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U.S. Intelligence Community

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



Alex G. Manganaris
Director, Workforce Plans
and Resources

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IC Personnel Retention

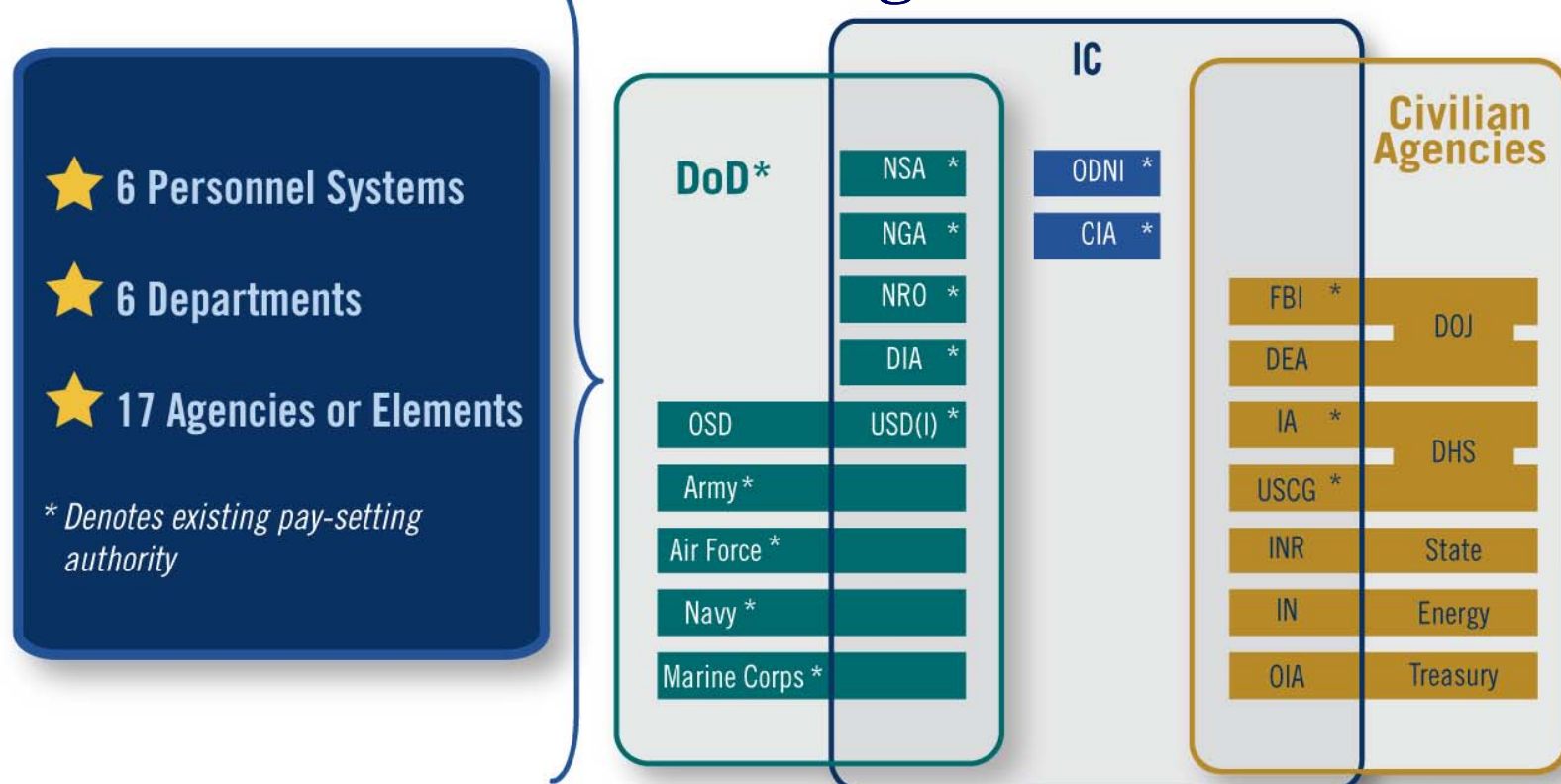
A Brief Overview of the IC

- **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**



IC Personnel Retention

Seventeen IC Elements and Agencies

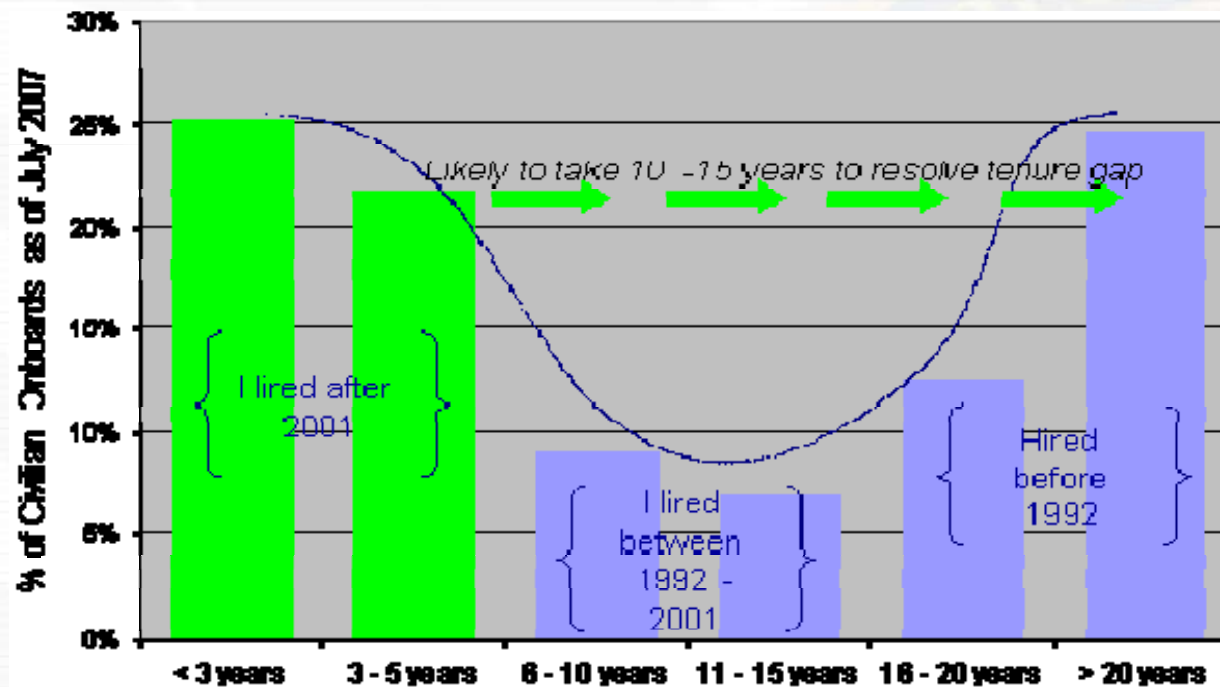


One Intelligence Community...



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?



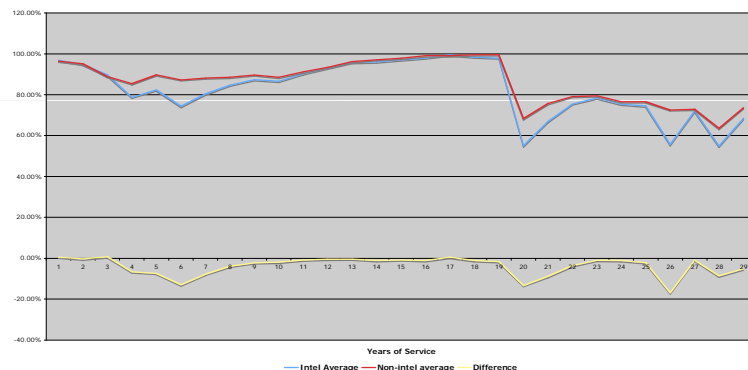
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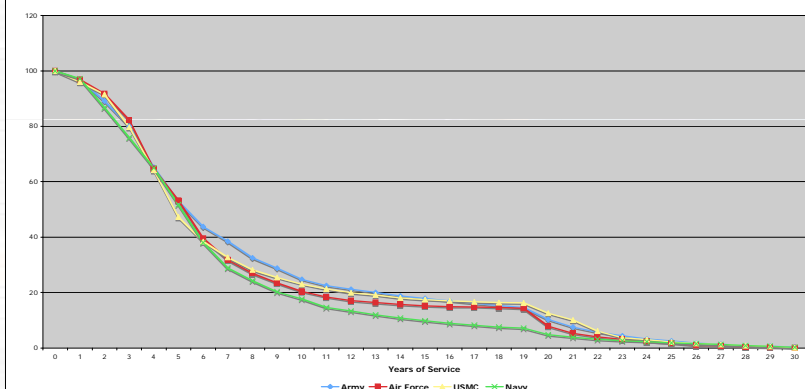
IC Personnel Retention

Military Personnel – Differential Continuation Rates

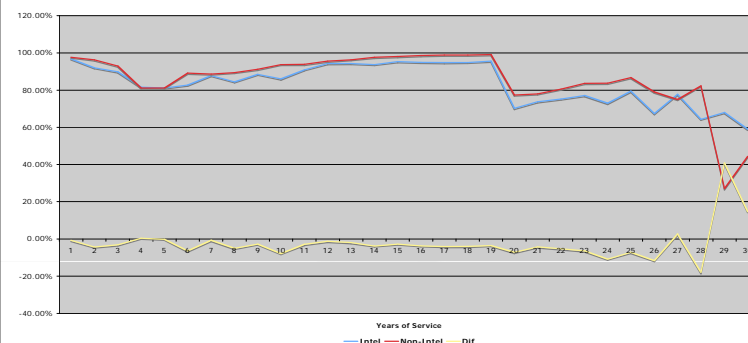
Average Air Force Intel and Non-Intel Officer Continuation Rates by Years of Service from FY 2005 to 2007



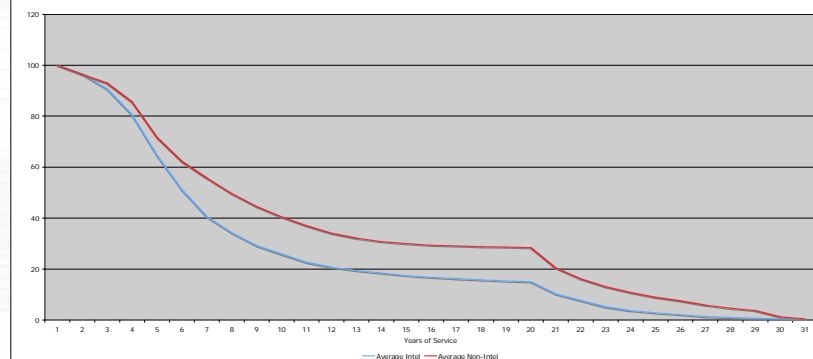
Officer Intel Occupations Normalized Personnel Profiles by Service



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”**