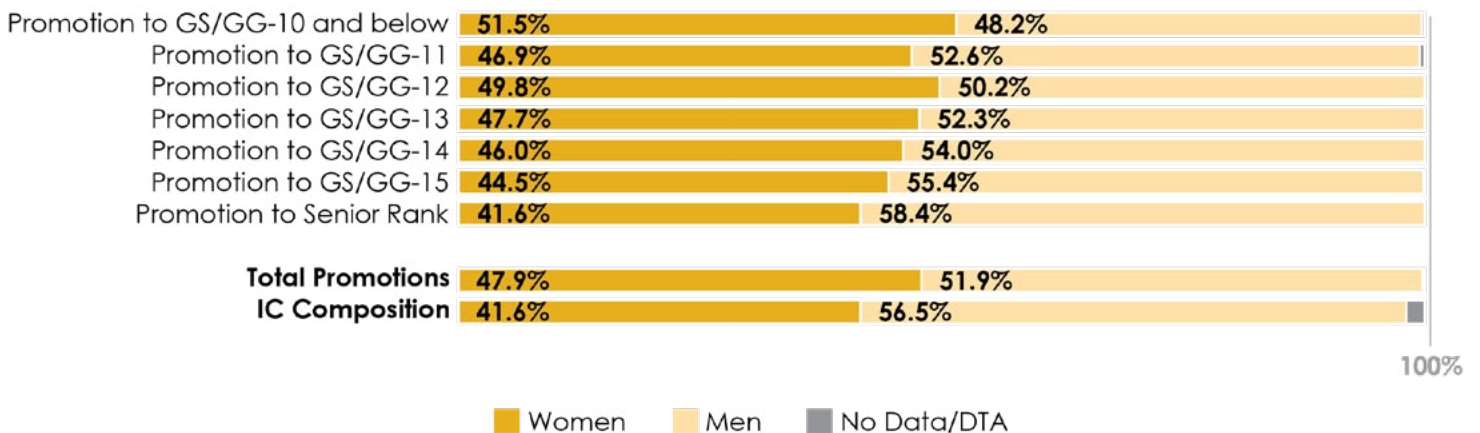
	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino/a	Native Hawaiian or Other Pacific Islander	Two or More Races	MINORITY TOTAL
Promotion to GS/GG-10 and below	TSTR	6.4%	12.5%	12.0%	TSTR	3.7%	34.6%
Promotion to GS/GG-11	TSTR	5.4%	12.6%	9.5%	TSTR	3.1%	30.7%
Promotion to GS/GG-12	TSTR	6.0%	13.5%	8.0%	TSTR	2.6%	30.3%
Promotion to GS/GG-13	TSTR	5.2%	10.5%	8.0%	TSTR	1.7%	25.5%
Promotion to GS/GG-14	TSTR	5.5%	11.5%	5.9%	TSTR	1.5%	24.6%
Promotion to GS/GG-15	TSTR	5.8%	9.0%	5.2%	TSTR	1.6%	21.6%
Promotion to Senior Rank	TSTR	7.3%	7.3%	4.4%	TSTR	TSTR	19.7%
<b>Total Promotions</b>	<b>0.1%</b>	<b>5.7%</b>	<b>11.8%</b>	<b>8.2%</b>	<b>0.1%</b>	<b>2.4%</b>	<b>28.1%</b>
<b>IC Composition</b>	<b>0.2%</b>	<b>5.3%</b>	<b>12.4%</b>	<b>6.4%</b>	<b>0.1%</b>	<b>2.4%</b>	<b>26.7%</b>

## WOMEN

Women's share of promotions generally decreased as grade level increased. However, their share of promotions at all grades was on par or higher than women's share of the total IC workforce (41.6 percent), suggesting that as a group, women are treated equitably in the promotion process. Intersectional

analysis shows that trends vary between minority and non-minority women; minority women are underrepresented in promotions to the GG/GS-14 level and above (see *Promotions: Intersectional Demographic Analysis*).

Figure 42: IC Promotion Composition by Gender and Pay Grade

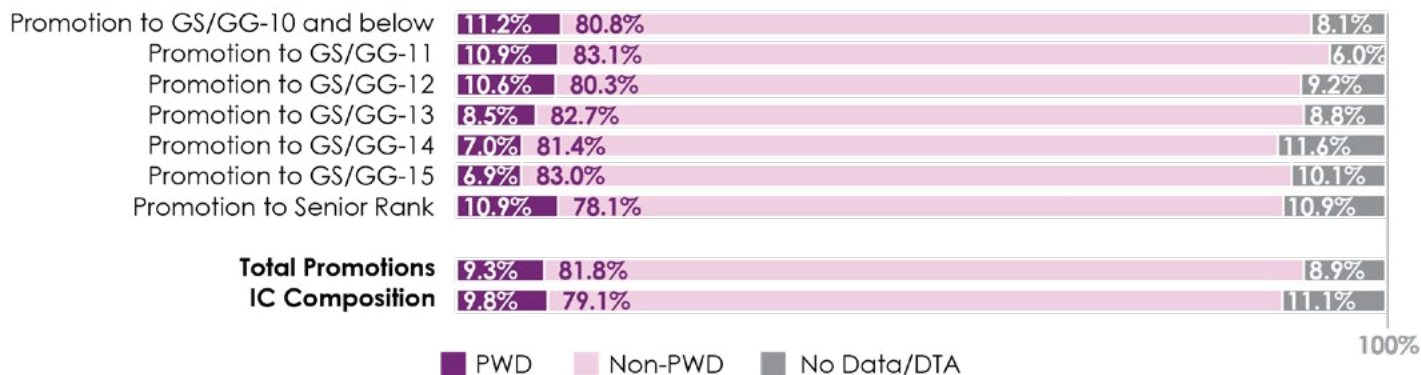


## PERSONS WITH DISABILITIES

PWD appear to be equitably represented in promotions to most grades except for promotions to GS-14 and GS-15, but more complete data is needed to increase the confidence in this assessment. About one-tenth of officers promoted chose not to

disclose their disability status. The share of officers who did not disclose disability status often exceeded the share of PWD in promotions to different grade levels.

Figure 43: IC Promotion Composition by Disability Status and Pay Grade



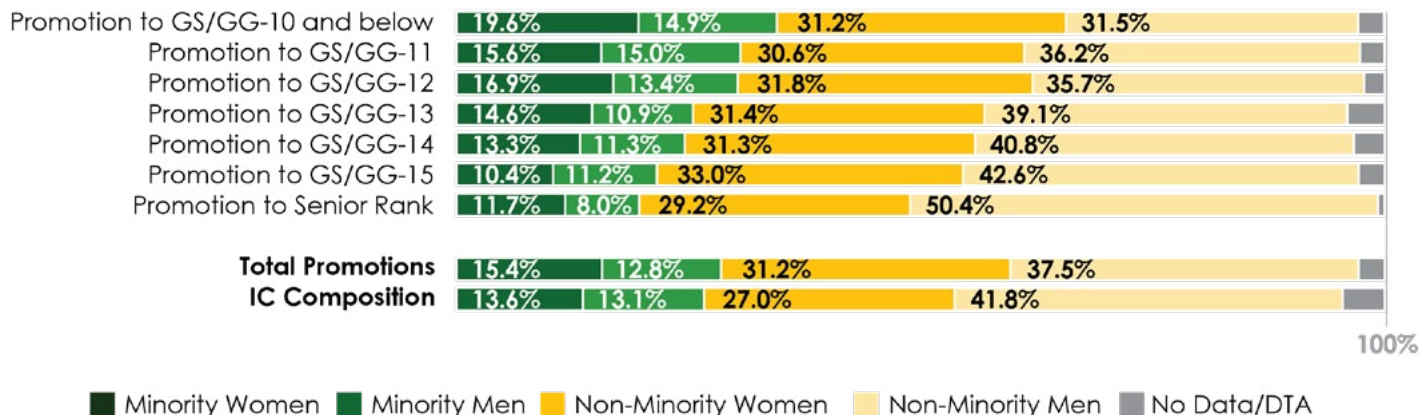
## INTERSECTIONAL DEMOGRAPHIC ANALYSIS

Minority women tended to be overrepresented in promotions through GS/GG-13, and underrepresented at the GS/GG-14 and higher grade levels. Minority men begin to be underrepresented at the GS/GG-13 and higher grade levels.

Non-minority women were overrepresented at each promotion level; the share of women promoted to every grade level

exceeded women's share of the overall workforce (27.0 percent). Non-minority men were the only group whose share of promotions increased as grade level increased. These trends raise concerns regarding bias in the promotion process in favor of non-minorities at higher grade levels and thus warrant additional barrier studies.

Figure 44: IC Promotion Composition by Gender Minority Status, and Pay Grade







# DIVERSITY IN THE SENIOR RANKS

Non-minority men are the only demographic whose share of the senior rank is more than 10 percentage points greater than their share of IC workforce composition. Minority officers are significantly underrepresented at the senior rank and in professional development opportunities that often aide promotion to the senior rank. About one-fifth of senior officers chose not to disclose their disability status, making it challenging to fully determine the degree to which PWD are represented at this rank.

Women overall are underrepresented in the senior rank, at the GS/GG-15 level, and in professional development opportunities that lead to senior ranks. This disparity is largely driven by the underrepresentation of minority women; non-minority women have proportional representation across all these categories. In both cases, however, a gap between the composition at the GS/GG-10 and below levels (19.3 percent for minority women and 29.9 percent for non-minority women) and the senior-most levels (7.3 percent for minority women and 26.5 percent for non-minority women) remains.

The professional development opportunities examined below include experience as a manager or supervisor, completion of SEPs, and completion of JDRs. These are often seen as stepping-stones for promotion to GS/GG-15 and the senior rank, and all IC officers are required to have joint duty credit for promotion to the senior rank.

## MINORITIES

Minority officers are significantly underrepresented at the senior rank and in the professional development opportunities that often precede the senior rank. There are no racial or ethnic minority groups that are equitably represented in the senior rank compared to their share of the IC. The shares of minority officers at the GS/GG-15 and senior levels have increased modestly from 18.0 percent and 14.9 percent, respectively, in FY 2019.

Minority officers' underrepresentation in new JDR completions, SEP completions, and most importantly at the GS/GG-15 level suggests that barriers to reaching the senior rank likely start at lower GS/GG levels. The IC should focus on identifying and removing barriers that minority officers face when seeking promotion to the GS/GG-15 level or in seeking professional development opportunities, such as being a manager and supervisor, participating in an SEP, and seeking JDR credit. The IC should also investigate and rectify the potential for bias in the senior rank promotion process.

— Figure 45: IC Composition in the Senior Leadership Ranks, Supervisory and Managerial Positions, — and Professional Development Opportunities by Minority Status

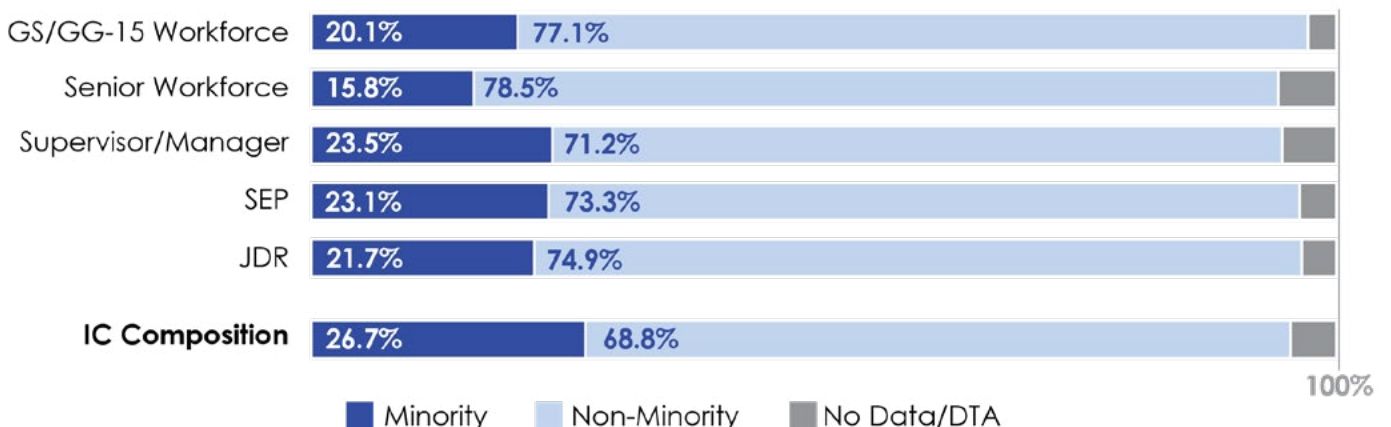


Figure 46: IC Composition in the Senior Leadership Ranks, Supervisory and Managerial Positions, and Professional Development Opportunities by Race and Ethnicity

	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino/a	Native Hawaiian or Other Pacific Islander	Two or More Races	MINORITY TOTAL
GS/GG-15 Workforce	0.2%	4.7%	9.3%	4.0%	0.1%	1.9%	20.1%
Senior Workforce	TSTR	3.9%	7.0%	3.3%	TSTR	1.5%	15.8%
Supervisor/Manager	0.1%	4.1%	11.9%	5.4%	0.1%	1.8%	23.5%
SEP	TSTR	6.2%	10.4%	3.6%	TSTR	2.3%	23.1%
JDR	TSTR	5.1%	10.6%	5.0%	TSTR	0.9%	21.7%
<b>IC Composition</b>	<b>0.2%</b>	<b>5.3%</b>	<b>12.4%</b>	<b>6.4%</b>	<b>0.1%</b>	<b>2.4%</b>	<b>26.7%</b>

## WOMEN

Women’s representation at the highest grade levels has improved since FY 2019, when women made up 35.2 percent of GS/GG-15 officers and 31.2 percent of the senior workforce. Despite this modest improvement, women remain underrepresented in the senior ranks, at the GS/GG-15 level, and in professional development opportunities that lead to senior ranks. An intersectional approach, however, reveals that it is primarily minority women that are disproportionately underrepresented in the senior ranks. Non-minority women have more equitable representation across all these categories (see *Diversity in the Senior Ranks: Intersectional Demographic Analysis*).

## PERSONS WITH DISABILITIES

PWD are slightly underrepresented in the senior rank, at the GS/GG-15 level—consistent with trends from the last five years—and in professional development opportunities that aide promotion to the senior ranks. However, the high share of the senior workforce that has not disclosed their disability status makes it difficult to determine whether PWD are truly underrepresented at the senior rank or not. Disability status disclosure is a persistent problem in the IC, and information campaigns led by the IC’s senior officers could help reduce the stigma associated with sharing such data.

Figure 47: IC Composition in the Senior Leadership Ranks, Supervisory and Managerial Positions, and Professional Development Opportunities by Gender

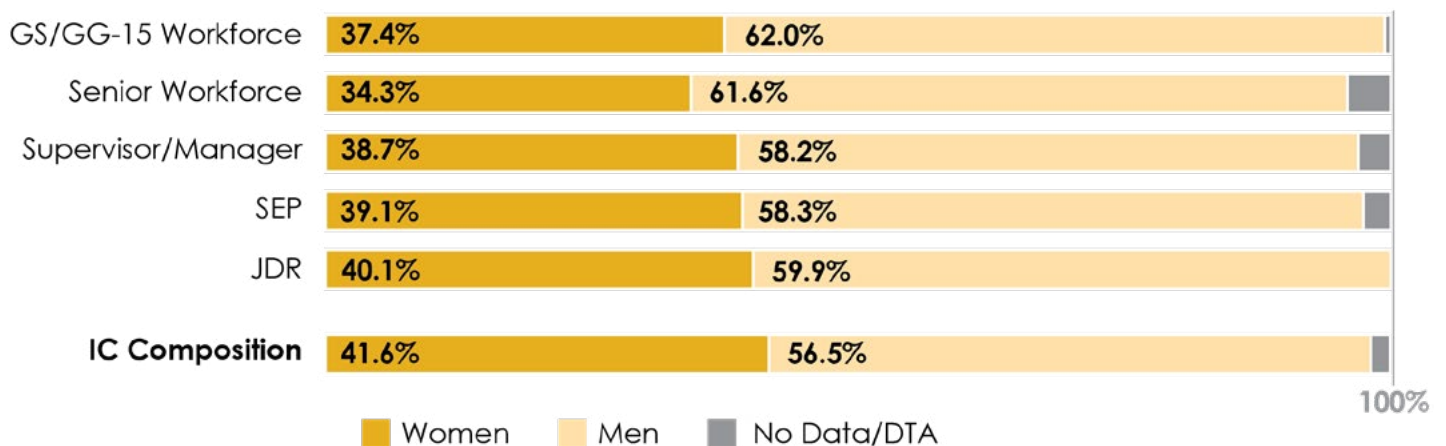
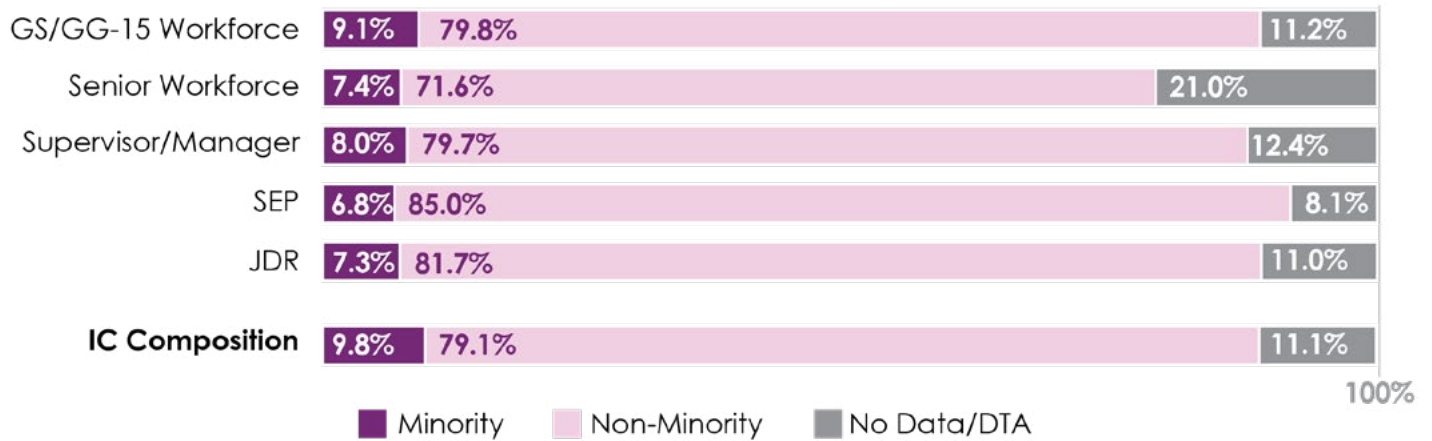




Figure 48: IC Composition in the Senior Leadership Ranks, Supervisory and Managerial Positions, and Professional Development Opportunities by Disability Status

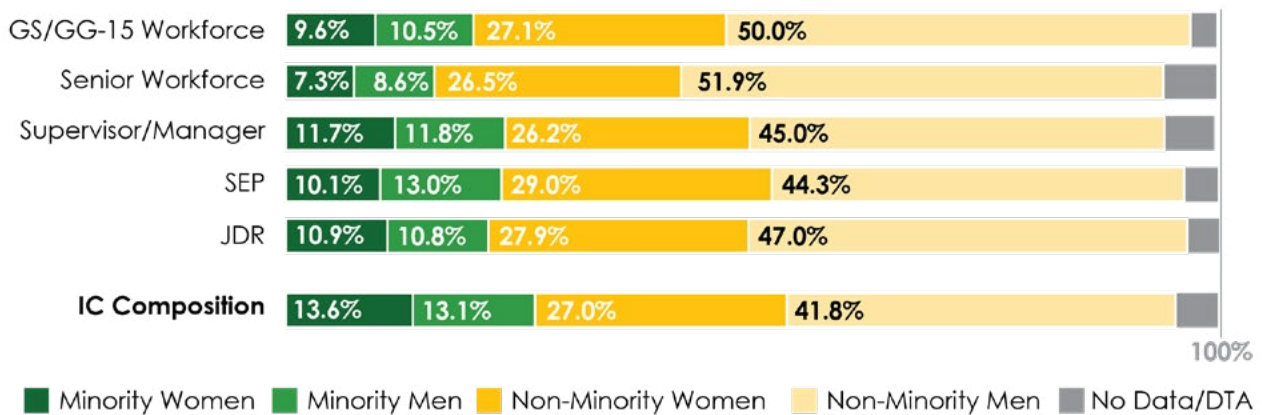


## INTERSECTIONAL DEMOGRAPHIC ANALYSIS

Non-minority men are the only demographic whose share of the senior rank is greater than their representation in key positions preceding senior-level promotion. Non-minority women have equitable representation in the senior rank compared to their share of the IC overall. Both minority men and minority women are underrepresented in the senior rank, and both are underrepresented in most key assignments preceding senior-level promotion.

These trends suggest that the disparities in elevation to the senior rank are largely centered around minority status, and not gender parity. The IC should investigate whether the key assignments that develop readiness for seniority are equitably accessible to minority officers, and how these experiences are judged based on the minority status of the officer who has completed them.

Figure 49: IC Representation in the Senior Leadership Ranks, Supervisory and Managerial Positions, and Professional Development Opportunities by Gender and Minority Status



# ATTRITION

Minority officers—specifically Asian and Black or African American officers—tended to leave the IC in their first year in greater proportions relative to other demographic groups. Women tended to have lower attrition relative to men. More complete data is needed to better understand attrition trends for PWD.

## MINORITIES

Minorities' share of attrition (26.2 percent) was almost proportional to their share of the IC workforce (26.7 percent), and it has remained roughly consistent over the past five years. For the share of minorities in the IC workforce to grow, minorities' share of attrition would need to be much lower than their share of the IC workforce. Attrition by tenure reveals that minority officers are overrepresented in resignations and are underrepresented among retirees. In addition, the share of officers that did not disclose their minority status is disproportionately high among those that left the IC.

While the total number of officers who resign within their first year in the IC is relatively small compared to resignations at longer tenures, it is noteworthy that officers identifying as Asian, Black or African American, Hispanic or Latino/a, and Native Hawaiian or Pacific Islander were overrepresented among those who left the IC in their first year in FY 2023. Other minority groups' shares of attrition within the first year matched their share of the IC.

Figure 50: IC Attrition Composition by Minority Status

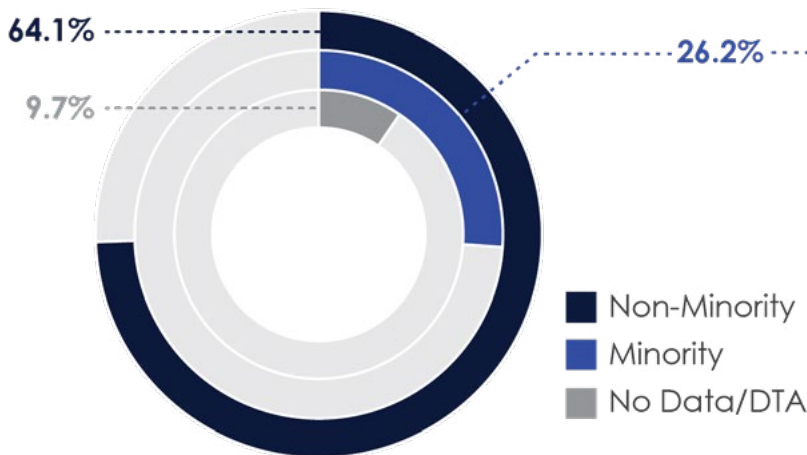


Figure 51: IC Attrition Composition by Race and Ethnicity

AMERICAN INDIAN/ALASKA NATIVE	0.2%
ASIAN	4.7%
BLACK OR AFRICAN AMERICAN	13.2%
HISPANIC OR LATINO/A	5.7%
NATIVE HAWAIIAN/PACIFIC ISLANDER	0.1%
TWO OR MORE RACES	2.3%

Figure 52: IC Attrition Composition by Minority Status and Attrition Type

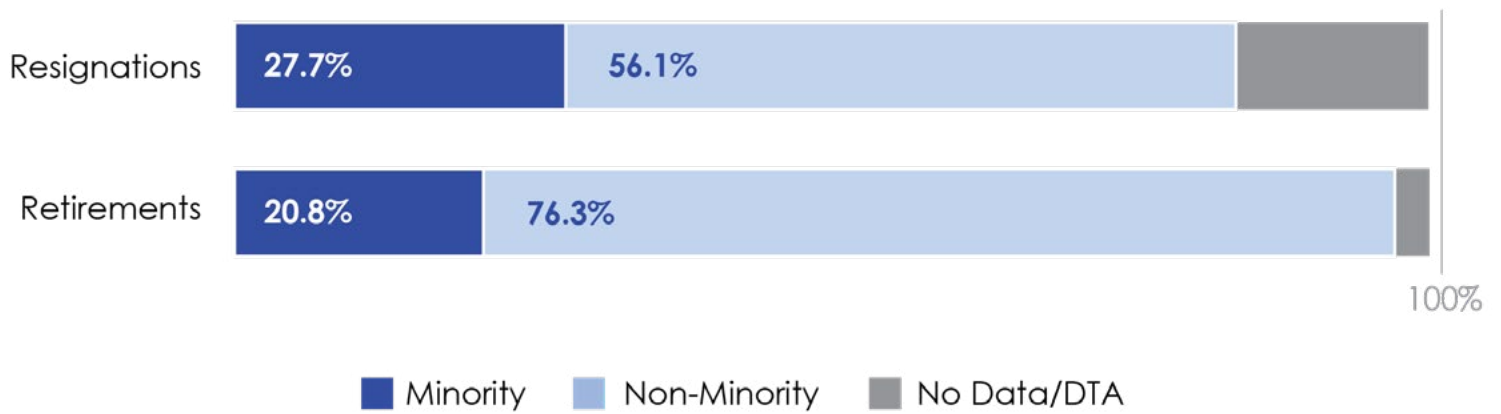


Figure 53: IC Attrition Composition by Minority Status and Federal Service Tenure

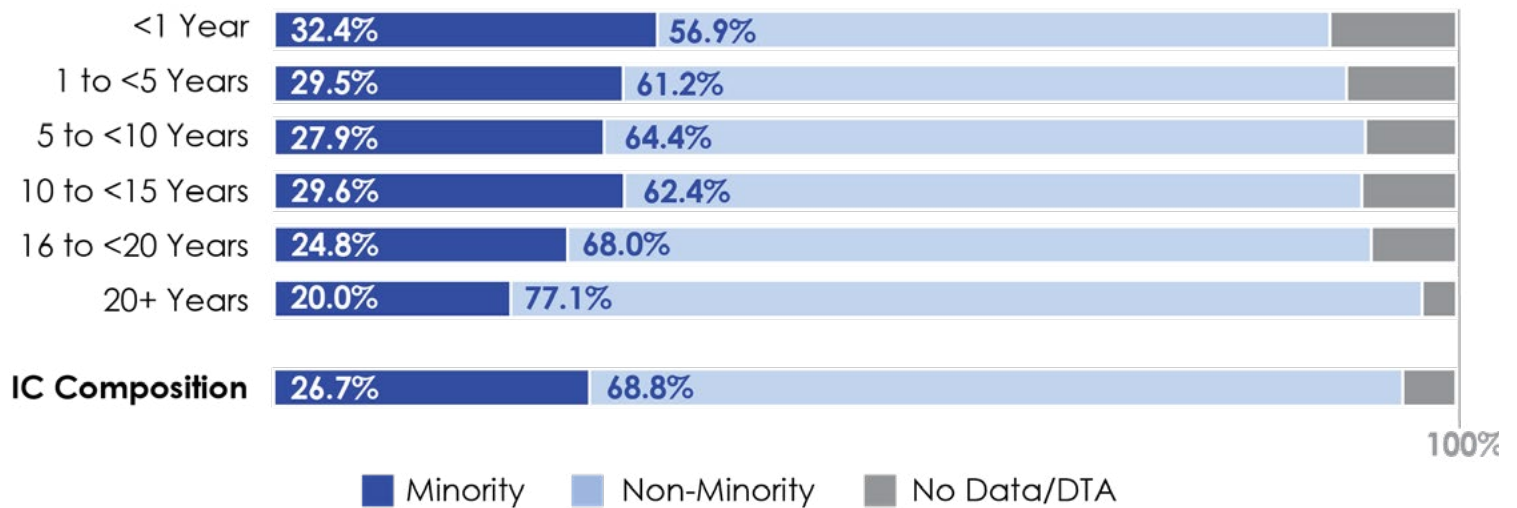


Figure 54: IC Attrition Composition by Race and Ethnicity and Federal Service Tenure

	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino/a	Native Hawaiian or Other Pacific Islander	Two or More Races	MINORITY TOTAL
<1 Year	TSTR	7.4%	15.4%	7.1%	TSTR	2.2%	32.4%
1 to <5 Years	TSTR	6.5%	14.2%	5.7%	TSTR	2.2%	29.5%
5 to <10 Years	TSTR	5.0%	14.3%	5.7%	TSTR	2.7%	27.9%
10 to <15 Years	TSTR	5.8%	14.4%	6.9%	TSTR	2.2%	29.6%
15 to <20 Years	TSTR	4.4%	12.2%	5.8%	TSTR	2.1%	24.8%
20+ Years	TSTR	2.9%	10.5%	4.9%	TSTR	1.7%	20.0%
Overall Attrition	0.2%	4.7%	13.2%	5.7%	0.1%	2.3%	26.2%
IC Composition	0.2%	5.3%	12.4%	6.4%	0.1%	2.4%	26.7%

## WOMEN

Women's attrition rates have remained roughly the same over the last five years, with the exception of FY 2020 when women's share of attrition jumped to 40.2 percent. Women are slightly underrepresented in attrition of all types compared to men. This trend was true for both minority and non-minority women, although intersectional analysis revealed some differences in resignations versus retirements for minority and non-minority women (see *Attrition: Intersectional Demographic Analysis*). A high share of officers who resigned did not disclose gender and/or other demographic information; more complete data is necessary to assess trends in resignations.

Figure 55: IC Attrition Composition by Gender

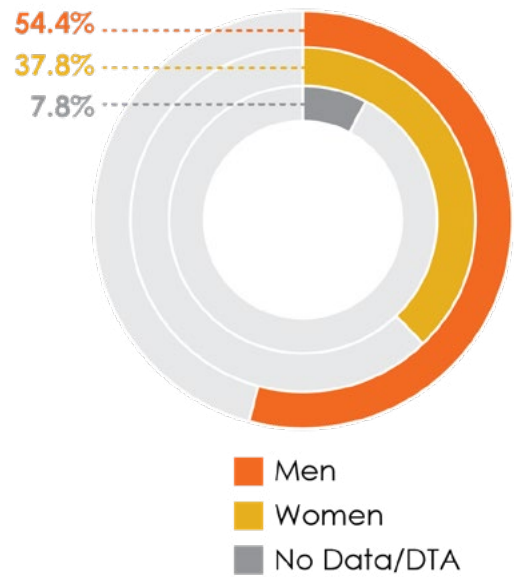


Figure 56: IC Attrition Composition by Gender and Attrition Type

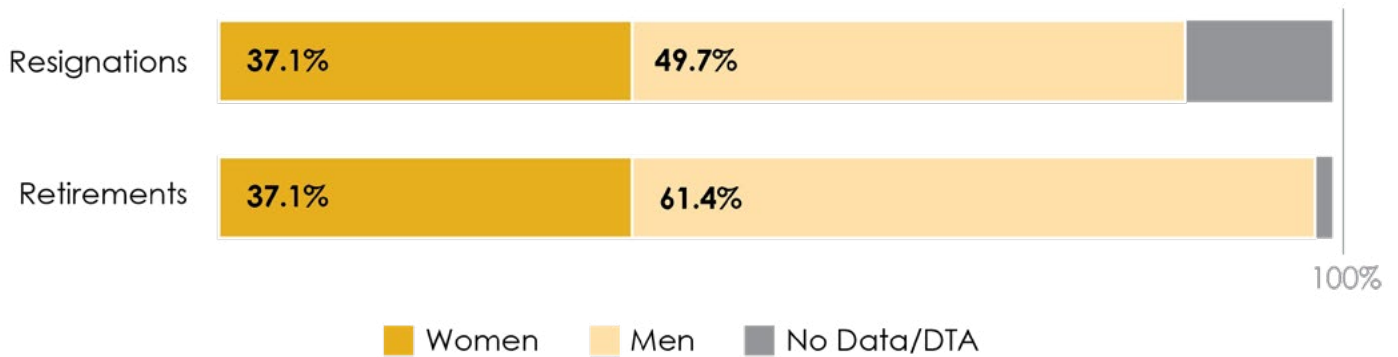
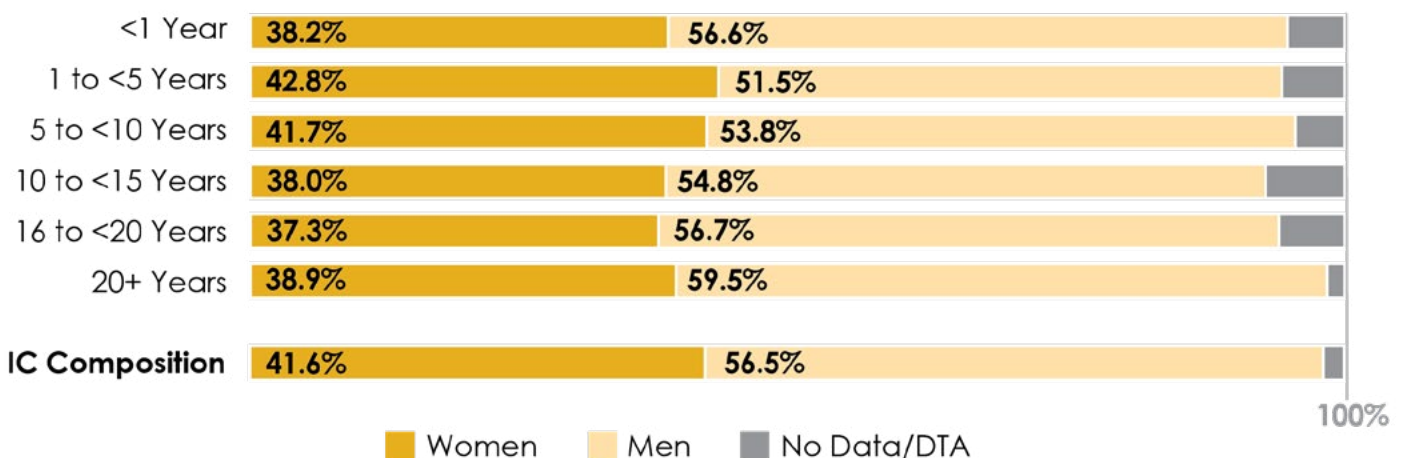


Figure 57: IC Attrition Composition by Gender and Federal Service Tenure



## PERSONS WITH DISABILITIES

Better disability status data is necessary to judge whether PWD are leaving the IC in greater numbers than non-PWD. About 23.1 percent of all people who left the IC in FY 2023 and 32.1 percent of those who left within their first year of IC employment did not disclose their disability status. There is a lack of data to determine whether these officers intentionally did not want to share this information or if they did not submit this information for other reasons.

Figure 58: IC Attrition Composition by Disability Status

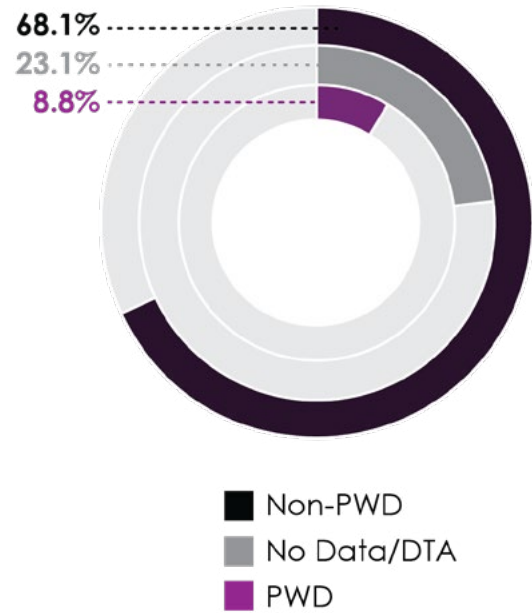


Figure 59: IC Attrition Composition by Disability Status and Attrition Type

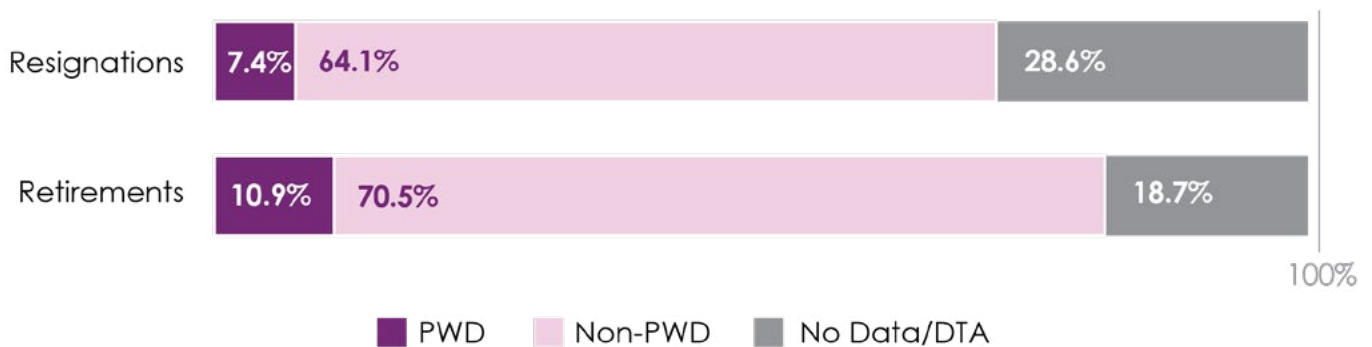
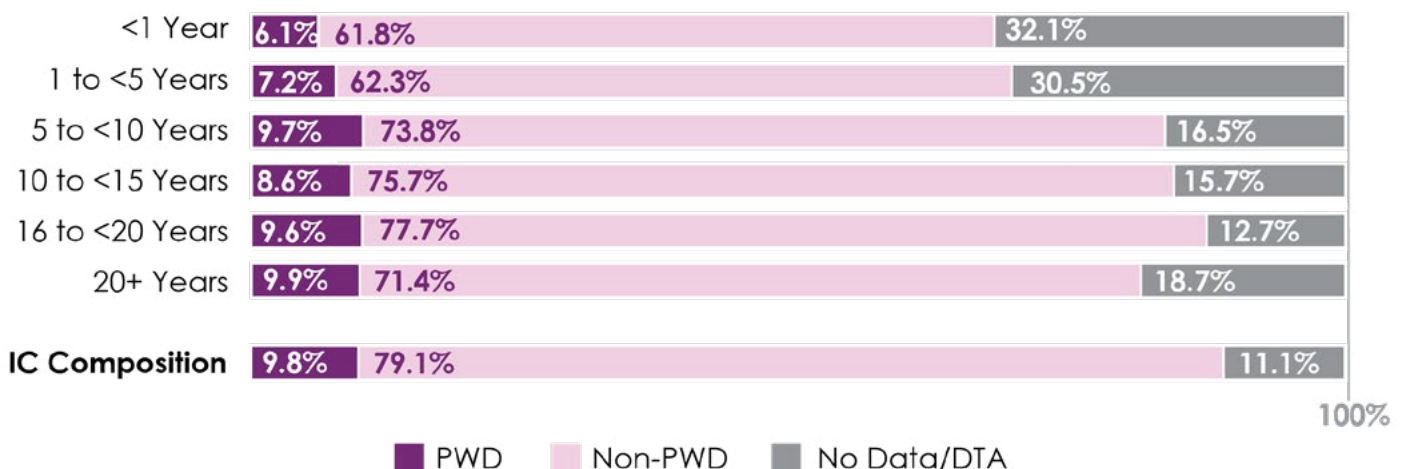


Figure 60: IC Attrition Composition by Disability Status and Federal Service Tenure



## INTERSECTIONAL DEMOGRAPHIC ANALYSIS

Among women, minority women had a higher share of resignations than retirements, and non-minority women had a higher share of retirements than resignations. Minority men generally comprised a larger share of attrition than minority women, particularly at earlier tenures.

Figure 61: IC Attrition Composition by Gender and Minority Status

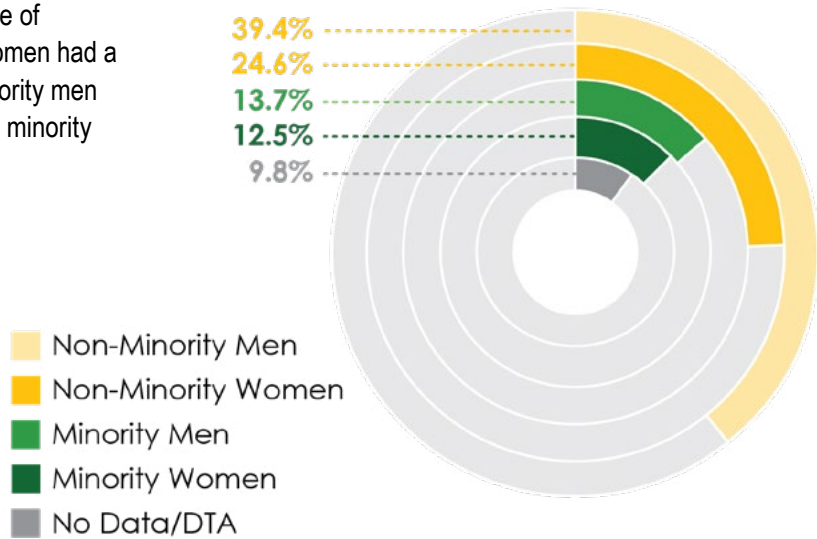


Figure 62: IC Attrition Composition by Gender, Minority Status, and Attrition Type

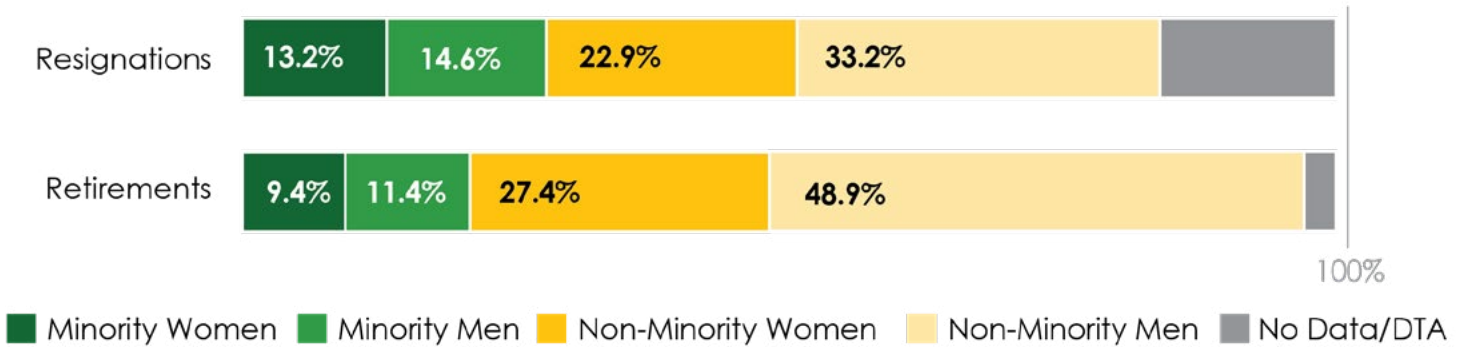
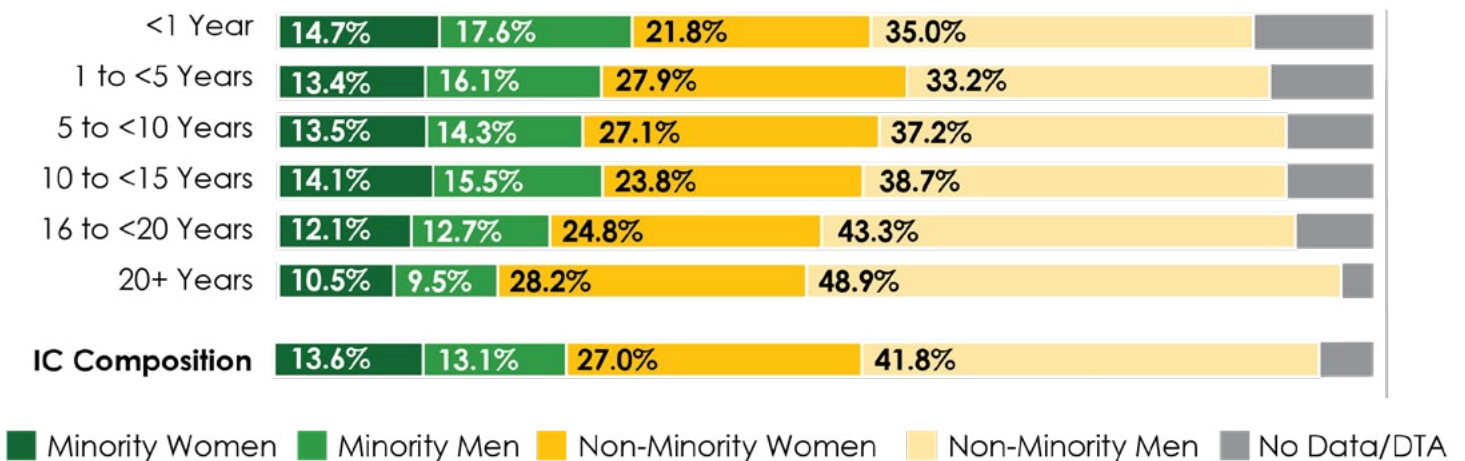


Figure 63: IC Attrition Composition by Gender, Minority Status, and Federal Service Tenure







# DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY INDEX

The DEIA Index consists of 13 survey questions that assess employee perceptions in the workplace. OPM has used this new DEIA Index to replace the former 20-question Inclusion Quotient, in alignment with Executive Order 14035.<sup>13</sup> Given differences

in the types of questions asked of employees, the DEIA Index cannot be directly compared to Inclusion Quotient results from previous years to assess long-term trends

Figure 64: DEIA Quotient Questions

Dimensions	Question	Percent of IC Respondents that Answered “Somewhat Agree” or “Strongly Agree”
Diversity	1. My organization's management practices promote diversity (e.g., outreach, recruitment, promotion opportunities). 2. My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development).	80.3%
Equity	3. I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my work unit. 4. My supervisor provides opportunities fairly to all employees in my work unit (e.g., promotions, work assignments). 5. In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgements).	77.4%
Inclusion	6. Employees in my work unit make me feel I belong. 7. Employees in my work unit care about me as a person. 8. I am comfortable expressing opinions that are different from other employees in my work unit. 9. In my work unit, people's differences are respected. 10. I can be successful in my organization being myself.	84.0%
Accessibility	11. I can easily make a request of my organization to meet my accessibility needs. 12. My organization responds to my accessibility needs in a timely manner. 13. My organization meets my accessibility needs.	77.9%
Overall DEIA Quotient Index		79.9%

<sup>13</sup> For more information, please see: Government-wide DEIA: Our Progress and Path Forward to Building a Better Workforce for the American People - Annual Report 2022 (opm.gov)



Minorities, women, and PWD all had slightly lower overall DEIA Index scores relative to non-minorities, men, and persons without disabilities. A closer examination of the data revealed that minorities had a low percentage of positive responses to questions surrounding diversity, women had low positive

responses to questions surrounding equity, and PWD had particularly low positive responses to questions surrounding accessibility and inclusion. The questions where minorities, women, and PWD had the largest delta with the rest of the workforce are noted below.

Figure 65: DEIA Index Questions with the Largest Percentage Point Differences Between Demographic Groups

	Minority	Non-Minority	Delta
<i>My organization's management practices promote diversity (e.g., outreach, recruitment, promotion opportunities).</i>	74.6%	81.0%	-6.4%
<i>My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development).</i>	80.8%	85.8%	-5.0%
	Women	Men	Delta
<i>My supervisor provides opportunities fairly to all employees in my work unit (e.g., promotions, work assignments).</i>	78.8%	84.4%	-5.6%
<i>In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgements).</i>	72.1%	77.6%	-5.5%
	PWD	Non-PWD	Delta
<i>I can easily make a request of my organization to meet my accessibility needs.</i>	74.3%	84.3%	-10.0%
<i>My organization meets my accessibility needs.</i>	71.8%	81.4%	-9.6%
<i>I can be successful in my organization being myself.</i>	75.0%	83.8%	-8.8%



# IC STRATEGIC INVESTMENTS AND OUTCOMES

The IC must continue to analyze the talent lifecycle to identify institutional inequities that impede the employment, career advancement, and retention of top talent. DEIA initiatives supporting the talent lifecycle often involve challenges and require innovative solutions. Well-executed DEIA initiatives can be instrumental in transforming institutional and organizational processes in the talent lifecycle, effectively measure the diversity return-on-investment to determine the strategic impact of future investments, and increase the IC's strategic competitiveness.

The IC DEIA Office is responsible for the integration of DEIA portfolios across the IC's 18 elements. In collaboration with these elements, IC DEIA identified four strategic investment areas and implemented the first IC DEIA Maturity Model (IC DEIA-MM) to measure efficacy and increase transparency, and drive accountability. The four investment areas include: data, accessibility, partnerships, and training.

## DATA

The IC collects and analyzes demographic information. Robust analysis provides insights into best practices, as well as barriers within the lifecycle including recruitment, advancement, and retention processes. With an understanding of the barriers, it is possible to take action. IC DEIA data accomplishments include:

- IC Demographic Data Dashboard: This tool provides all IC officers access to their elements' demographic data. The dashboard increases transparency and accountability regarding IC workforce composition, promotion, and attrition data.
- IC Barrier Analysis Study: The IC is participating in an enterprise-wide study to conduct a qualitative assessment on the experience of officers across the IC.

## ACCESSIBILITY

The IC aims to be an employer of choice for PWD through innovation and a renewed commitment to improving workplace accessibility. These efforts include, but are not limited to, physical accessibility needs, the accessibility of hardware and software, the availability of qualified sign language

interpreters, Communication Access Real-time Translation (CART) captioners, and personal care assistants. Accessibility accomplishments include:

- Establishing a senior IC Accessibility Officer;
- Developing an IC information technology Accessibility Maturity Model;
- Developing accessibility working groups;
- Convening accessibility summits;
- Investing in IC solutions for the delivery of CART-Captioning services across the IC.

## PARTNERSHIPS

The IC is focusing on building, sustaining, and growing partnerships with underserved communities via academia, the private sector, and non-profit professional organizations to increase applicant access to and awareness of the IC. Partnership accomplishments include:

- Developing an IC strategy for engagement with Hispanic-Serving Institutions;
- Engaging with multiple professional organizations;
- Leading "Scholar's Power Hour" to engage with the community and prospective applicants;
- DEIA knowledge exchange with global partners.

## TRAINING

The IC conducts employee development training that drives DEIA best practices while also developing and teaching DEIA tradecraft. Some of the newly developed offerings include:

- DEIA certificate program;
- Neurodiversity Best Practices;
- Diversity Recruiter Training;
- Accessibility Training;
- Gender Inclusion Training.

## IC DEIA MATURITY MODEL

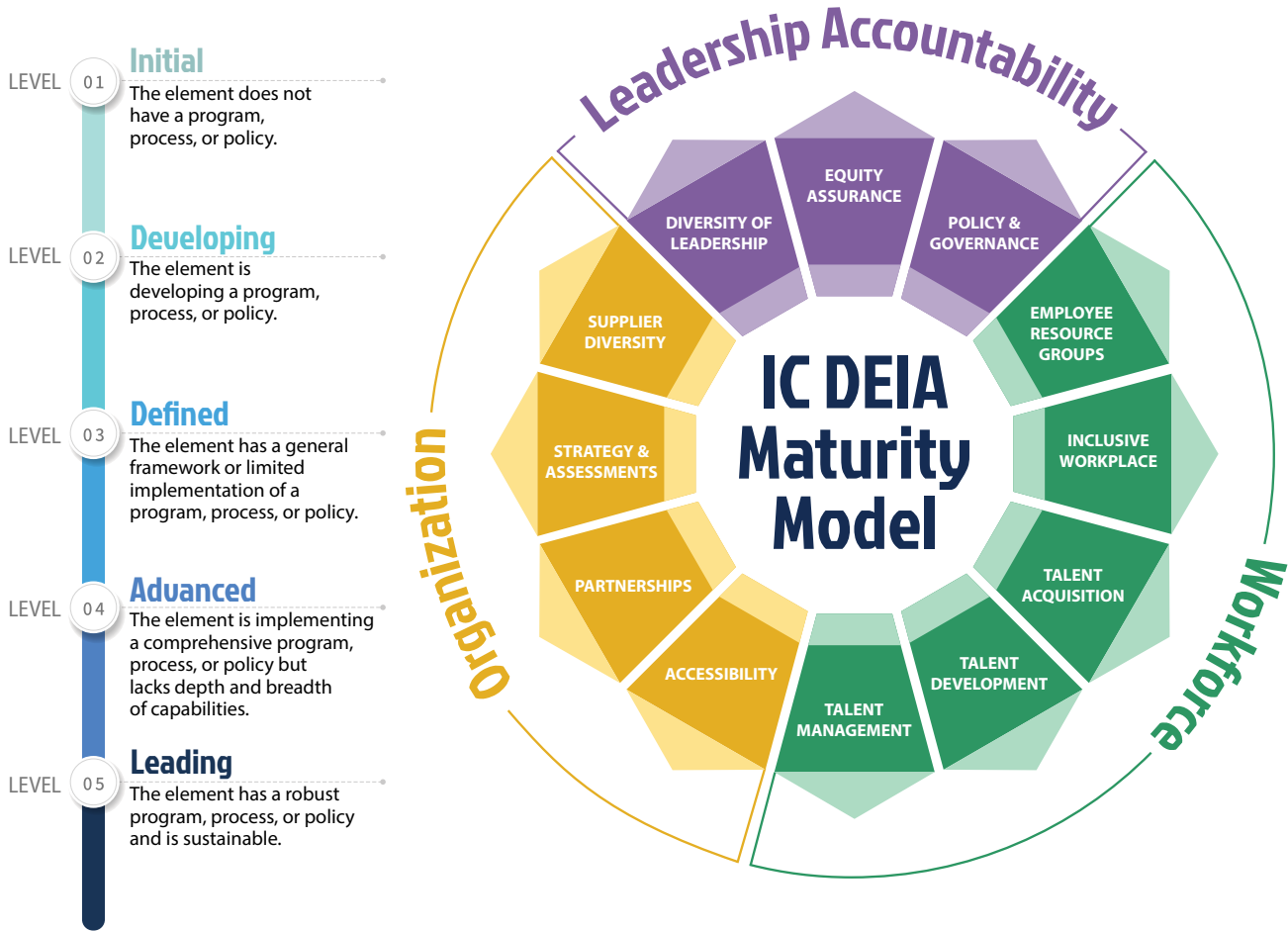
In December 2020, the Government Accountability Office (GAO) published its GAO-21-83 report *Intelligence Community: Additional Actions Needed to Strengthen Workforce Diversity, Planning, and Oversight*. The report outlined several recommendations for the IC. After review of the recommendations, and in consultation with the department secretary or head of the IC elements, as appropriate, and consistent with the DNI's authority, ODNI will ensure IC elements maintain strategic plans regarding diversity, eliminate barriers to diversity, and establish implementation objectives and timeframes to hold IC elements accountable.

Following the GAO Report, ODNI formed the IC DEIA-MM working group comprised of subject matter experts with experience in industrial/organizational psychology, data science, data methodology, equal employment regulations,

law, reasonable accommodations, policy, human capital, and diversity and inclusion. The working group produced a maturity model that assesses 12 core dimensions across three themes measuring maturity along a five-level continuum. The model established a DEIA baseline for each IC element, and identified best practices and opportunities for growth. The model will facilitate the development of iterative actions to advance DEIA in the workforce, including actions that address DEIA-related barriers identified in relevant barrier analyses, and will enable ODNI to monitor and track the progress of such implemented actions to assess the status and impact of DEIA initiatives on a regular basis.

The IC DEIA-MM framework was unanimously adopted by the chief diversity officers or equivalent across the IC in December 2022.








Figure 66: IC DEIA Maturity Model



<b>DIVERSITY OF LEADERSHIP</b>	Develops and implements tailored programs and initiatives to build a diverse leadership pipeline.
<b>EQUITY ASSURANCE</b>	Creates, implements, and monitors consistent, systematic processes to ensure the fair, just, and impartial treatment of all IC personnel.
<b>POLICY &amp; GOVERNANCE</b>	Establishes, integrates, and complies with policies that support DEIA and has the organizational infrastructure to oversee such policies.
<b>EMPLOYEE RESOURCE GROUPS</b>	Establishes and supports Employee Resource Groups and integrates their work into the broader organizational and IC mission.
<b>INCLUSIVE WORKPLACE</b>	Cultivates an inclusive, psychologically safe culture where all IC personnel feel a sense of belongingness and can retain their uniqueness.
<b>TALENT ACQUISITION</b>	Recruits and hires a diverse pool of candidates, improves applicant impressions, and enhances the application process and experience.
<b>TALENT DEVELOPMENT</b>	Invests in professional training and learning opportunities to develop diverse talent and build DEIA performance competencies.
<b>TALENT MANAGEMENT</b>	Manages the needs of a diverse workforce and employs strategies to maximize the performance and retention of diverse talent.
<b>ACCESSIBILITY</b>	Provides dedicated resources, oversight, and accountability for accessibility programs and establishes streamlined reasonable accommodations process.
<b>PARTNERSHIPS</b>	Builds and maintains strategic partnerships with DEIA stakeholders in the IC, as well as external public, private, and academic institutions.
<b>STRATEGY &amp; ASSESSMENTS</b>	Develops and executes DEIA strategic plans and utilizes analytic capabilities to monitor, measure, and interpret DEIA implementation and trends.
<b>SUPPLIER DIVERSITY</b>	Partners with a diverse set of suppliers and businesses in the procurement of products and services.

Figure 67 is a snapshot of a sample report for evaluating IC elements across the 12 categories in the IC DEIA-MM. Circles will be shaded to indicate the degree to which each IC element has met the requirements within a given category.

Figure 67: IC DEIA Maturity Model Assessment Score Card Template

		Policy & Governance	Equity Assurance	Diversity of Leadership	Strategy & Assessments
		ACCOUNTABILITY			ORGANIZATIONAL
	ODNI	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○
	CIA	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○
	DIA	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○
	FBI	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○
	NGA	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○
	NRO	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○
	NSA	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○



## THE FUTURE OF DEIA IN THE IC: SUSTAINING PROGRESS THROUGH POLICY

ODNI has taken a data-driven approach that starts with facilitating the collection and sharing of DEIA-related data. We have increased our cadre of data scientists and analysts and are modernizing our data collection methodologies and processes. We are also leveraging new technologies to promote data being ingested, validated, analyzed, and reported through repeatable, automated processes that enable demographic analysis—anonimized on the individual level—that is more intersectional and capable of being analyzed across IC elements. At the same time, we are encouraging IC elements to participate in barrier studies, including ones that look across IC elements, in order to systematically identify barriers to diversity, and developing an IC DEIA-MM that ultimately enables IC elements to adopt policy measures to address the barriers identified and then track and assess progress over time, to

ensure that IC elements are making progress against DEIA strategic goals and objectives.

Policy measures are required to not only make progress but also to sustain progress in the long-term. Intelligence Community Directives (ICD) are IC-wide policies designed to integrate IC community practices. This year, the IC published ICD 125: Gender Identity and Inclusivity in the Intelligence Community, which establishes policy to promote a diverse, equitable, and inclusive workplace, irrespective of gender identity, transgender status, gender expression, and perceived gender. The IC also published ICD 124 to improve accessibility for individuals using electronic medical devices.



# MISSION FIRST, PEOPLE ALWAYS: IC WORKFORCE DEVELOPMENT ACTIVITIES

IC Affinity Networks (ICANs) are employee-led, voluntary organizations open to all IC officers. ICANs' efforts align with the IC's best practices to promote mission outcomes and foster workplace inclusion. ICANs represent the cross-cutting interests of the IC elements and work in partnership with employee and agency resource groups. The IC currently has six ICANs:

- African American Affinity Network (AAAN)
- Asian Pacific American Network (APAN)
- Deaf and Hard of Hearing Affinity Network (DHH)
- IC Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual, Plus Affinity Network (IC Pride)
- Latino Intelligence Network (LINK)
- Women's Intelligence Network (WIN)

These organizations actively support IC outreach and recruitment of prospective applicants and onboarding, mentoring, and career development of employees. They work with leaders at all organizational levels to achieve their goals. Throughout FY 2023, the IC DEIA Office sponsored ICAN events that attracted hundreds of employees representing underrepresented communities from the IC.

- **AAAN** and **LINK** hosted their sixth annual leadership summit, centered on the theme of empowerment and believing that each individual can make a difference. The summit highlighted the successful careers of officers at several IC elements and included panels on developing one's personal brand and leadership as well as panels on topics related to key IC issues, such as cybersecurity and the People's Republic of China.
- **APAN** hosted its second annual Asian American Pacific Islander (AAPI) Leadership Summit with the theme Strength in Unity, It Starts with Us. The summit highlighted the experiences of several senior officers of AAPI heritage; senior leaders shared their perspectives on how to overcome stereotypes and best practices in self-advocacy.

- **DHH** held a virtual summit that highlighted the importance of inclusion through improved accessibility. Speakers presented on their experiences with accessibility in the workplace, including during overseas assignments, and discussed new technology improvements to aide officers who are deaf or hard of hearing.
- **LINK** partnered with the IC DEIA Office and IC Centers of Academic Excellence (IC CAE) to craft an IC strategy for engagement with Hispanic-Serving Institutions, mirroring work that has been done in the IC to engage with Historically Black Colleges and Universities.
- **IC Pride** played an instrumental role in assisting the IC DEIA Office in the development and ultimate DNI issuance of ICD 125 on gender identity and inclusivity, which established best practices in gender inclusivity and reaffirms the IC's commitment to anti-harassment on the basis of gender identity.
- **WIN** held its fifth annual symposium with the theme Growing and Retaining Top Talent in the IC, which brought together leaders from across the IC to discuss challenges facing women in the workforce. Participants discussed ways to expand awareness of career broadening opportunities and ways to foster increased connectivity across IC elements.



# IC STUDENT OPPORTUNITIES

The IC is committed to growing the next generation of intelligence professionals by offering students a variety of temporary employment and scholarship opportunities. The IC's job portal contains extensive information on student and career opportunities at [www.IntelligenceCareers.gov](http://www.IntelligenceCareers.gov).

## LOUIS STOKES EDUCATION SCHOLARSHIP PROGRAM

The Louis Stokes Educational Scholarship Program (Stokes)—established by the National Security Agency Act of 1959, as amended, Section 16 [50 U.S.C. § 3614] and the National Security Act of 1947, as amended, Section 1025 [50 U.S.C. § 3223]—is

an undergraduate and graduate training program designed to facilitate the recruitment of individuals—particularly minority high school students—with a demonstrated capability to develop critical mission skills. Stokes scholars are particularly sought for mathematics, computer science, engineering, and foreign language skills. Students are offered tuition assistance to attend accredited colleges or universities, pursue challenging summer work assignments, and obtain full-time employment after graduation. Stokes candidates must be high school seniors or college freshmen at the time of their application and demonstrate financial need. Selected students begin working as they receive security clearances in the summer before their freshman or sophomore year of college.

In FY 2023, data on IC Stokes participants was provided by only one of the IC elements that participates in the IC Stokes program. The composition of Stokes participants is depicted below in Figures 68 to 71.

Figure 68: IC Stokes Participation by Minority Status

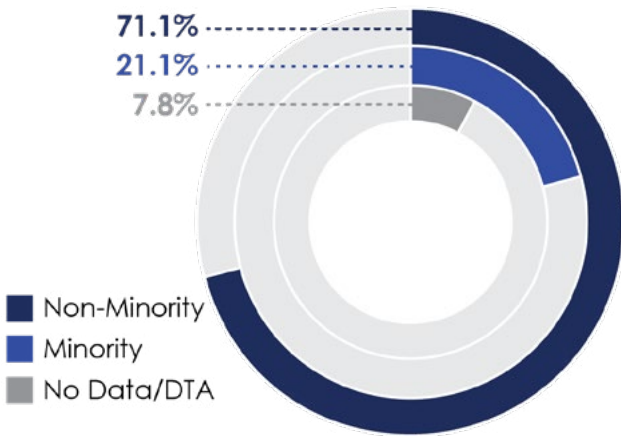


Figure 69: IC Stokes Participation by Race and Ethnicity

Race and Ethnicity	TSTR
AMERICAN INDIAN/ALASKA NATIVE	
ASIAN	19.7%
BLACK OR AFRICAN AMERICAN	27.6%
HISPANIC OR LATINO/A	9.2%
TWO OR MORE RACES	13.2%

Figure 70: IC Stokes Participation by Gender

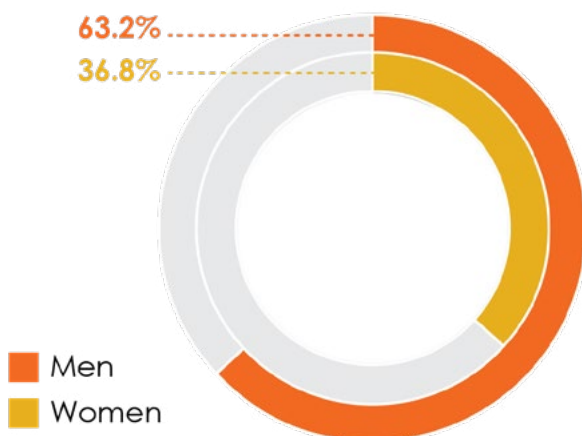
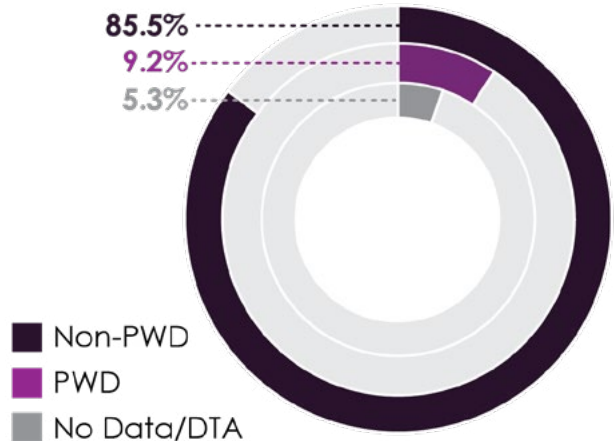


Figure 71: IC Stokes Participation by Disability Status



# PAT ROBERTS INTELLIGENCE SCHOLARS PROGRAM

Established by the National Security Act of 1947, as amended, Section 1022 [50 U.S.C. § 3222], PRISP is designed to recruit and train individuals with foreign language capability; regional and culture expertise; science, technology, engineering and mathematics (STEM) backgrounds; and other skills critical to IC missions. PRISP was made permanent in October 2010 with the passage of the FY 2010 Intelligence Authorization Act, and the eligible population was expanded to include all mission-critical occupations, most notably those intelligence employees working in STEM.

In FY 2023, data on IC PRISP participants was provided by 12 out of 18 IC elements. The composition of PRISP participants is depicted in Figures 72 to 76.

Figure 72: IC PRISP Participation by Minority Status

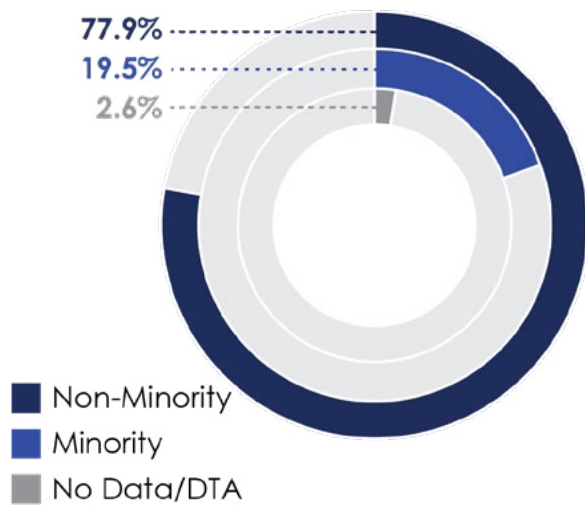


Figure 73: IC PRISP Participation by Race and Ethnicity

ASIAN	6.5%
BLACK OR AFRICAN AMERICAN	2.6%
HISPANIC OR LATINO/A	7.8%
TWO OR MORE RACES	2.6%

Figure 74: IC PRISP Participation by Gender

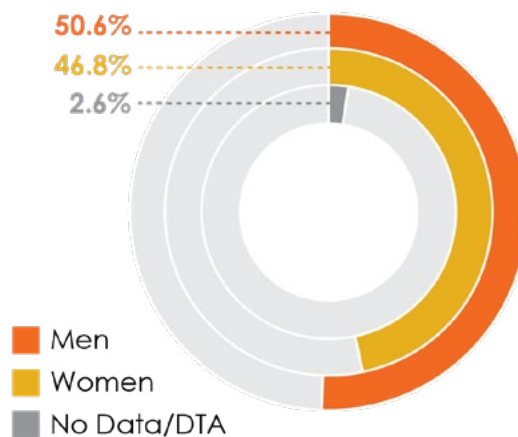


Figure 75: IC PRISP Participation by Disability Status

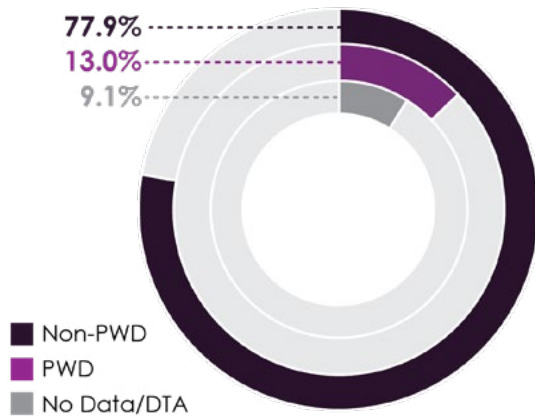
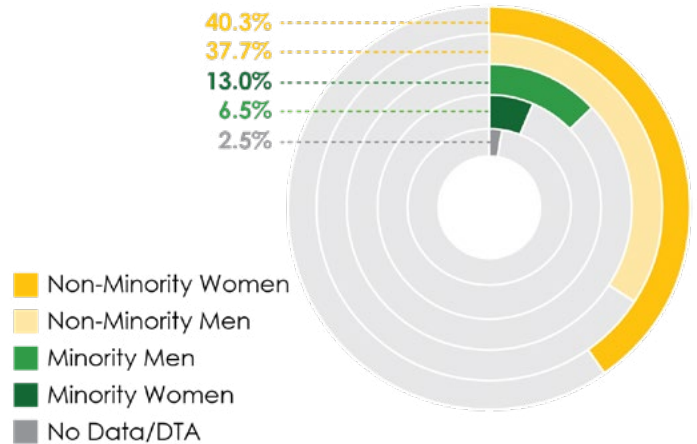


Figure 76: IC PRISP Participation by Gender and Minority Status



## STUDENT PROGRAMS AND SCHOLARSHIPS

### GenCyber

Administered by NSA, GenCyber seeks to ignite and sustain cybersecurity interest in youth at primary and secondary grade levels to build a competent, diverse, and adaptable cybersecurity workforce pipeline through alignment with the National Centers of Academic Excellence in Cybersecurity. The associated cyber camps provide age-appropriate cybersecurity awareness learning opportunities in a standards-based and organized curriculum that promoted GenCyber concepts or first principles, online safety, and ethics.

### Boren Scholarship

Boren Scholarships provide U.S. undergraduate students with the resources and encouragement needed to acquire skill and experiences in areas of the world critical to our nation's future security. These scholarships offer up to \$20,000 for an academic year abroad. Boren Fellowships offer study abroad opportunities for graduate students interested in geographic areas, languages, and other fields of study underrepresented in study abroad programs and critical to U.S. national security broadly defined. Students propose their plans for language study (required), research, or internship, and must commit to at least one year of federal government service following graduation from their program of study. The maximum award is \$30,000 for up to two years of study.

### IC Centers of Academic Excellence (IC CAE)

ODNI manages the IC CAE Program, which provides long-term IC partnerships with U.S. colleges and universities through competitively awarded grants. Established in 2005, the program was designed to increase awareness of the IC mission and culture throughout ethnically and geographically diverse communities. IC CAE institutions develop or enhance their curricula to build skill sets needed in the IC, host workshops and colloquia on national security or intelligence topics, and encourage language proficiency and cultural awareness.

### National Security Education Program

The National Security Education Program sponsors several programs to study critical languages and foreign cultures. All funding for these programs requires award recipients to seek employment in the federal government and serve for at least one year in the Department of Defense, Department of State, or DHS, an element in the IC, or in another federal position with national security responsibilities.

### STARTALK

STARTALK's mission is to increase the number of U.S. citizens learning, speaking, and teaching critically-needed foreign languages. The program offers teachers and students in K-12 through college with creative and engaging summer experiences, language education, and language teacher development.

# APPENDIX A: YEAR-OVER-YEAR TRENDS

Figures 77 through 88 provide information on year-over-year trends for minorities, women, and PWD. As a result of a methodological change in data collection between FY 2021 and FY 2022, **data from FY 2021 or prior years should not be directly compared to FY 2022 or FY 2023** but can be used to determine rough trends. In addition, **FY 2022 and FY 2023 should not be directly compared to one another** because FY 2022 data was incomplete and was missing information on a large share of the IC workforce. Observed differences across fiscal years may be a result of methodological changes and may not reflect actual demographic changes in the IC.

Some of the figures below provide data on hiring, promotion, and attrition rates. Hiring rates are calculated as the number of people hired as a percentage of the overall workforce. Promotion rates reflect the percent of people who were promoted among all people who were eligible or who petitioned for promotion. Attrition rates are the number of people who left the IC as a percentage of the overall workforce.

## MINORITY

Figure 77: Five Year Trends in the Minority Share of IC Composition, Hiring, Promotions, and Attrition, FY 2019 to FY 2023

	IC Composition	Hiring	Promotions	Attrition
<b>FY 2023</b>	26.7%	34.6%	28.1%	26.2%
<b>FY 2022</b>	25.6%	32.4%	29.7%	28.7%
<b>FY 2021</b>	27.6%	31.6%	29.0%	26.3%
<b>FY 2020</b>	27.0%	29.7%	27.4%	26.2%
<b>FY 2019</b>	26.5%	28.4%	26.6%	25.4%

Figures 78 through 80 reflect hiring, promotion, and attrition rates for minorities. They show that in FY 2023, 8.7 percent of the minority workforce in the IC was new hires, 16.0 percent of minority officers that were eligible for promotion were promoted, and 6.7 percent of minority officers left the IC.

Figure 78: Five Year Trend of IC Minority Hiring Rates, FY 2019 to FY 2023

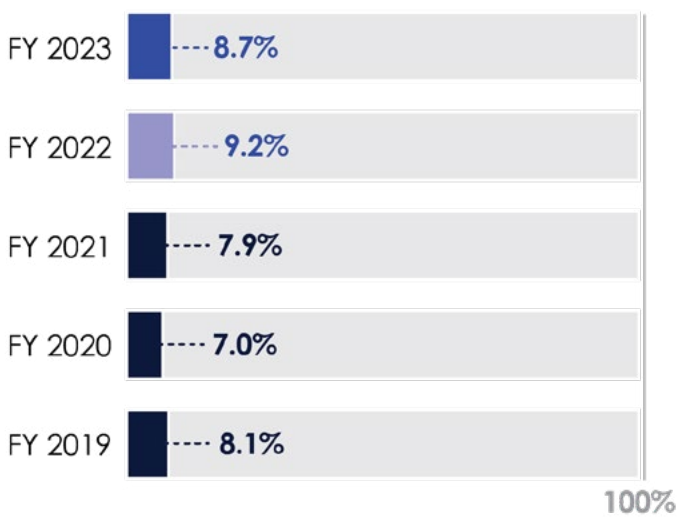


Figure 79: Five Year Trend of IC Minority Promotion Rates, FY 2019 to FY 2023

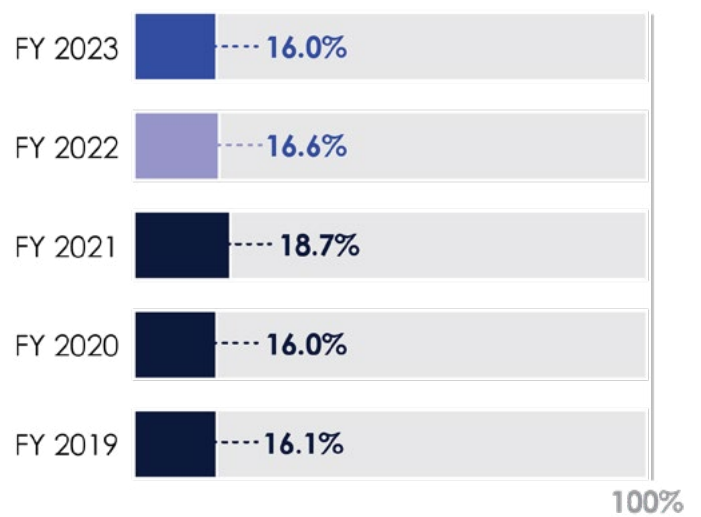
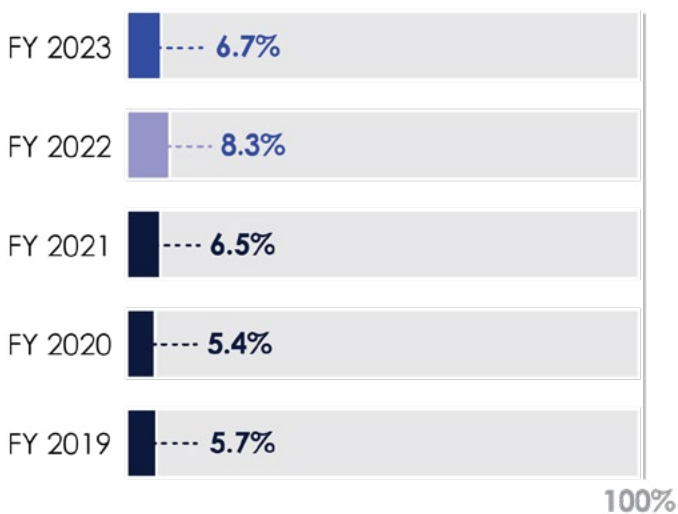


Figure 80: Five Year Trend of IC Minority Attrition Rates, FY 2019 to FY 2023



## WOMEN

Figure 81: Five Year Trends in Women's Share of IC Composition, Hiring, Promotions, and Attrition, FY 2019 to FY 2023

	IC Composition	Hiring	Promotions	Attrition
<b>FY 2023</b>	<b>41.6%</b>	<b>42.9%</b>	<b>47.9%</b>	<b>37.8%</b>
<b>FY 2022</b>	<b>40.8%</b>	<b>42.8%</b>	<b>42.3%</b>	<b>37.5%</b>
<b>FY 2021</b>	<b>39.5%</b>	<b>40.1%</b>	<b>45.6%</b>	<b>37.9%</b>
<b>FY 2020</b>	<b>39.3%</b>	<b>41.0%</b>	<b>45.0%</b>	<b>40.2%</b>
<b>FY 2019</b>	<b>39.3%</b>	<b>40.9%</b>	<b>45.1%</b>	<b>37.4%</b>

Figures 82 through 84 reflect hiring, promotion, and attrition rates for women. They show that in FY 2023, 6.9 percent of women in the IC workforce were new hires, 17.5 percent of women that were eligible for promotion were promoted, and 6.3 percent of women left the IC.

Figure 82: Five Year Trend of IC Women's Hiring Rates, FY 2019 to FY 2023

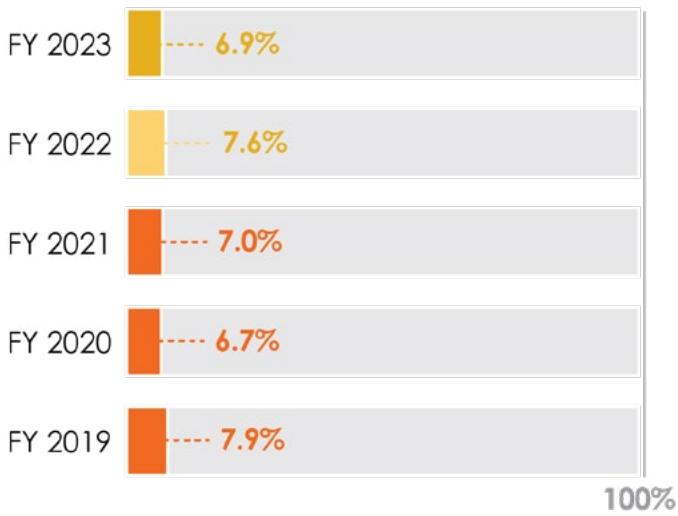


Figure 83: Five Year Trend of IC Women's Promotion Rates, FY 2019 to FY 2023

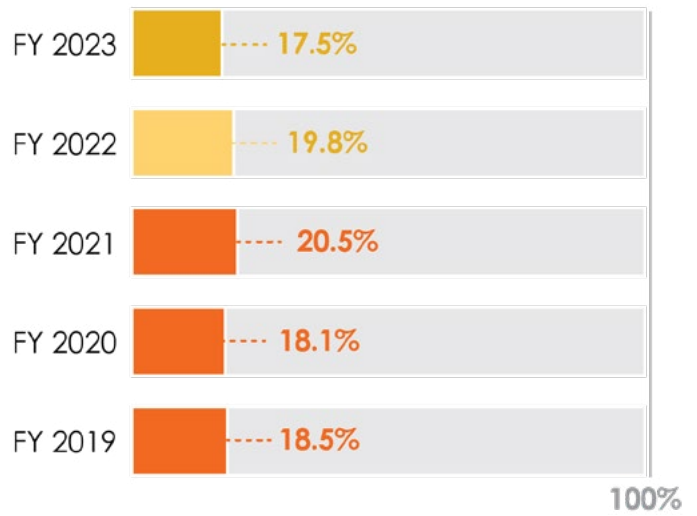
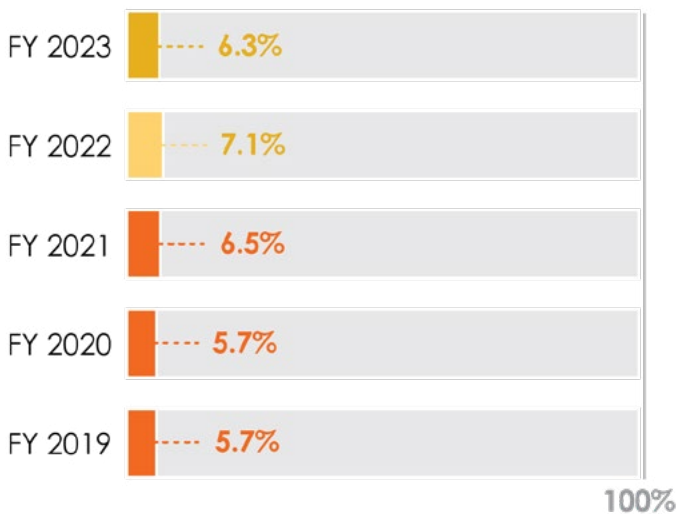


Figure 84: Five Year Trend of IC Women's Attrition Rates, FY 2019 to FY 2023





## PERSONS WITH DISABILITIES

Figure 85: Five Year Trends in the PWD Share of IC Composition, Hiring, Promotions, and Attrition, FY 2019 to FY 2023

	IC Composition	Hiring	Promotions	Attrition
<b>FY 2023</b>	9.8%	9.3%	9.3%	8.8%
<b>FY 2022</b>	8.8%	11.1%	12.4%	12.8%
<b>FY 2021</b>	10.9%	10.5%	8.6%	13.1%
<b>FY 2020</b>	11.9%	12.4%	8.7%	13.2%
<b>FY 2019</b>	11.5%	14.3%	8.6%	12.3%

Figures 86 through 88 reflect hiring, promotion, and attrition rates for PWD. They show that in FY 2023, 6.4 percent of PWD in the IC workforce were new hires, 15.4 of PWD that were eligible for promotion were promoted, and 6.2 percent of PWD left the IC.

Figure 86: Five Year Trend of IC PWD Hiring Rates, FY 2018 to FY 2022

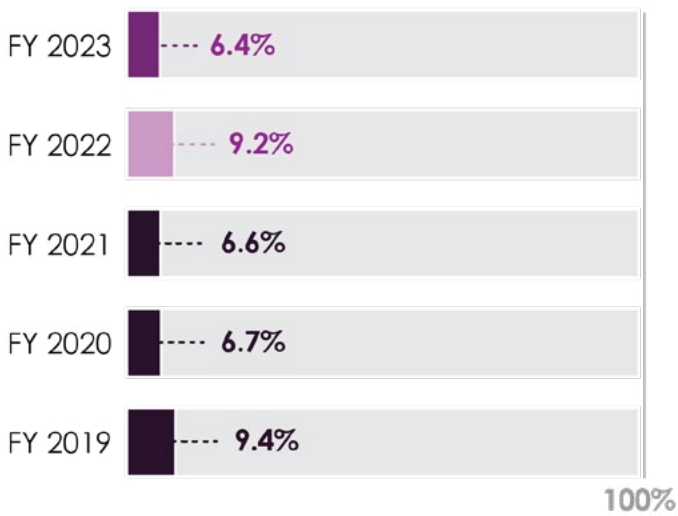


Figure 87: Five Year Trend of IC PWD Promotion Rates, FY 2018 to FY 2022

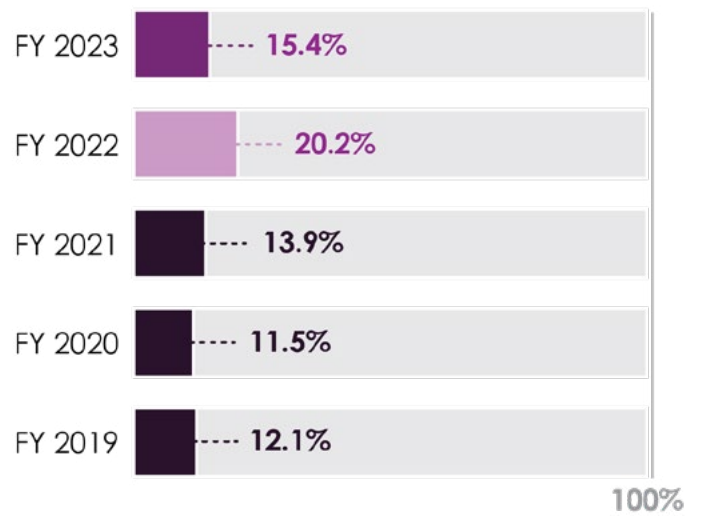
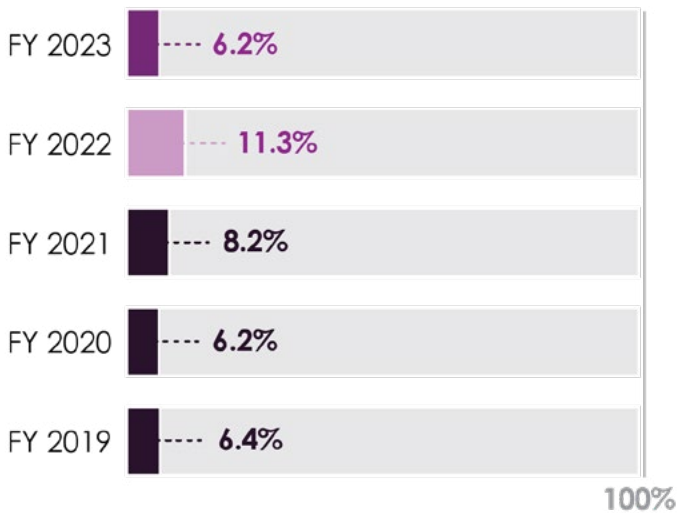


Figure 88: Five Year Trend of IC PWD Attrition Rates, FY 2018 to FY 2022



# APPENDIX B: GLOSSARY

## KEY TERMS

- **Accessibility<sup>14</sup>:** The design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them. Accessibility includes the provision of accommodations and modifications to ensure equal access to employment and participation in activities for people with disabilities, the reduction or elimination of physical and attitudinal barriers to equitable opportunities, a commitment to ensuring that people with disabilities can independently access every outward-facing and internal activity or electronic space, and the pursuit of best practices such as universal design.
- **Diversity<sup>14</sup>:** The practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities.
- **Equity<sup>14</sup>:** The consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment.
- **Inclusion<sup>14</sup>:** The recognition, appreciation, and use of the talents and skills of employees of all backgrounds.
- **Joint Duty Rotation (JDR):** JDRs create cross-agency expertise by fostering an environment of information-sharing, interagency cooperation, and intelligence integration at all levels. JDRs provide intelligence professionals with an IC-wide enterprise perspective, assist them in cultivating cross-organizational networks, facilitate their ability to share information among other IC employees and organizations, increase participants' understanding of the scope and complexity of the IC, and contribute to their personal and professional development.
- **Military Intelligence Program (MIP):** The MIP is devoted to intelligence activity conducted by the military departments and agencies in the Department of Defense that support tactical U.S. military operations.
- **Minority:** Includes all individuals who self-identify with one of the following racial/ethnic categories: "American Indian or Alaska Native," "Asian," "Black or African American," "Hispanic or Latino," "Native Hawaiian or Other Pacific Islander," or "Two or More Races."
- **Mission Category:** The highest classification in the IC occupational structure comprising broad sets of related occupations representing a particular function. Mission categories include Analysis and Production, Collection and Operations, Enterprise Information Technology, Enterprise Management and Support, Mission Management, Processing and Exploitation, and Research and Technology.
- **National Intelligence Program (NIP):** The NIP refers to all programs, projects, and activities of the IC, as well as any other programs of the IC designated jointly by the DNI and the head of a U.S. department or agency or by the President. Such term does not include programs, projects, or activities of the military departments to acquire intelligence solely for the planning and conduct of tactical military operations by the United States Armed Forces.
- **Persons With Disabilities (PWD)<sup>15</sup>:** A person who 1) has a physical impairment or mental impairment (psychiatric disability) that substantially limits one or more of such person's major life activities; 2) has a record of such impairment; or 3) is regarded as having such an impairment.
- **Persons With Targeted Disabilities (PWTD)<sup>15</sup>:** These are the most severe disabilities including blindness, deafness, partial and full paralysis, missing extremities, dwarfism, epilepsy, intellectual disabilities, and psychiatric disabilities. Individuals with these disabilities typically have the greatest difficulty finding employment. As a matter of policy, the federal government has a special emphasis on recruiting, hiring, and retaining people with targeted disabilities.
- **Selective Education Program (SEP):** Sponsored by prestigious military organizations, universities, and private sector organizations, SEPs offer intelligence professionals training in leadership development, IC integration and collaboration, international relations, and national security. Selected candidates learn in an interagency context, deepen their expertise, and expand their professional networks, offering potential for continued improvement and career development. SEPs can include, but are not limited to, participation/attendance in Command and Staff/Senior Service Schools (e.g., U.S. military and civilian institutions), Congressional Fellowships, Full-Time Study, the National Intelligence University, and/or senior development/executive programs (e.g., leadership training programs through the Federal Executive Institute).

<sup>14</sup> Executive Order 14035: Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce

<sup>15</sup> The U.S. Office of Personnel Management defines key terms related to disabilities, which can be found on their website: <https://www.opm.gov/policy-data-oversight/disability-employment/reference-materials/#url=Glossary>

# APPENDIX C: ACRONYMS

AAAN	African American Affinity Network
AAPI	Asian American Pacific Islander
ADR	Annual Demographic Report
APAN	Asian Pacific American Network
CART	Communication Access Real-Time Translation
CIA	Central Intelligence Agency
DEA	Drug Enforcement Administration
DEIA	Diversity, Equity, Inclusion, and Accessibility
DHH	Deaf and Hard of Hearing Affinity Network
DHS	Department of Homeland Security
DIA	Defense Intelligence Agency
DNI	Director of National Intelligence
DOE	Department of Energy
DOS-INR	Department of State's Bureau of Intelligence and Research
EEOC	Equal Employment Opportunity Commission
FBI	Federal Bureau of Investigation
FY	Fiscal Year
GAO	Government Accountability Office
GG	General Grade
GS	General Schedule
IC	Intelligence Community
ICAN	Intelligence Community Affinity Network
ICD	Intelligence Community Directives
IC CAE	Intelligence Community Centers of Academic Excellence
IC DEIA-MM	Intelligence Community Diversity, Equity, Inclusion, and Accessibility Maturity Model
IC Pride	Intelligence Community Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual, Plus Affinity Network
JDR	Joint Duty Rotation
LINK	Latino Intelligence Network
MIP	Military Intelligence Program
NGA	National Geospatial-Intelligence Agency
NIP	National Intelligence Program
NRO	National Reconnaissance Office
NSA	National Security Agency
ODNI	Office of the Director of National Intelligence
PRISP	Pat Roberts Intelligence Scholars Program
PWD	Persons with Disabilities
PWTD	Persons with Targeted Disabilities
SEP	Selective Education Program
Treasury-OIA	United States Department of the Treasury Office of Intelligence and Analysis
USA	United States Army
USAF	United States Air Force
USCG	United States Coast Guard
USMC	United States Marine Corps
USN	United States Department of the Navy
WG	Wage Grade
WIN	Women's Intelligence Network

