



Recruiting & Developing the Workforce of the Future Breakout Session

Overview

The national security workforce is undergoing a considerable cultural shift. Technology can and should be leveraged to make the process of recruiting and developing talent easier and more efficient. Nurturing skills and expanding opportunities will equip members of the future intelligence workforce to continue to grow in their field.

Summary

Comprised of Intelligence Community officials and industry experts, this panel discussed the challenges in implementing continuous evaluation; the issue of balancing personal privacy and social media; the transition to Trusted Workforce 2.0; and the potential applications of automation and machine learning.



Panelists

- **Loren DeJonge Schulman**, Deputy Director of Studies, Center for a New American Security
- **Celia "CC" Durall**, Acting Deputy Director of National Intelligence for Human Capital, ODNI
- **Col. Jennifer Sovada**, USAF, Chief of ISR Talent Management, United States Air Force
- **Donny Weber**, Deputy Director for National Intelligence for Strategy & Engagement, ODNI
- **Charles Clancy**, Vice President, MITRE (moderator)

Key Takeaways:

- Human capital offices are understaffed and need support to assist in rebuilding the workforce. Automation can assist by speeding recruiting and vetting processes.
- Difficulties in obtaining and crossing over security clearances pose challenges to recruiting and retaining government workers.
- Bringing in mid-career professionals is a challenge because fewer opportunities exist than for entry-level hires. Attracting experienced mid-career professionals will require new, innovative recruitment techniques.
- New recruits coming out of master's degree programs often have regional focuses, even though many threats faced by the IC are thematic (terrorism, proliferation, etc.). Universities and students alike should emphasize the need to understand global issues as well as individual regions.
- The most in-demand skills in the IC are critical thinking skills, an innate sense of curiosity, and adaptability.

Recommendations

- In addition to bringing in new talent, all sectors must equip current employees with new tools that allow them to expand their skillset and adapt to the needs of their organizations.
- The government should consider recruiting reservists and members of the National Guard when looking outside of the Beltway for new talent.
- Employers in the public sector should emulate private sector initiatives to increase productivity, namely providing flexible schedules and the opportunity to get out from behind a desk.
- Technology can and should be employed to make the hiring process more attractive and communicative.

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