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DEFENSE INTELLIGENCE AGENCY
WASHINGTON, D.C. 20340-0001

Q-2
3-0

1 June 1988

TO: Ms. Elaine Orr

SUBJECT: NAPA Workplan for the Study of Intelligence Personnel Systems

Enclosed is the Defense Intelligence Agency's response on Task V - Staffing. Please note that total DIA manpower data is classified SECRET, as is the discussion on Agency strength increases/decreases.

25X1

1 Enclosure a/s

Assistant Deputy Director
for Human Resources

Regraded UNCLASSIFIED
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DIIT 3-1

Authorized & Assigned Positions Q-2.3

Critical Skill ~~Shortages and Retention~~

1. Identify your Agency's five most critical skill occupations. Provide staffing levels (EOY authorized and assigned) for the last 5 years. Discuss any significant vacancy problems and indicate how such problems were addressed/resolved.

a. GG-0132, Intelligence Officers

b. GG-0322, -0303, -0318, -0134 Clerical/Secretarial/Administrative Support Personnel

c. GG-0800 series, -1300 series, Engineers/Scientific and Technical Personnel

d. GG-0334, -1550, Computer Specialist/Scientist Personnel

While the above have been defined as DIA's most critical occupations, the list does not include all the other support personnel essential to the production of timely military intelligence in DIA.

Two occupations cited in the appropriations act, language specialists and mathematicians, do not exist in DIA to the extent that numbers or information would be statistically significant or useful.

Specific information on the four occupations listed above follows.

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GG-0132, Intelligence Officers

	AUTHORIZED	ASSIGNED	VACANCY RATE
FY 83	1097	1109	--
FY 84	1198	1170	2.4%
FY 85	1293	1278	1.6%
FY 86	1360	1314	3.4%
FY 87	1453	1391	4.3%

NOTE: Figures are actuals for 30 September of each year and consequently do not portray turnover rates.

DIA has experienced no significant vacancy problems in this skill, although some subspecialities, such as Collection Management, are more difficult to recruit than others. A concern that does exist for this specialty is the decreasing pool of individuals with prior military service.

Each year, DIA's managers are requested to determine their requirements for entry-level personnel prior to the establishment of the college recruitment schedule. This specific recruitment activity provides one base of candidates. Continuing position requirements are also publicized in Federal Career Opportunities which provides a second source of candidates. Unsolicited applications are a third source, based on DIA's extensive contacts with colleges (including those where onsite visits are not made), professional associations and military associations. Specific position requirements are often advertised (newspaper, magazine and trade journal advertisments, job fairs) for a fourth source. In all, DIA receives well in excess of
* 20,000 applications annually from a variety of sources; at least 75% of these are for Intelligence Officer positions.

* Infer from last sentence that they can get the quality they want.

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GG-0322, -0303, -0318, -0134, Clerical/Secretarial/Administrative Support Personnel

	AUTHORIZED	ASSIGNED	VACANCY RATE
FY 83	570	495	13%
FY 84	601	518	14%
FY 85	645	614	5%
FY 86	668	658	2%
FY 87	696	682	2%

NOTE: Figures are for 30 September of each year, reflect the picture on that date, and do not portray turnover rates.

The recruitment and retention of quality clerical/secretarial/administrative support personnel is a major concern. This is a highly mobile workforce with portable skills that are in great demand in this area. Significant efforts in this area include an expanding Cooperative Education Program, aggressive High School Recruitment Program, local and out-of-area recruitment trips, an extensive ad campaign, and participation in numerous job fairs for clerical personnel.

Although DIA receives a large number of applications for clerical positions, we do experience some difficulty in competing with the private sector salary structure (in spite of our special salary rate). Also, some applicants are only interested in the Bolling AFB location, making recruitment difficult for other locations, e.g., Pentagon, Washington Navy Yard. Clerical positions recruited from a base of external candidates generally take 4-6 months to staff. A significant amount of overall clerical attrition is to private industry for the higher pay which can be commanded by secretarial personnel who possess security clearances. Another large number leave to accompany their military spouse. Approximately 200 clerical support personnel are hired per year.

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GG-0800 Series, -1300 Series, Engineers/Scientific and Technical Personnel

	AUTHORIZED	ASSIGNED	VACANCY RATE
FY 83	105	104	1%
FY 84	114	112	2%
FY 85	132	112	15%
FY 86	138	119	14%
FY 87	141	128	9%

NOTE: Figures are actuals for 30 September of each year and consequently do not portray turnover rates.

Because of the narrow and extremely specialized nature of DIA's individual engineering positions and the need for positions to be filled only by full-performance personnel at senior levels, recruitment is difficult, extensive and very time-consuming. Particular occupations which are hard to recruit are: aerospace engineers with specialities in space systems/avionics; electronic engineers with specialities in telecommunications, radar and electronic warfare; nuclear physicists; nuclear engineers, and photographic technologists. As a result, positions in these areas, while few, may remain vacant for a 1 to 2 year period.

Recruitment incentives include hire above the first step based on superior qualifications, and the payment of moving expenses.

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GG-0334, -1550 Series, Computer Specialist/Scientist Personnel

	AUTHORIZED	ASSIGNED	VACANCY RATE
FY 83	166	126	24%
FY 84	166	152	8%
FY 85	185	149	19%
FY 86	193	155	20%
FY 87	207	167	19%

NOTE: Figures are actuals for 30 September of each year and consequently do not portray turnover rates.

Recruitment and retention of high quality, well trained, experienced personnel in these occupations are difficult. Hiring incentives for mid- and senior-level positions include hiring above the first step for superior qualifications and the payment of moving expenses. Below the journeyman level, special salary scales exist; however, competition with private industry, expecially contractors desirous of attracting individuals with security clearances, makes long-term retention difficult.

As with other DIA hard-to-recruit occupations, positions in these categories are advertised in newspapers, journals, and professional publications, and at technical job fairs.

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3 - 2

Attrition

Critical Skill ~~Shortages and Retention~~

2. Provide attrition data for the critical skills identified for the past 5 fiscal years. Show attrition for each skill by grade and by years of service. Identify any significant concerns/problems relating to attrition in these skills. Provide data as available on reasons for attrition (e.g. higher paying job, better benefits, desire to change geographic location, accompany spouse, retirement, etc.) and where they go (e.g. industry, other government, self-employment, etc).

The requested data, to the extent it is available, is attached. Years of service reflects service in DIA only, not total Federal service; data on where individuals went is included. Specific reasons for leaving are not captured. Staffing officials feel that a primary reason for turnover is higher pay and better benefits in the private sector. A secondary cause is the transfer of a military spouse, particularly for clerical/administrative personnel. For the Intelligence Officer and Engineer/S&T specialities, attrition due to retirement over the 5-year period was 40% and 29% respectively. *

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3-2a

FY 83

Intelligence Officer Series Attrition

Years of DIA Service

	0-2	2-5	5-10	Over 10	Total
GG-07	2			1	3
GG-09	1				1
GG-11					0
GG-12	1	2	1	11	15
GG-13	2	1	2	9	14
GG-14		1	4	7	12
GG-15	1	2		4	7
Super Grade				1	1
Total	**7**	**6**	**7**	**33**	**53**

4.8

Reasons:

27 retired
3 Army
1 NSA
5 CIA
1 Air Force
1 OSD

1 Non DoD Government
2 private industry
9 resignation
3 death

2

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FY 84

Intelligence Officer Series Attrition

Years of DIA Service

	0-2	2-5	5-10	Over 10	Total
GG-07	6				6
GG-09	6			1	7
GG-11	3		1		4
GG-12	1	4	1	14	20
GG-13	1	4	5	10	20
GG-14		1	2	15	18
GG-15	1		1	6	8
Super Grade			1	1	2
Total	**18**	**9**	**11**	**47**	**85**

7.3

Reasons:

39 retired
1 Army
2 Navy
7 CIA
1 Air Force
2 OSD

2 Non DoD Government
2 Other DoD
23 resignation
5 Private industry
1 death

3

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FY 85

Intelligence Officer Series Attrition

Years of DIA Service

	0-2	2-5	5-10	Over 10	Total
GG-07	2				2
GG-09	7		1		8
GG-11	6	1	1		8
GG-12	3	1	1	4	9
GG-13	3	5		7	15
GG-14		1	1	3	5
GG-15				10	10
Super Grade					0
Total	**21**	**8**	**4**	**24**	**57**

4.5

Reasons:

14 retired
5 Army
4 Navy
2 CIA
2 Air Force
1 OSD

4 Non DoD Government
1 NSA
14 resignation
7 Private industry
3 death

4

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FY 86

Intelligence Officer Series Attrition

Years of DIA Service

	0-2	2-5	5-10	Over 10	Total
GG-07	3				3
GG-09	2	1		1	4
GG-11	5	1		1	7
GG-12	5	2	1	8	16
GG-13	2	5	3	15	25
GG-14	3	3	2	7	15
GG-15		1	1	9	11
Super Grade		2		3	5
Total	**20**	**15**	**7**	**44**	**86**

6-5

Reasons:

39 retired
6 Army
1 Navy
2 CIA
3 Air Force
2 OSD
2 Non DoD Government
4 Other DoD
17 resignation
7 Private industry
2 removal
1 death

5

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Intelligence Officer Series Attrition

Years of DIA Service

	0-2	2-5	5-10	Over 10	Total
GG-07	2				2
GG-09	1		1		2
GG-11	1	5			6
GG-12	5	5	1	4	15
GG-13	2	7	1	8	18
GG-14	1	3		5	9
GG-15		1	2	9	12
Super Grade		1			1
Total	**12**	**22**	**5**	**26**	**65**

4.7

Reasons:

21 retired
6 Army
4 Navy
4 CIA
1 OSD
2 Other DoD
5 Non DoD Government
9 private industry
13 resignation

6

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a - 2
3 - 2b

FY 83
Clerical Series Attrition

Years of DIA Service

	0-2	2-5	5-10	Over 10	Total
GG-03	7				7
GG-04	6	1			7
GG-05	10	4	1		15
GG-06	6	12	1	2	21
GG-07	2	8	5	10	25
GG-08	1	2		1	4
GG-09				5	5
GG-10					0
GG-11					0
Total	**32**	**27**	**7**	**18**	**84**

17.

Reasons:

13 retired
1 Navy
3 Army
1 OSD
1 JCS
1 Non-DoD Government

17 Private industry
44 resignation
3 death

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FY 84
Clerical Series Attrition

Years of DIA Service

	0-2	2-5	5-10	Over 10	Total
GG-03	4				4
GG-04	14				14
GG-05	21				21
GG-06	15	10	1	1	27
GG-07	2	9	7	2	20
GG-08	1		5	2	8
GG-09	1	1		3	5
GG-10				2	2
GG-11					0
Total	**58**	**20**	**13**	**10**	**101**

19.5

Reasons:

4 retired	**5 Non-DoD Government**
1 Army	**1 NSA**
2 Navy	**1 Other DoD**
3 Air Force	**18 Private industry**
1 CIA	**63 resignation**
1 JCS	**1 death**

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FY 85
Clerical Series Attrition

Years of DIA Service

	0-2	2-5	5-10	Over 10	Total
GG-03	2				2
GG-04	13				13
GG-05	21	4			25
GG-06	9	14	2	2	27
GG-07	2	9	4	5	20
GG-08	1		2	1	4
GG-09				1	1
GG-10				1	1
GG-11				1	1
Total	**48**	**27**	**8**	**11**	**94**

15.3

Reasons:

4 retired
4 Army
2 Navy
1 Air Force
2 CIA
1 OSD
1 NSA
3 Other DoD
13 Private industry
61 resignation
2 death

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Clerical Series Attrition

Years of DIA Service

	0-2	2-5	5-10	Over 10	Total
GG-03	13				13
GG-04	18				18
GG-05	23	5	1		29
GG-06	18	9	1		28
GG-07	5	2	2	6	15
GG-08			8	1	9
GG-09	1		2	6	9
GG-10				2	2
GG-11					
Total	**78**	**16**	**14**	**15**	**123**

(8.7)

Reasons:

6 retired
3 Army
3 Navy
4 Air Force
1 CIA
2 OSD

5 Non-DoD Government
1 Other DoD
22 Private industry
2 Miscellaneous
74 resignation

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FY 87
Clerical Series Attrition

Years of DIA Service

	0-2	2-5	5-10	Over 10	Total
GG-03	11				11
GG-04	17	2			19
GG-05	16	1			17
GG-06	11	14			25
GG-07	9	12	2	2	25
GG-08		3	2	3	8
GG-09				4	4
GG-10				1	1
GG-11					0
Total	**64**	**32**	**4**	**10**	**110**

16.1

Reasons:

6 retired
3 Army
4 Navy
1 Air Force
8 Non-DoD Government
20 Private industry
1 Miscellaneous
67 resignation

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3-2c

FY 83

Engineer/S&T Series Attrition

Years of DIA Service

	0-2	2-5	5-10	Over 10	Total
GG-07					0
GG-09					0
GG-11					0
GG-12					0
GG-13					0
GG-14		1	1	1	3
GG-15					0
Super Grade					0
Total	**0**	**1**	**1**	**1**	**3**

2.9

Reasons:

1 retired

1 DoD

1 Non-DoD Government

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FY 84

Engineer/S&T Series Attrition

Years of DIA Service

	0-2	2-5	5-10	Over 10	Total
GG-07					0
GG-09					0
GG-11					0
GG-12					0
GG-13				2	2
GG-14	1	3		2	6
GG-15				1	1
Super Grade					0
Total	**1**	**3**	**0**	**5**	**9**

8.8

Reasons:

3 retired

2 Army

2 Navy

1 OSD

1 resignation

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FY 85

Engineer/S&T Series Attrition

Years of DIA Service

	0-2	2-5	5-10	Over 10	Total	
GG-07	1				1	
GG-09					0	
GG-11					0	
GG-12					0	
GG-13	1				1	
GG-14		3	1	2	6	
GG-15				1	1	
Super Grade				1	1	
Total	**2**	**3**	**1**	**4**	**10**	8.9

Reasons:

3 retired

1 Navy

1 CIA

1 NSA

2 Private industry

2 resignation

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FY 86
Engineer/S&T Series Attrition

Years of DIA Service

	0-2	2-5	5-10	Over 10	Total
GG-07					0
GG-09					0
GG-11					0
GG-12					0
GG-13					0
GG-14	5	2	1	3	11
GG-15			1		1
Super Grade			1	1	2
Total	**5**	**2**	**3**	**4**	**14**

11.8

Reasons:

4 retired
1 Army
2 Navy
1 Non-DoD Government
1 Other DoD
3 Private industry

1 death
1 resignation

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Engineer/S&T Series Attrition

Years of DIA Service

	0-2	2-5	5-10	Over 10	Total
GG-07	1				1
GG-09					0
GG-11		1			1
GG-12	1	1			2
GG-13	2			1	3
GG-14	3		1		4
GG-15				2	2
Super Grade					0
Total	**7**	**2**	**1**	**3**	**13**

10.2

Reasons:

3 retired

1 Navy

1 Non-DoD Government

5 Private industry

3 resignation

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Q-2
3-2d

FY 83
Computer Series Attrition

Years of DIA Service

	0-2	2-5	5-10	Over 10	Total
GG-07	1				1
GG-09					0
GG-11				2	2
GG-12	2			1	3
GG-13	2	1	1	3	7
GG-14	1	1			2
GG-15					0
Super Grade					0
Total	**6**	**2**	**1**	**6**	**15**

11.9

Reasons:

4 retired

1 Army

1 Navy

2 Air Force

1 Private industry

4 resignation

2 death

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Computer Series Attrition

Years of DIA Service

	0-2	2-5	5-10	Over 10	Total
GG-07	3				3
GG-09	1				1
GG-11					0
GG-12			1		1
GG-13	2				2
GG-14					0
GG-15				2	2
Super Grade					0
Total	**6**	**0**	**1**	**2**	**9**

5.9

Reasons:

1 retired

1 Army

1 Non-DoD Government

1 Private industry

5 resignation

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Computer Series Attrition

Years of DIA Service

	0-2	2-5	5-10	Over 10	Total	
GG-07					0	
GG-09	1	1			2	
GG-11	2				2	
GG-12					0	
GG-13	5	1		2	8	
GG-14	1			3	4	
GG-15					0	
Super Grade		1			1	
Total	**9**	**3**	**0**	**5**	**17**	11.4

Reasons:

1 retired

3 Navy

1 CIA

4 other DoD

6 Private industry

2 resignation

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Computer Series Attrition

Years of DIA Service

	0-2	2-5	5-10	Over 10	Total
GG-07	4				4
GG-09	2				2
GG-11		1	1		2
GG-12					0
GG-13	5	1	1	2	9
GG-14	1	2			3
GG-15			1		1
Super Grade					0
Total	**12**	**4**	**3**	**2**	**21**

13.5

Reasons:

3 retired

1 Army

2 Navy

2 Non-DoD Government

1 Other DoD

1 Private industry

10 resignation

1 death

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FY 87
Computer Series Attrition

Years of DIA Service

	0-2	2-5	5-10	Over 10	Total
GG-07	1				1
GG-09	1				1
GG-11	1				1
GG-12					0
GG-13	2	1			3
GG-14		1	3	1	5
GG-15					0
Super Grade					0
Total	**5**	**2**	**3**	**1**	**11**

6.6

Reasons:

1 retired

1 Navy

4 Non-DoD Government

1 CIA

3 resignation

1 death

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3-3

Hiring strategies

Critical Skill ~~Shortages and Retention~~

3. Discuss hiring strategies and success/failure in meeting critical skill hiring goals. Identify any specific problems in recruiting. Describe any alternative hiring to offset critical skill shortfalls.

See discussion associated with each occupation— Q-2 / 3-1

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3-4

Recruitment Sources

Critical Skill ~~Shortages and Retention~~

4. Identify your main recruitment sources for critical skill occupations and assess availability/relative size of recruitment pools for these skills. Discuss your capability to meet your projected critical skill hiring requirements.

See discussion associated with each occupation Q-2 3-1

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3-5

Recruiting Incentives
Critical Skill ~~Shortages and Retention~~

5. Describe any incentives used to attract and hire critical skill people (e.g. special salary scales, travel and transportation allowances, educational sponsorship, etc.).

See discussion associated with each occupation. Q-2
3-1

Don't see much there.
£20

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3 - 6

Marketplace Competition

Critical Skill ~~Shortages and Retention~~

6. Identify major problems of competition in the market place (i.e. private sector, other government agencies, etc.). Assess your Agency's competitive status for critical skill hires - provide some quantitative measures for this assessment, if possible.

Except for Intelligence Officers, DIA's major competition is private industry, with its usually higher salaries and better benefits packages. A factor in competing with any non-Intelligence Community organization is the extensive preemployment security processing time required by DIA. Some well qualified individuals are unwilling or unable to wait a significant period of time for a job offer.

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IC Recruiting Cooperation

Critical Skill ~~Shortages and Retention~~

7. Describe any cooperative efforts with other Intelligence Community agencies as regards hiring.

There is considerable cooperation, discussion and exchange of information between the agencies as concerns programmatic issues, salary rates for particular occupations, etc. Because each Agency's requirements differ somewhat based on individual mission requirements, there is no real opportunity for a community wide recruitment pool. Within Department of Defense intelligence organizations, however, there exists a data base of intelligence careerists, the Defense Intelligence Special Career Automated System (DISCAS), which is utilized as a potential candidate pool for appropriate positions.

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Impact of Preemployment Processing

Critical Skill ~~Shortages and Retention~~

8. What is the impact of preemployment processing requirements on your hiring program, especially for critical skill occupations? Consider such matters as extended processing time, security and medical processing requirements, delay in offer of employment, etc.

Preemployment processing requirements impact on hiring in a number of ways: individuals who want or need employment immediately do not apply for consideration or quickly withdraw; some individuals who are well qualified are processed for employment and subsequently "fail" security which then means that a new recruitment effort must be initiated to identify another candidate; individuals once cleared for hire by security decline because they have found something else in the meantime. More candidates have to be developed and processed for possible employment than would be necessary in a non-security environment and managers must often face a significant gap between an individual leaving and a replacement arriving when the primary source of candidates is external to the Agency.

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Cost to Hire

Critical Skill ~~Shortages and Retention~~

9. Provide any available data on cost per hire and other costs (formal and on-the-job training etc.) to bring newly hired critical skill employees to an acceptable performance level.

The focus of the DIA recruitment effort is to hire critical skill employees who have the requisite education, knowledge, and experience in the needed area of expertise.

Each recruitment action is different from another because of the specific need and quality of the applicants. Some positions lend themselves to attracting a surfeit of applicants who possess excellent credentials, while other positions are vacant for an extended period of time due to a dearth of well qualified candidates.

Each action involves a combination of professional and support employees in personnel, the gaining office, and security. A gross estimation of cost would be approximately $5,000.

The other costs (formal and on-the-job training, etc.) would be identified under the Training and Career Development task.

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3-10

Critical Skill ~~Shortages and Retention~~ Quality Indicators

10. Identify and describe your Agency's quality measure for each of your critical skill hires. Describe, in general terms, the relative quality of critical skill personnel you have lost through attrition.

All personnel hired are screened intensively through the preemployment security and personnel interview process. Interviews are also held by managers for positions at entry or mid-level and by panels for the most senior positions.

In addition, clerical personnel are required to pass a DIA typing or stenography test, based on position requirements. Intelligence Officer candidates at GG-11 and below are administered the DIA Analyst Aptitude Test Battery and Intelligence Officer candidates for imagery analyst positions are tested to ensure that they have stereoscopic vision capability.

Indicative of the effort to hire quality civilian employees is the fact that DIA receives in excess of 20,000 applications per year and hired approximately 480 civilians per year (FY 83 - FY 87). We do not capture data on quality other than these processes.

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3-11

Quality Comparison to Private Sector

Critical Skill ~~Shortages and Retention~~

11. Compare the quality of your critical skill hires, if possible, to the quality of comparable hires in the private sector. (Use such measures as GPA, best schools, top 10% of class, etc.). Identify, if known, the principal reasons for declinations.

The focus of the DIA recruitment effort is to hire critical skill employees who have the requisite education, knowledge, and experience in the needed area of expertise.

In most cases, these individuals are not at entry level. Therefore, academic credentials are not as relevant as work experience. We have no quantitative criteria to evaluate quality of experience; the evaluation is based upon assessment by management experts in the DIA office involved.

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3-12

Other Major Staffing Problems
~~Critical Skill Shortages and Retention~~

12. Identify any major staffing problems not previously covered and provide specifics as to cause and effect. (Problems may relate to occupations other than the previously identified ciritical skills and to other staffing matters such as field staffing.)

Other hard to recruit areas include:

Guards (GG-0085). Only with the initiation of special salary rates has DIA been able to reduce the extraordinarily high attrition rate in this occupational area. Competition in this area is keen.

Security Officer/Polygrapher (GG-0080). This is a very specialized, scarce skill. Major problems are a scarcity of DoD certified polygraphers, and extensive competition within the community. Advanced hiring rates are used to attract highly qualified candidates.

Computer Systems Operator (GG-0332). DIA consistently has a number of vacancies in this area. Problems in the recruitment area stem from relatively low salaries compared to private industry, shift work requirements, and highly specialized training requirements.

Equipment Specialist/Electronic (GG-1670). Qualified individuals in this occupation are difficult to attract because they can make more money and work in a more glamorous environment with the networks. Qualification requirements entail the ability to maintain broadcast quality analog/digital video production and post-production equipment. Selectees must be capable of maintaining multi-camera, multi-site compressed teleconferencing systems. There are also several equipment specialist positions involved in the maintenance and/or repair of highly specialized DoD/DIA photographic equipment used in a large-scale production lab environment. Individuals are required to possess experience and skills on digital, solid state, and microprocessor photo electronic equipment and to maintain currency on state-of-the-art developments/techniques in the photo processing area. Although the number of positions in this series is small, the vacancy rate is high.

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3-13

Anticipated Skill Changes

~~Critical Skill Shortages and Retention~~

13. Do you anticipate any requirements for new or significantly changed skills considered mission critical? Will there be a need to develop new sources/markets? Do you envision any problems in obtaining these skills in the numbers required?

The next decade will bring a number of intelligence and support challenges requiring new or changed skills. Computer modeling and scenario simulation are beginning to significantly influence analysis and will become increasingly valuable in the years to come. It is essential that future analysts be computer literate to the degree necessary for computer modeling or other advanced applications, or that DIA have the capability to train them to be proficient at this level. Additionally, DIA must be able to recruit individuals who understand the technology that drives our national collection systems and can apply that knowledge to essential intelligence production. Regarding support activities, DIA must be able to keep in step with the technological advances in photography and printing.

The recruitment sources and markets are known for all of these occupations. However, it will be a sellers market and competition between DIA, Federal agencies, and the private sector will be intense.

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Changing Staffing Levels

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Changing Staffing Levels

2. Provide reasons for any major increases or decreases in authorized strength and assess the impact of these changes on your staffing program and mission accomplishment.

(U) DIA was officially established on 1 October 1961. The establishment plan featured a gradual transfer of functions, billets and personnel from the Services and Joint Staff over an extended period to ensure that no tasks remained unaccomplished during the transition period. The last major function to transfer from the Services -- the worldwide Defense Attache System -- was in place on 1 July 1965. As the intensity of the war in Southeast Asia increased, DIA received a few hundred additional billets and reached a peak authorized military and civilian strength of 6,690 positions at the end of FY 1968.

(U) The original DIA civilian workforce was mainly composed of a cadre of long serving professional intelligence personnel from the Services -- many of whom were veterans of World War II and the Korean Conflict -- and a significant body of entry level clerical and analytical personnel recruited directly off the nation's high school and college campuses to man a rapidly growing workforce.

(C) Starting in FY 1969, DIA began a ten-year period of constant decline in total authorized positions. Almost 1,000 billets were deleted from the Attache System alone in four years. These Attache reductions were the result of a major Departmental effort to realize the benefits of the consolidation of the three Service attache systems into one under DIA, plus mandated reductions in overseas personnel as the balance of payments turned against the United States in the late 1960's and early 1970's. Other manpower reductions in analysis activities were associated with Vietnamization and a lessening of the American presence in Southeast Asia. In 1972, normal personnel attrition could no longer keep pace with billet reductions and the Agency was forced to conduct its only reduction-in-force. During the rest of the 1970's, as Defense funding declined in terms of constant dollars, and forecast personnel costs increased, DIA continued to be assigned annual billet reductions by the DoD and the Congress.

Attache ops

(C) The result of this sustained period of decline was a workforce one-deep in many vital areas and subfunctions, overworked, and under great strain. Entry level hiring of professionals basically ceased as DIA sought full performance level professionals in all functional areas in an attempt to avoid major long-term training costs and associated non-productive down time.

(C) Simultaneous with this sustained drawdown in authorized manpower and associated personnel turbulence came major advances in collection systems, demands for significantly enhanced and multidisciplined analysis, and an incredibly expanded target structure. In a 20-year span military intelligence analysis went from a focus on maintaining simple data bases, analyzing relatively unsophisticated aerodynamic delivery systems, and monitoring tactics and strategies left over from World War II, to analyzing and reporting on state-of-the-art weapons and collection systems, ABMs, detailed treaty monitoring in denied areas, tactical surface-to-surface missiles, and an extremely volatile Third World of critical interest to the United States.

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(S) In absorbing the major manpower reductions of the 1970's, DIA retained as much of its capability against the Soviet Union/Warsaw pact and the Middle East as possible, while greatly reducing the manyears devoted to basic intelligence analysis of the rest of the world. By 1979, DIA had concluded that its capabilities to analyze Third World military and political developments were almost nonexistent. The Agency had trouble coping with topics at the bottom of the intelligence priority listings and essentially no way of addressing any of the priority requirements for analysis in the Third World. The problem was not intelligence failure, but rather a lack of intelligence analysis capability.

(S) At this point -- during the debate on the FY 1980 budget request -- the Congress realized that the downward trend in intelligence manpower had to be reversed. Since FY 1980, DIA has received modest manpower increases each fiscal year for a net total gain in strength through FY 1988 of about 1,800 billets of all types.

(S) The rebuilding of DIA's capabilities in the 1980's, from a staffing standpoint, was guided by an Agency policy decision not to attempt to replicate the past, but rather to move forward using new technologies and analytical methodologies. The most significant factor was that each year, growth was relatively modest. The early 1980's saw billet increases focused on Third World analysts with virtually no support personnel approved. As growth continued, the Agency was able to achieve a more balanced program of analytical and infrastructure increases; however, increased intelligence analysis capability continued to be the primary focus. Imagery exploitation, counterterrorism and counterintelligence, and multi-functional general analysis to add depth and specificity to DIA's consideration of Third World and Soviet/Warsaw Pact issues all received enhancement. New and expanded functions such as HUMINT Management, Technology Transfer analysis, DoD Intelligence Planning, and DoD-wide career intelligence training support acquired additional manpower. Within the Agency's infrastructure, the development and operation of ADP systems received additional personnel. And, expansion of photographic processing capabilities, printing and graphics support, library services and general logistics and facilities management to support the analytical workforce also occurred.

(U) The DIA employee of today -- whether military or civilian -- bears little resemblance to his or her counterparts of the 1960's. They are significantly better educated, more experienced, and certainly more capable of dealing with a dynamic world environment.

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Changing Staffing Levels

3. Discuss any significant problems which you have faced since 1960 regarding changes in skill mix requirements and assess the impact of these changes on staffing and mission accomplishment.

DIA's skill mix requirements by civilian and military occupational series have remained relatively the same since the Agency's establishment in October 1961.

What has changed, however, is the complexity of the analytical-collection problem and the tools with which the entire workforce -- intelligence analysts, collectors, infrastructure personnel, computer analysts and operators, and managers -- have at their disposal and need to master. The DIA employee of today must arrive at the Agency "computer literate", or quickly become so, to be able to function. This is probably the single greatest change in the workforce since the 1970's. It affects all ranks and functions from the secretarial staff to senior management. In other areas change has been less rapid and somewhat easier to master.

Over the past 25 years another significant change has been in the type and complexity of the analysis the Agency is required to undertake, as well as an expanding consumer group and the problems associated with providing finished intelligence on a near or actual real time basis around the globe. The world has "shrunk" over the past quarter of a century by a phenomenal amount. Reaction times are no longer measured in days and hours, but rather hours and minutes. A broadened understanding of the world, its interdependencies, and their relationships to the goals and objectives of the United States is required of virtually all DIA personnel.

Another change is occurring but its impact is not yet clear. In the mid-1960's only a relatively small number of DIA civilian intelligence analysts lacked some sort of direct peacetime or wartime military experience. With the end of the draft, establishment of a smaller post-Vietnam professional armed forces, and the employment of increasing numbers of female professionals, the direct military experience level of the Agency's analytical workforce is slowly decreasing. Potential reductions in military staffing levels resulting from the DoD Reorganization Act of 1986 may in the future leave DIA with a significant number of its analytical workforce with no direct experience as the ultimate consumer of military intelligence -- the combat soldier in the field. Judgments vary widely as to the real impact of this trend, but it is of increasing concern to Agency managers.

Given the Agency's low personnel turnover rate in the civilian sector, DIA has been generally successful in obtaining top quality personnel for all grade levels and skill fields. Significant investments have been made to enhance the existing skills of longer serving employees as well. The only challenges of any significance encountered by DIA in staffing its positions have been in the areas of computer system analysts and scientific and engineering personnel -- functions in which the entire governmental sector has the same problems.

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