

FBI

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)PART I. FUNDAMENTAL PRINCIPLES AND OBJECTIVES OF THE
COMPENSATION SYSTEM

Response Due: July 29, 1988

In this Part, the questions relate to the objectives of the agency's compensation system or systems, and to the principles underlying the system.

An employer's compensation system may serve several purposes simultaneously. The amounts an employer pays to employees, and the methods by which the employer decides on the rates of pay may reflect deeply held views about fairness within the organization ("internal equity"), about the stature of the organization in relation to other employers ("external equity"), about what it takes to motivate employees to do the work of the organization ("incentives and rewards"), about the employer's sense of social responsibility, and about the central concepts of management within the enterprise, among other matters.

Question 1. What are the objectives and principles underlying the compensation system of the agency? Check mark any statements below that describe the fundamental objectives of the pay plan of the agency. (Statements may overlap; they are not necessarily mutually exclusive):

INTERNAL EQUITY OBJECTIVES

- 1. Should provide equal pay for substantially equal work.
- 2. Should provide equal pay for work of equal value.
- 3. Differences in compensation should be based on differences in difficulty and responsibility of the work performed.
- 4. Should be accepted by managers and employees - perceived as fair and equitable.

EXTERNAL MARKET OBJECTIVES

- 5. Should enable the agency to get and keep the kind and quality of employees needed to carry out its mission.
- 6. Should enable the agency to meet the competition; to match or keep in step with market rates for the kinds of skills, knowledges, and abilities it needs.
- 7. Should enable the agency to beat the competition; to get ahead of the market rates for the kinds of skills, knowledges, and abilities needed.

WORK PERFORMANCE OBJECTIVES

- 8. Should provide incentives and recognition for superior work performance, and withhold monetary rewards for ineffective performance.
- 9. Should recognize differential contributions of workers to accomplishment of the work goals of the organization.
- 10. Should recognize differential contributions of managers to accomplishment of the missions of the agency.
- 11. Should recognize and reward seniority, loyalty, and long service to the organization.
- 12. Should recognize and reward differences in productivity of workers within the organization or agency.

SOCIAL RESPONSIBILITY OBJECTIVES

- 13. Should comply with laws against discrimination based on race, sex, national origin, age, handicapping condition.
- 14. Should foster, support, or encourage distribution of women and minorities throughout the grade and pay levels, and should discourage concentration of women and minorities in low-paying occupations.
- 15. Should support the concepts of "pay equity" or "comparable worth", including equalization of pay of women and minorities as groups with the pay of men and majority groups in the work force.

PERSONNEL MANAGEMENT OBJECTIVES

- 16. Should provide a structural framework for the personnel management programs of the agency -- career entry, career planning and development, internal placement, compensation and benefits, retirement, etc.
- 17. Should aid in forecasting work force requirements and planning to meet them.
- 18. Should be efficient or cost effective to administer.

CENTRAL MANAGEMENT OBJECTIVES

- 19. Should promote efficient job design and organizational structuring within the agency.
- 20. Should support systematic, rational administrative processes -- budgeting, financial management, resource allocation.
- 21. Should contribute to ability to predict and control costs of operations.
- 22. Should maintain personnel resource costs at levels that assure maximum returns for tax funds spent, or keep costs at lowest levels consistent with mission accomplishment.

OTHER OBJECTIVES

State any objectives or principles of the agency compensation system or systems that are not covered by the statements above.

Question 2. Indicate the approximate rank order of the importance of the major groups of objectives. In the boxes below, indicate the most important group of objectives by the numeral "1", then rank order the other groups of objectives, down to the least important.

- INTERNAL EQUITY: Treating employees doing similar work in similar circumstances about the same.
- EXTERNAL EQUITY: Keeping pace with the competition in labor markets outside the agency.
- WORK PERFORMANCE: Recognizing differential contributions to success of the enterprise.
- SOCIAL RESPONSIBILITY: Meeting an employer's responsibilities with respect to non-discrimination and other social objectives.
- PERSONNEL MANAGEMENT: Providing a basis for orderly administration of the human resources of the agency.
- COST MANAGEMENT: Providing resources necessary for mission accomplishment at least possible cost.
- OTHER: _____

Question 3. Have the fundamental objectives and principles of the compensation system of the agency been stated or published in any way?

-In statute? (Provide a citation or a copy).

-In regulations? (Provide a copy)

-In other statements of policy/handbooks/manuals/or other places? (Provide a copy of relevant portions).

Are any such statements of objectives available to employees? To supervisors and managers? To interested persons or organizations outside the agency?

Question 4a. With respect to external labor markets for people with the kinds of knowledges, skills, and abilities needed for the work of the agency, identify the primary competitors the agency faces. Primary competitors seeking the same kinds or levels of skills as the agency in critical occupational areas may be (check as many as apply):



Other agencies of the intelligence community.



Other Federal agencies outside the intelligence community.



The Foreign Service.



The Military Services.



State and Local Governments.



Corporations and companies of the private sector of the economy. (Indicate what kinds of companies, e.g., multinational corporations; technical companies engaged in manufacturing and marketing products; service industries engaged in research or in providing information or advisory services; small enterprises engaged in providing services or products, or others).



Academic institutions. (Indicate what kinds of institutions, such as college and university faculties (in what subject-matter areas?); nonprofit research foundations ("think tanks"), associations of scholars devoted to area studies/modern language studies/science/technology transfer/social science/public administration/business administration/policy analysis/or other fields of concentration; archival and library institutions, or others.)



Other entities or organizations. (Please describe them).

Question 4b. Next, describe, in a general way, the conditions the agency faces with respect to the primary competitors identified and how these conditions affect the compensation package of the agency. For instance, with respect to a particular category of competitor, the agency may find itself at a comparative disadvantage because the other employers seeking the same kinds of people can pay more, or can adjust pay schedules faster, or can offer pay incentives different from those of the agency, or can make hiring decisions and pay offers faster, or can offer working conditions that are more attractive (e.g, freedom from security restrictions, less hazardous environment, etc.).

Question 4c. Finally, outline the methods the agency uses to find out what labor market competitors are offering or paying. For instance, these methods may include reference to standard wage or salary surveys (BLS, CENSUS, private associations); systematic agency-conducted surveys; feedback from agency recruiters; attrition studies; cost-of-living data; feedback from prospective employees who decide to accept offers from other employers; feedback from agency employees who leave for jobs with other employers that pay more or have better benefits or better working conditions; or other methods.

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Question 3.

Have the fundamental objectives and principles of the compensation system of the agency been stated or published in any way?

Response:

Yes. Objectives and principles have been set out in the following materials.

Available to the general public are: United States Code, Title 5, Government Organizations and Employees; Basic Federal Personnel Manual and Supplements, Letter, and Bulletins; Code of Federal Regulations, Administrative Personnel; Handbook of Occupational Groups and Series of Classes; Position Classification Standards; X-118 Handbook, Qualification Standards for Positions Under the General Schedule; X-118C Handbook, Job Qualification System for Trades and Labor Occupations; Federal Register, includes all Executive Orders relating Federal personnel management; Codification of Presidential Proclamations and Executive Orders; Congressional Records; Senate and Congressional Bills; Federal Employees' Almanac; and various other pamphlets.

In addition to the above, FBI employees have access to the following: Department of Justice Directives; Manual of Administrative Operations and Procedures; Handbook for FBI Employees; Merit Promotion and Placement Plan for FBI Support and Service Personnel; Leave/Time and Attendance Manual; Performance Management System pamphlet; and etc. (Employee Benefits Unit and Equal Employment Opportunity Office have distributed material).

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FUNDAMENTAL PRINCIPLES AND OBJECTIVES OF THE
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Part I, Question 4B.

7/29/88

Response: The FBI faces the same increasingly competitive forces in the marketplace as experienced by other agencies in the Intelligence Community. The FBI's ability to recruit and retain the proper caliber of personnel for our professional Special Agent workforce has become increasingly more difficult as our once pre-eminent salary and benefits package in the law enforcement community in many cases is no longer comparable to the compensation package of many major local and state law enforcement agencies. Likewise, our ability to properly staff a cadre of professional support staff, especially in the skill areas of language specialists, computer scientists, and engineers is anticipated to meet greater roadblocks as greater demand both in the corporate and academic arenas will dictate more flexible and innovative approaches. This also is true in the government sector as well. Oftentimes, the FBI must vie for the same scarce pool of resources as other intelligence community agencies but without benefit of some of their broader legislative flexible authorizations, thus placing our agency at a relative disadvantage. As you are already aware, the FBI is addressing a critical staffing problem in our New York field office's ability not only to maintain an adequate staff but also to increase the experience level of our Special Agents in order to more effectively combat the growing complexity of our investigative matters, which will result in a greater operational capability. Clearly, the ability to index pay to high cost of living areas should be seriously considered. Obviously, the FBI presence in these locations is dictated by the crime and/or security problems, regardless of living conditions or the agency's ability to compete with the local private or public sectors.

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Question 4c.

The FBI utilizes a variety of methods to determine what compensation levels among competitors are.

We subscribe to the College Placement Council annual salary survey so as to determine national starting salaries among professional groups we seek to attract applicants from. Along the same lines we receive similar information from the National Law Placement Association so as to determine where our salary stands among those seeking attorneys.

The FBI has recently started a systematic analysis of attrition rates, especially resignation rates so as to track the principle reasons individuals cut short their careers. In line with this, the Bureau conducts what is termed an "exit interview" which although it does not elicit any salary figures, does determine the reason for resignation, which can be interpreted as being financial reasons, i.e. better paying job. In fact, some resignation letters actually state this fact.

A recent development within the FBI has been the phenomena of a small number of employees transferring within their job classification to a separate government agency. In such instances it has been possible to exactly track salary rates. Of interest here is that salary increase has not been the primary basis for such moves, but rather a wide ranging variety of other factors has led to such a shift.

The FBI has recently created the new position of Regional Recruiting Special Agent within selected geographic areas of the country. This program is designed to impact strongly within the key colleges throughout the country where an analysis of the campus populations shows the types of students the FBI seeks are now studying. Additionally, the FBI will strive to recruit on those campuses where we have traditionally found qualified individuals. The feedback from this system has been significant and has provided substantial helpful data regarding our competitiveness among potential employees.

The sum of our efforts have provided much in the way of feedback concerning the competitive standing of the FBI. Competitiveness of potential employees among the job-seeking public is a difficult sense to define. The efforts underway now within the FBI have done much to enhance our understanding of our relative standing, and hopefully will continue to leave us in the same or better relative position we now enjoy in the minds of those seeking a job with significant importance.