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DIRECTOR OF NATIONAL INTELLIGENCE
WASHINGTON, DC



INTELLIGENCE COMMUNITY POLICY MEMORANDUM 600 (03)

MEMORANDUM FOR DISTRIBUTION

SUBJECT: Modernizing the Intelligence Community Onboarding Process

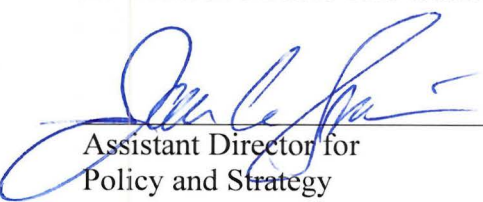
REFERENCES:

- A. Intelligence Community Directive (ICD) 101, *Technical Amendment*, 22 October 2019
- B. Executive Order (EO) 14151 *Ending Radical and Wasteful Government DEI Programs and Preferencing*, 20 January 2025
- C. EO 14148 *Initial Recissions of Harmful Executive Orders and Actions*, 20 January 2025
- D. EO 14035, *Diversity, Equity, Inclusion and Accessibility in the Federal Workforce*, 25 June, 2021

A. Purpose

1. Pursuant to Reference A, Section G.1.b.(3), technical amendments are hereby made to Intelligence Community Policy Memorandum 600 (03), *Modernizing the Intelligence Community Onboarding Process*, signed 3 December 2024.
2. This Memorandum, as amended, reflects the signature of References B and C, both issued 20 January 2025, which repeal Reference D.

B. **Effective Date:** This technical amendment becomes effective on the date of signature.


Assistant Director for
Policy and Strategy


Date

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REFERENCES:

- A. National Security Act of 1947, as amended
- B. Executive Order 12333, *United States Intelligence Activities*, as amended
- C. Intelligence Authorization Act for Fiscal Year 2023, Section 6601, *Improving Onboarding of Personnel in Intelligence Community*, 23 December 2022
- D. National Defense Authorization Act for Fiscal Year 2024, Section 7302, *Policy and Performance Framework for Mobility of Intelligence Community Workforce*, 22 December 2023

A. Purpose

1. The Intelligence Community's (IC) ability to efficiently and effectively onboard a trusted, agile, and expert workforce is critically important. Delayed onboarding risks losing qualified talent, makes it harder to pivot work to new and emerging threats that require different skill sets, and makes it harder to demonstrate the IC's value to individuals who could often make more money working for private industry.
2. Recognizing this challenge, beginning in Fiscal Year (FY) 2022, the Office of the Director of National Intelligence (ODNI) partnered with several IC elements to launch an initiative to reduce the median onboarding time of IC new hires to 180 days at the participating elements. Collectively, these organizations have made good progress. By making key changes, such as those described below, these stakeholders significantly reduced the median hiring time.
 - a. **Increased Communications and Accountability:** These IC elements have increased communications with applicants and added key applicant deadlines for security documentation and other requests to ensure timely responses and follow-on action.
 - b. **Automation and Technology:** These IC elements are making better use of automation and technology, including bringing in new systems and making use of available technology. One example of this is elements' use of a compensation tool to automate what has been a manual, laborious process and remove ambiguity.

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- c. **Process Efficiencies:** These IC elements have identified ways to reduce the amount of manual processing and physical handoffs between offices and have added resources to make the processing more effective.
- 3. The IC must continue to make progress to reach our 180-day goal. This Intelligence Community Policy Memorandum (ICPM) establishes policy on modernizing the IC's recruiting, hiring, and vetting processes to competitively and rapidly recruit and onboard IC personnel. This policy builds on previous activities that have reduced onboarding timelines and provides for continued improvement of the IC's onboarding timeline. These continued advances will be achieved by standing up processes to:
 - a. Continuously collect and evaluate data related to onboarding to identify areas for improvement and detect and remediate any backsliding;
 - b. Periodically bring together relevant subject-matter experts as part of an Onboarding Council to identify new solutions and address new challenges; and
 - c. At least annually ensure IC leadership is briefed on onboarding timelines and has an opportunity to provide guidance and direction.
- 4. The IC's future success depends on our ability to attract and retain a highly technical and talented workforce. To do so, the IC must sustain our focus on reducing onboarding timelines. This ICPM puts the IC on that path.

B. Policy

- 1. The IC's future success in accomplishing its complex mission depends on an ability to attract and retain a trusted and talented workforce. In order to build a workforce that fosters a shared commitment to U.S. national security and enhance its resilience, the IC shall take measures to continually improve the onboarding timeline of IC personnel. To inform and advance the onboarding process, the IC shall evaluate "onboard period" metrics to include the mean, mode, and median time it takes to onboard personnel, milestones to achieve specific onboarding goals, and IC functions related to the onboarding process. The onboard period begins on the date a candidate officially submits an employment application and ends on the date the candidate is either offered one or more entrance on duty (EOD) dates, or the date on which the individual enters on duty, consistent with the FY 2023 Intelligence Authorization Act. The IC's goal is for the median duration of the onboard period for new IC employees to be equal to or less than 180 days.
- 2. The IC shall use a data-driven approach to track progress, identify improvements to the IC's onboarding process, and report to the appropriate congressional oversight committees. Each IC element shall, in a consistent manner, collect, analyze, and provide to the Assistant Director of National Intelligence for Human Capital (ADNI/HC) the following data on all term, temporary, intern, part-time, and full-time IC civilian applicants who onboarded or withdrew from the hiring process:

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- a. Application submitted date;
 - b. Conditional job offer issued;
 - c. Conditions of employment start date;
 - d. Conditions of employment end date;
 - e. Final job offer issued date;
 - f. Actual EOD date; and
 - g. Such other data (e.g., application reviewed date, conditional job offer accepted, date Standard Form-86 is sent to applicant, final job offer accepted date) as each IC element may collect and use for its internal analysis and reporting.
3. IC elements shall work together to continue to improve the process of onboarding personnel. The IC Chief Human Capital Officer (CHCO) Council (Council), chaired by the ADNI/HC or the ADNI/HC's designee, shall serve as the primary IC forum to develop strategies to:
 - a. Improve the onboarding timeline of IC personnel;
 - b. Promote and exchange best practices across IC elements;
 - c. Identify opportunities for IC elements to improve the onboarding process; and
 - d. Increase accountability for IC elements to reduce the timeline for onboarding personnel.
4. On at least a semi-annual basis, the Council shall meet to discuss onboarding timelines. At these meetings, the Council shall invite IC element subject-matter experts (including security, human resources, technology personnel, and, as appropriate, counterintelligence personnel) as attendees to holistically address onboarding issues. These interdisciplinary Council meetings shall be called "Onboarding Council" meetings.
5. On at least an annual basis, the Onboarding Council, or a subset thereof, shall brief IC element heads on onboarding timelines, successes, and challenges. IC element heads should provide guidance and direction to the Onboarding Council.
6. IC elements shall employ technology to further improve the onboarding timeline, including tools made available by the Office of Personnel Management or ODNI, and by making element-level investments in systems and processes. The IC Chief Information Officer (CIO) shall work with elements to ensure broad knowledge and availability of these tools across the IC. IC elements shall only employ technology that meets the requirements of relevant oversight guidance.
7. All onboarding processes, including security, medical reviews, and determinations of suitability or fitness, as appropriate, or eligibility for access to classified information,

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shall be developed and implemented in accordance with statutory and IC policy and reporting requirements.

C. Roles and Responsibilities

1. The ADNI/HC shall:
 - a. Be the Accountable Official responsible for the implementation of this policy;
 - b. Research and identify onboarding best practices and inform IC elements of the best practices to integrate into their hiring processes;
 - c. In coordination with the IC Chief Financial Officer, identify and advocate for necessary investments in human capital modernization initiatives to continue to strengthen the onboarding process; and
 - d. Compile and report the state of IC onboarding data, the status of IC onboarding efforts, and recommendations to the Director of National Intelligence and to the IC Deputy Executive Committee/IC Executive Committee (DEXCOM/EXCOM) on a regular basis.
2. The IC CIO shall assist the ADNI/HC to identify suitable technology available to IC elements to improve onboarding processes.
3. The Director of the National Counterintelligence and Security Center shall promote improvements in IC personnel vetting through the review, coordination, and formulation of federal personnel vetting policy; modernization of federal personnel vetting processes; establishment of federal personnel vetting metrics; and oversight of federal personnel vetting programs.
4. IC element heads shall:
 - a. Select whether to report on the date the candidate is offered one or more EOD dates, or the date on which the individual enters on duty, and consistently use that measure in reporting required under this ICPM.
 - b. Submit onboarding data required under Section B.2. in a consistent manner for personnel on a monthly basis to the ADNI/HC or provide access to the ADNI/HC to element level data.
 - c. Provide guidance and direction to their element's representatives on the Onboarding Council.
 - d. Ensure that medical determination officials participate in processes to improve timeliness of medical reviews, appointments, and determinations to support the 180-day onboarding goal.
 - e. Ensure that suitability determination officials or fitness determination officials, as appropriate, participate in processes to improve timeliness of candidates' suitability or fitness determinations to support the 180-day onboarding goal.

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//SIGNED//Avril D. Haines
Director of National Intelligence

3 December, 2024
Date

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