

The National Academies of
SCIENCES • ENGINEERING • MEDICINE

DIVISION OF BEHAVIORAL AND SOCIAL SCIENCES AND EDUCATION

Board on Behavioral, Cognitive, and Sensory Sciences

Steering Committee on Workforce Development for Intelligence Analysis: A Workshop

**DECADAL SURVEY OF SOCIAL AND BEHAVIORAL SCIENCES
FOR APPLICATIONS TO NATIONAL SECURITY**

AGENDA (DRAFT, subject to change)

**WORKFORCE DEVELOPMENT AND INTELLIGENCE ANALYSIS
FOR NATIONAL SECURITY PURPOSES:**

A WORKSHOP

January 24, 2018

**Keck Center
500 Fifth Street, NW
Washington, DC
Room ###**

8:30 a.m. **Workshop Registration Opens**

9:00 a.m. Workshops Commence

9:00 a.m. **Welcome and Overview of Events**

Sujeeta Bhatt, Study Director

Audience information

Paul Sackett, University of Minnesota, SBS Decadal Survey Chair

Welcome

William “Bruno” Millonig, Acting Director of Science and Technology, Office of the Director of National Intelligence

Sponsor perspective and context for study and workshops

9:30 a.m. **Opening Remarks**

Noshir Contractor, Northwestern University, Workshop Committee Chair

9:35 a.m. **Intelligence Analysis: Characteristics of the Workforce and Workload**

Dr. Ted Clark, Analytic Director at CENTRA

9:55 a.m. **Questions/Discussion with Dr. Clark**

Research Panel Presentations and Discussion

10:00 a.m. **Series 1: Building a Workforce**

This series of presentations examines cutting-edge SBS research that can inform the building and professionalization of the analytic workforce. What does research show to be critical individual-level factors in recruitment and selection of analysts? How do individual differences contribute to team effectiveness? What factors matter in hiring for team success (selecting individuals who will later be assigned to teams - what makes someone generically effective as a team member, regardless of which team they are on)? How do you maximize the utility of training and professional development? How can leadership contribute to analyst skill acquisition, improve analytic outcome accuracy, and motivate the workforce? How is research in this area likely to progress in the near future? What research questions need to be addressed? What new methodologies and tools are available?

Moderator: Noshir Contractor, Workshop Committee Chair, Northwestern University

Topics to be covered:

Recruiting and Selecting the Workforce

Nancy Tippins, CEB Valtera, *Process for recruiting and selecting a workforce*

Training the Workforce

Dr. Jill Ellingson, The University of Kansas

Motivation and Support of the Workforce through Organizational Leadership

Steve Zaccaro, Workshop Committee Member, George Mason University

11:00 a.m.

Discussion and Q&A

Moderators, Presenters, and Members of the Committee on a Decadal Survey of Social and Behavioral Sciences for Applications to National Security

11:45 p.m.

LUNCH (cafeteria is on the 3rd floor or food trucks are on 7th St, NW between F and G Streets)

12:45 p.m.

Series 2: Systems and Collaborations

This series of presentations will consider the state of the science on current challenges facing the analytical workforce. What are the strengths and limitations to the increased use of technology in intelligence analysis? What are some best practices regarding the use of artificial intelligence, automation, etc. for decision making? What is the latest state of the science on human-system collaborations? How do we maximize collaborative knowledge building within and across the IC? What factors matter in standing up an analytic team? What is the most effective way for analysts to communicate with each other and with decision makers? How is research in this area likely to progress in the near future? What research questions need to be addressed? What new methodologies and tools are available?

Moderator: Jonathan Moreno (NAM), Survey and Workshop Committee Member, University of Pennsylvania

Topics to be covered:

Human Systems Integration

Nancy Cooke, Survey and Workshop Committee Member, Arizona State University

Collaborative Knowledge Building

Steve Fiore, University of Central Florida, *Developing team cognitive computing to augment collaborative knowledge building*

Building a Team

Kara Hall, National Cancer Institute

The Challenge of Communication

Eric Eisenberg, University of South Florida

2:15 p.m.

Discussion and Q&A

Moderators, Presenters, and Members of the Committee on a Decadal Survey of Social and Behavioral Sciences for Applications to National Security

3:00 p.m.

BREAK

3:15 p.m.

Series 3: Trends in Workforce Development

We are living through a fundamental transformation in the way we work. Automation and ‘thinking machines’ are replacing human tasks and jobs, and changing the skills that organizations are looking for in their people. These momentous changes raise huge workforce challenges. The pace of change is accelerating. Workforce ‘talent’ no longer means the same as ten years ago; many of the roles, skills and job titles of tomorrow are unknown to us today. This set of presentations will consider the changing landscape of the workforce and utilization of technology in analysis. What are the most effective strategies to recruit and manage diverse (cognitively, experientially, etc.) talent? How is the global workforce changing? What challenges are on the horizon for the analytic workforce? How is research in this area likely to progress in the near future? What research questions need to be addressed? What new methodologies and tools are available?

Moderator: Gerald (Jay) Goodwin, Army Research Institute

How to Recruit Diverse Talent (and How to Manage Them)

Scott E. Page, University of Michigan, *What do we mean by diverse talent, and how do we leverage it?*

Global Trends in Workforce Development (with an eye towards AI and Autonomous Systems)

Andrew Ysursa, Salesforce, Inc.

AI and the Problem of Reproducibility in Science

Brian Uzzi, Northwestern University, *Expanding the consciousness of scientists with AI: The case of reproducibility in science*

4:30 p.m.

Discussion and Q&A

Moderators, Presenters, and Members of the Committee on a Decadal Survey of Social and Behavioral Sciences for Applications to National Security

4:45 p.m.

Closing Remarks

Noshir Contractor, Northwestern University, Workshop Committee Chair

5:00 p.m.

ADJOURN

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