



OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE



U.S. Intelligence Community

Workforce Retention Issues in the U.S. Intelligence Community (IC)



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IC Personnel Retention

A Brief Overview of the IC

- **Two components**
 - National Intelligence Program (NIP) – primary focus of the ODNI
 - Military Intelligence Program (MIP) – primary focus of the DoD
- **Three distinct workforce types**
 - Civil Service
 - Military
 - Core Contract Personnel
- **The NIP is formed from a variety of agencies and departments**

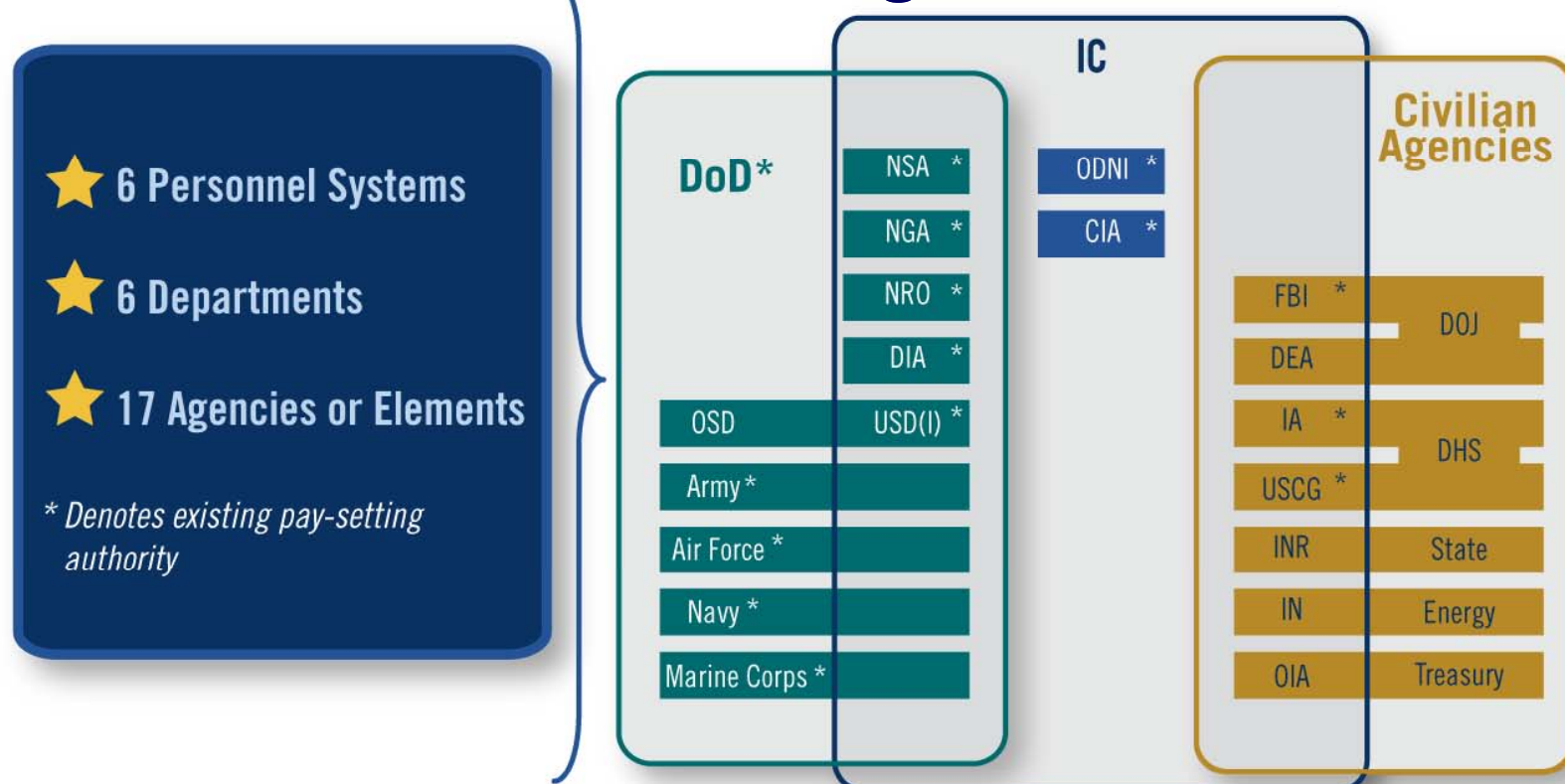


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IC Personnel Retention

Seventeen IC Elements and Agencies



One Intelligence Community...

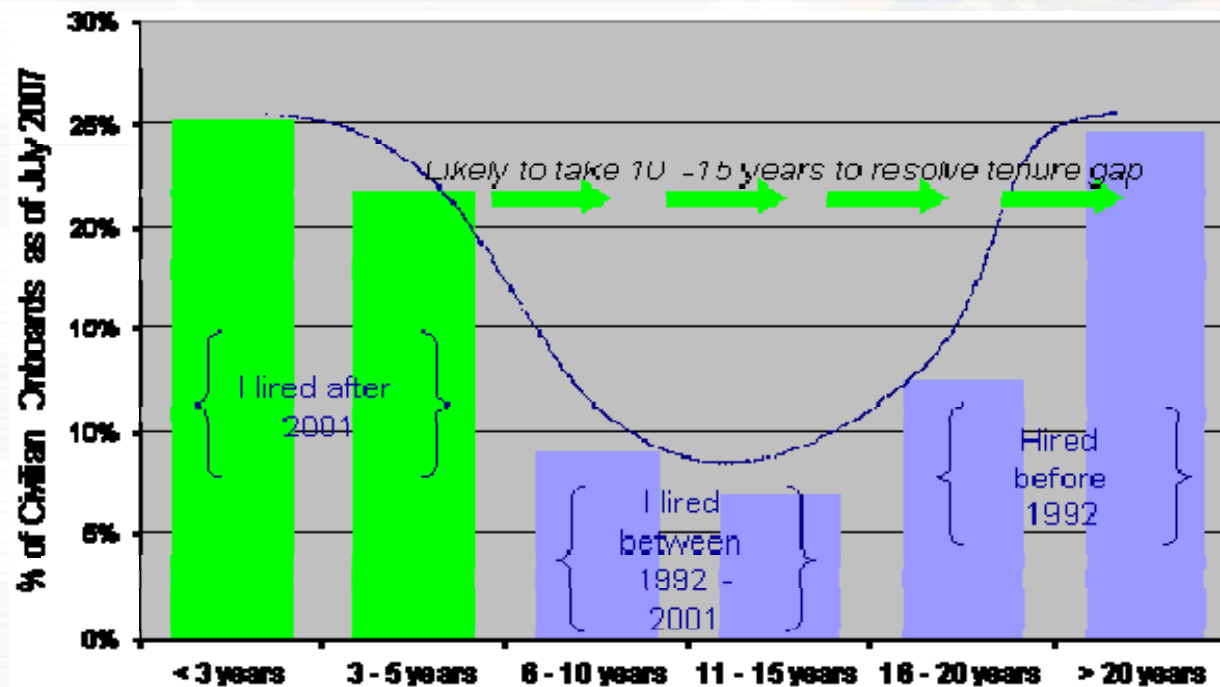


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IC Personnel Retention

IC Civilian Workforce...The Last 30 Years ("Bathtub")



Data from one IC Agency but representative of the IC



IC Personnel Retention

IC Civilian Workforce

- **Do we have a retention problem?**
 - Low attrition rate for IC in general
 - Even lower attrition rate for high performers
- **What are we doing to retain our employees?**
 - Recruiting people with the required skill sets
 - Focusing on retaining people with required skills based on workforce plans
 - Engaging the workforce by providing meaningful and important work, clearly linked to mission
 - National Intelligence Civilian Compensation Program (NICCP)
 - Removing barriers to collaboration
 - Identifying reasons why employees choose to leave



IC Personnel Retention

IC Civilian Workforce

- **Mid-career retention**
 - Critical based on reduced intake in the 1990s
 - Measured through surveys and observed loss rates
 - Concerns about generational differences
- **Issues for civil service personnel are focused more on hard to fill skill areas**
 - A retention issues in critical needs areas due to accession limitations
 - Engineers, mathematicians and scientists (computer and others)
 - Foreign Language and Cultural Expertise (Heritage Americans)
 - Decline in U.S. citizens majoring in math and science
- **Programs focused on college outreach**



IC Personnel Retention

Military Personnel – Differential Continuation Rates

- **Do we have a retention problem?**
 - Preliminary Rand Corporation work done on behalf of the IC CHCO shows greater losses in intelligence personnel as compared to their non-intel counterparts
 - Officers
 - Enlisted
 - Differences are observable throughout their careers and at obvious decision points (e.g. 20 years)
 - Too soon to discuss policy considerations (e.g. DOPMA changes)
 - “Deep” analysis yet to be done
 - Observable differences, but are they statistically significant?



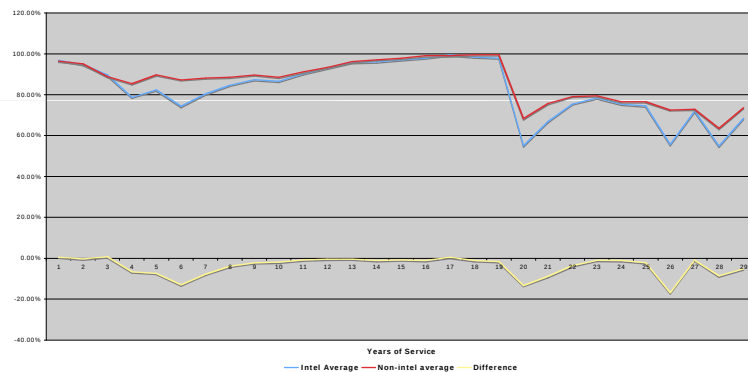
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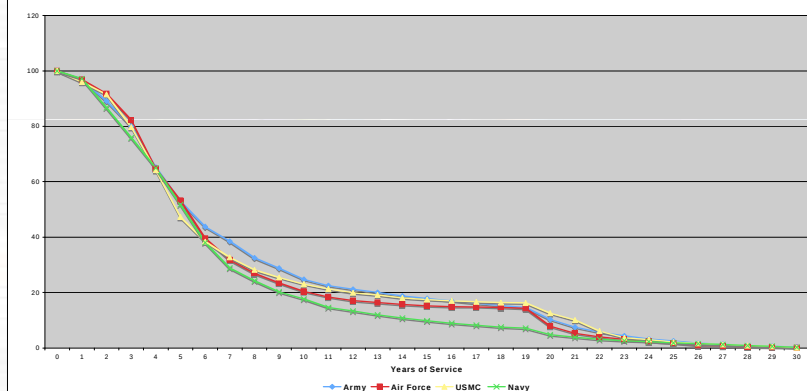
IC Personnel Retention

Military Personnel – Differential Continuation Rates

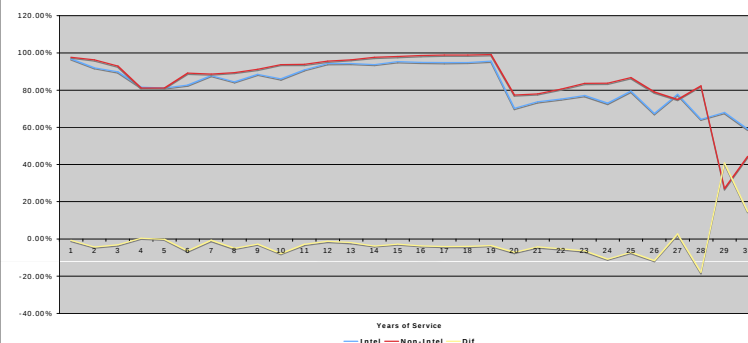
Average Air Force Intel and Non-Intel Officer Continuation Rates by Years of Service from FY 2005 to 2007



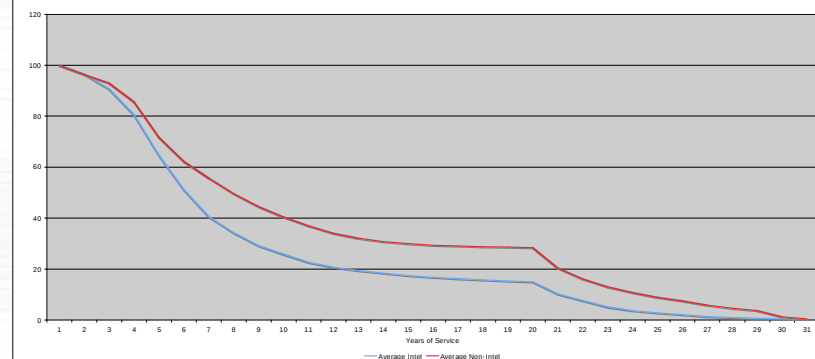
Officer Intel Occupations Normalized Personnel Profiles by Service



Average Army Intel and Non-Intel Officer Continuation Rates by Years of Service for FY 2005 to 2007



Officer Intel Occupations Normalized Personnel





IC Personnel Retention

Data, models and tools

- Personnel data is fragmented and highly classified
- So... not a data rich environment
- Survey instruments are a primary source of data
- Ad hoc data calls fill in the gaps
- At the IC level little sophisticated personnel analysis using logits, probits and survival analysis, etc in determining the independent variables
- Relationship known in terms of rewarding performance
- Some outstanding work done within various IC agencies



IC Personnel Retention

Analytical issues

- **So... not a data rich environment.. But help is on the way**
- **Systems, policies and protocols in place to increase data availability**
 - **Personnel Data Repository**
 - **IC Capabilities Catalog**
- **Current efforts focused on defining the best mix of our workforce (civilian, military and contract) may drive policies on retention**
- **Civilian attrition is low and the current economy only reinforces that behavior, but things can change**

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Back-up

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IC Personnel Retention

Data, models and tools.. My observations (one data point)

- **When personnel research and analysis areas are in data rich environments, good analysis has been compromised by improvements in graphics packages and processing time.**
 - Often focus is on the display of descriptive information but not inferential analysis
 - Slice and dice these data, draw upon existing coefficients/relationship and previous work
 - Less interest in modeling, more interest in data presentation
- **Career observations may be a function of my career path and not the situation “on the ground”**