2018 Intelligence & National Security Summit:
Workforce of the Future

Panel

- **Harry Coker**, Executive Director, NSA
- **Kristine Korva**, Principal, Deloitte Consulting LLP
- **Sherry Van Sloun**, Deputy Chief Human Capital Officer, ODNI
- **Swetha Arbuckle**, Senior Human Resource Leader, Amazon Web Services
- **Richard Girven**, Director, Cyber and Intelligence Policy Center, RAND Corporation (moderator)

Topic Overview

The future national security apparatus will only be as strong as its people. The rapid pace of technological innovation creates demand for new skill sets, especially as the capabilities of our adversaries' workforces mature. At the same time, the need to foster a diverse and representative workforce remains an ongoing challenge. Cultivating a robust future intelligence and national security workforce will require addressing these challenges with creativity, purpose, and persistence.

Panel Summary

Comprised of Intelligence Community officials and industry experts, this panel discussed the emerging and legacy skills required to modernize the intelligence and national security workforce; career mobility both within government and between government and industry; the meaning and importance of diversity; recruiting and retention strategies; and what the IC is currently doing to promote STEM and cyber education and to attract students and young people to intelligence careers.
Key Insights:

- Legacy skills matter; they include interpersonal skills, teamwork, and the ability to think objectively and critically.
- Some “hard” skills will continue to be critical, including foreign language proficiency and foundational STEM and cyber skills; however, given the pace of technological innovation, an intelligence professional’s most important trait may be adaptability and willingness to learn new skills throughout one’s career.
- The future workforce must nurture and value diversity in all forms; the best teams will be those in which all members know they are welcome.
- Public-private partnerships will play increasingly important roles in maintaining and updating the skills of the workforce.
- Retention trends suggest that individuals stay with an organization for more reasons than compensation; increasingly – and especially with millennials – employees care about how their employers promote well-being, high-value work, skills development, and rewarding career paths.

Recommendations:

- Leaders must implement top-down transformation in order for their organizations to fully accept technological change.
- The Intelligence Community needs to embrace a hiring process that is more transparent and personal and enables candidates to know where they are in the process.
- Organizations must recognize that promoting a diverse workforce must go beyond mere compliance.
- When hiring for STEM and cyber positions, organizations should focus less on candidates’ technical credentials and more on their capabilities and aptitudes.
- Government organizations should provide opportunities for employees to gain private sector skills and experience through training and rotational assignments. The security clearance process must adapt, perhaps through the use of continuous evaluation programs, to facilitate movement of personnel between government and industry.

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