

DEPARTMENT OF STATE/BUREAU OF INTELLIGENCE AND RESEARCH

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1. Critical Events: The Bureau of Intelligence and Research (INR) has more of a history of stability than change. The most important event in terms of staffing was the Foreign Service Act of 1980. Its "up or out" provision creates an incentive for FSOs to opt only for those career moves that are most likely to lead to promotion. Service with INR is not perceived as such an assignment, and few Foreign Service Officers (FSOs) bid for the Bureau's slots.

2. Personnel Vital Signs: Attrition among the 243 civil service intelligence staff is low - only three to four positions per year. Attrition for the 93 FSOs is built into the assignment schedule. Generally, departmental assignments are for up to four years, or two two-year assignments.

On the civil service side, the Assistant Secretary himself defines the long tenure of some staff as something that contributes to the Bureau's reputation for 'staleness.' There is not, however, an aggressive program to prepare less senior staff to pick up from these long-time experts when they do in fact retire.

Staff are largely intelligence analysts, intelligence liaison and intelligence support personnel. INR uses linguists, but none of other three shortage occupations (engineers, computer specialists, mathematicians).

Of the 336 total staff, 64 percent are women and 22 percent minorities. Fifty three percent of the civil service staff are women as are 25 percent of Foreign Service staff. Twenty five percent of civil service staff are minorities, as are 13 percent of the Foreign Service staff.

3. Compensation Benefits Program: Civil Service Staff are covered by Title 5 and thus adhere to the GS schedule and standard health and life insurance benefits. The Foreign Service Schedule is the basis for FSO pay, which was revised upward with the Foreign Service Act of 1980.

4. Future View of Workforce: INR expects the greatest change to come from the growing use of automated information handling systems, which will affect how analysts receive, store and prepare material. Ultimately, there should be less clerical support needed.

INR has not assessed anticipated skill shifts, and notes that this is partly because the last five budget cycles have been times of shrinkage rather than growth. They note that because they have not been asked to provide justification for new positions, they have not looked ahead as much as they would have in a growth period.

5. Current Personnel Initiatives:

None

6. Agency Perspectives on Problems: The Bureau believes it could alleviate entry-level recruit shortages by maintaining their own register of intelligence specialists, but State does not plan to request such a shift from OPM in the near-term.

There are some internal management problems associated with the performance appraisal system and the lack of similar expectation standards for similar jobs throughout the Bureau.

The Assistant Secretary for Intelligence and Research says INR's biggest management problem is that it controls no overseas positions and "displays the talents of its analysts largely in an intelligence community arena where reputations may be excellent but irrelevant in the next (FSO) job."

7. NAPA Project Staff View of Problems: The question of a blocked register is one for State's Personnel Director to act on with OPM, and the Department has reportedly decided not to do so. All other defined problems could be addressed more proactively within INR by actions such as: more direct retirement counseling for senior civil service staff (including coursework in the subject); concerted effort to train junior staff to develop the expertise of the more senior employees so there is not a knowledge gap when the latter do retire; and better management of the performance appraisal and promotion processes.

The Bureau also needs to more actively define the skills it will need to meet changing technology of the intelligence field and the changing demographics of the U.S. workforce.

In general, the issues raised by INR are only marginally related to the overall thrust of the Intelligence Community Human Resource Management Study.