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**(U) REPORT OF FOLLOW-UP INSPECTION
RETENTION IN THE AGENCY**

JULY 2010

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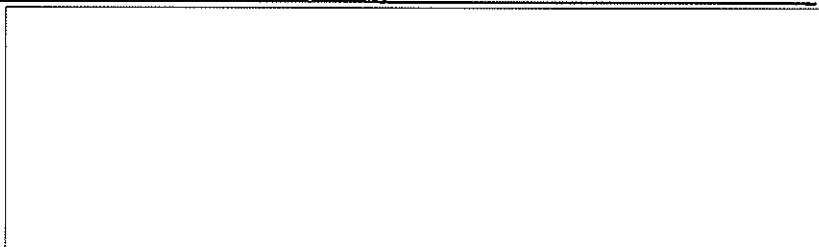


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UNCLASSIFIED//~~FOUO~~Retention in the Agency**(U) EXECUTIVE SUMMARY**

(U) Over the years, Agency leadership has acknowledged repeatedly that CIA's employees are its most valuable assets and recruiting, hiring, developing, and retaining the best and brightest are essential to CIA's mission success. Regardless of how efficient and effective programs are for recruiting and developing employees, if the Agency cannot retain its personnel, the effort is wasted.

(U) The status of personnel retention in the Agency is somewhat different in 2009 than it was during the previous (2005) Office of Inspector General (OIG) inspection on this issue.¹ In interviews for this inspection, senior directorate leaders and human resources (HR) managers acknowledged the current unusually low attrition rates, noting that they did not believe attrition would be a major factor in their ability to accomplish their missions in the near term. Most directorate leaders and HR managers attribute the unusually low attrition rates to the economic downturn over the past two years.

(U) Even though attrition is at historic lows across the Agency, senior leaders in interviews for this inspection identified several retention-related challenges that require continued or additional attention, including attrition of individuals with critical Agency-unique skills and training, such as operations officers in the National Clandestine Service (NCS), improving the match of employees' "talent to tasks," and motivation and proactive engagement of our most experienced personnel to retain their services beyond their earliest retirement eligibility date to further leverage their expertise.

(U) Of the [] respondents to a 2009 Agency-wide OIG employee opinion survey on retention, [] indicated that they do not intend to resign or retire or change their directorate or occupation; when asked to rate the importance of 14 reasons why

¹ (U) "Retention in the Agency" (IG 2004-0011-IN, May 2005).

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Agency employees remain at CIA, more than 90 percent of this group cited factors related to mission, their assignments, job security, or salary and benefits. Compared with results from the previous inspection's survey, which was conducted in late 2004, in 2009 employees more frequently cited opportunities for field assignments, economic issues (salary and benefits and retirement package), and flexible work schedules as reasons to stay in CIA. Perspectives also differ based on Agency tenure: employees with less tenure more frequently cited recognition for contributions, opportunities for training and field assignments, and work schedule flexibility as reasons to stay than did their peers with greater Agency experience.

(U) In rating the importance of 35 reasons that could impact their decision to leave the Agency, respondents who had resigned or retired or were considering resigning or retiring within the first year of retirement eligibility most frequently cited a lack of advancement opportunities as a reason to leave. Five of the top 10 reasons for leaving or considering leaving CIA relate to management, including poor directorate- and office-level management, poor first-line supervision, lack of communication about work-related matters, and lack of support for prudent risk taking. Nearly a quarter of comments volunteered by survey respondents—far more than any other topic—focused on poor management or lack of accountability for poor management. Career development factors—such as lack of recognition for contributions, lack of promotions, a need to make better use of skills and knowledge, and occupational stovepipes that discourage rotations—were also frequently cited reasons for leaving or considering leaving CIA.

(U) A comparison of the 2004 and 2009 survey responses among those who had resigned or retired or were considering resigning or retiring within the first year of retirement eligibility shows that the reasons people leave or consider leaving the Agency have not changed considerably. However, three factors cited by a large number of employees in 2004—too much organizational change and poor management at the CIA and directorate levels—were cited much less frequently in 2009.

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(U) Newer employees are a group of particular interest because they have exhibited high resignation rates in previous years. Among survey respondents who had resigned or retired or were considering resigning or retiring within the first year of retirement eligibility, employees with less than six years indicate that they are more likely to leave or consider leaving the Agency because they want to make better use of their skills and knowledge, they are doing work unlike what was expected when they entered on-duty, there is a lack of interesting or challenging assignments, they have experienced poor first-line supervision, and there is a lack of communication about work-related matters.

(U) Among survey respondents who resigned or retired or were considering resigning or retiring within the first year of retirement eligibility, reasons for leaving or considering leaving the Agency show little difference among directorates with one exception: NCS respondents were more critical of management and mission accomplishment issues than their peers in other directorates. This is consistent with findings from an NCS study of exit interviews, in which about one-third of interviewees volunteered management-related reasons for leaving the Agency.

(U) Among survey respondents who resigned or retired or were considering resigning or retiring within the first year of retirement eligibility, management and career development issues were cited most frequently as reasons to leave or consider leaving CIA by employees of all races and ethnic backgrounds. However, survey results showed a number of significant differences among these respondents based on race and ethnicity. In particular, Asian and Hispanic employees more frequently cited poor management issues and lack of recognition for contributions than Black and White employees, and Asian, Hispanic, and Black employees more frequently cited unfair performance appraisals and assignments processes than White employees. Although not among the top 10 reasons for leaving or considering leaving the Agency, discrimination on the basis of race/ethnicity and racial harassment was significantly more likely to be cited by Black, Asian, and Hispanic employees as reasons to leave or consider leaving the Agency than by their White peers.

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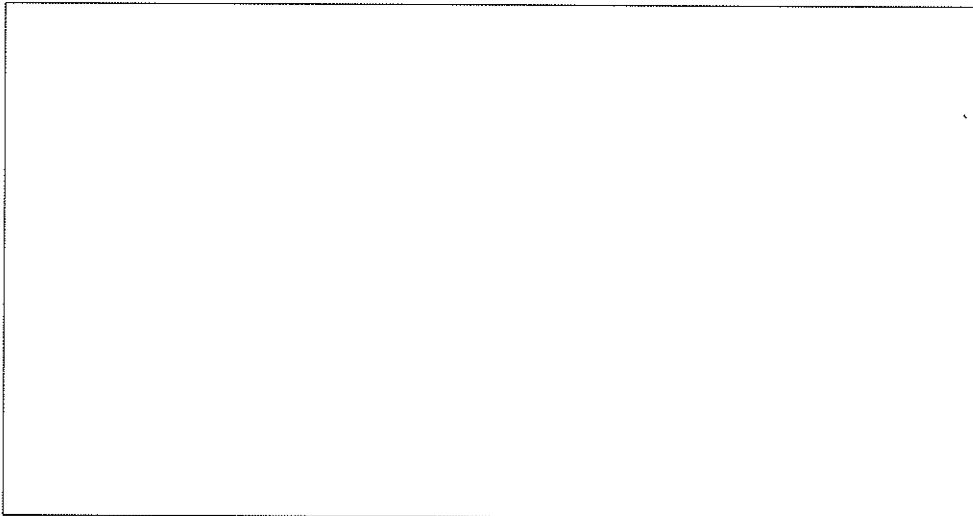
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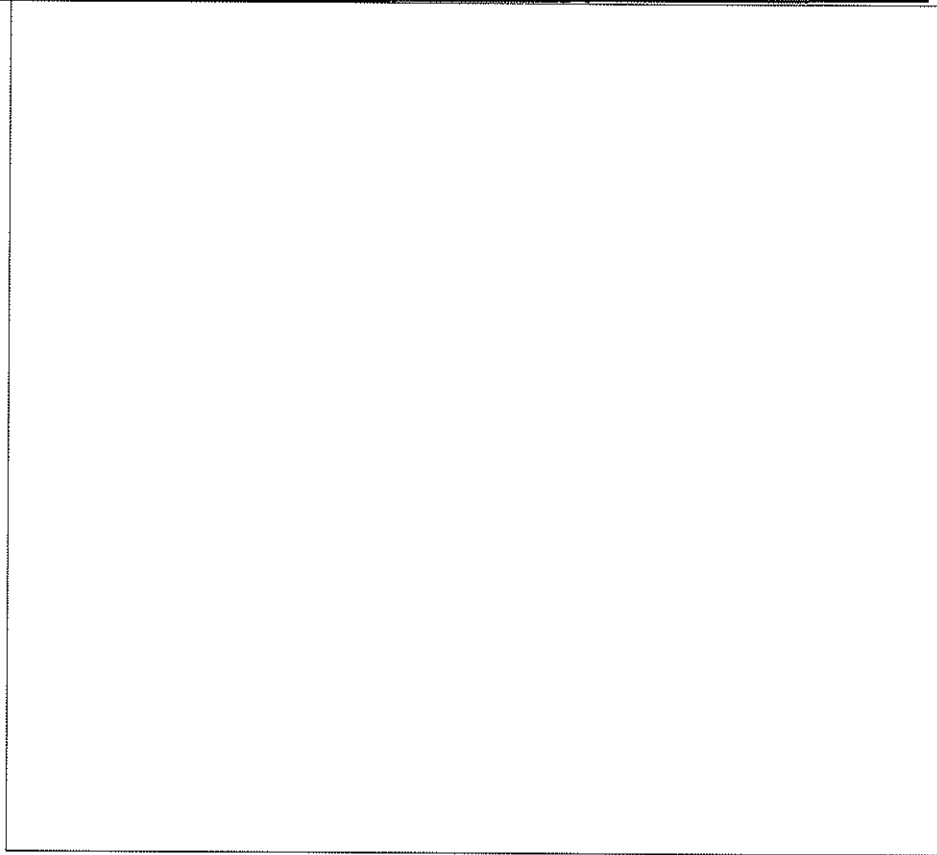
(U) Among the survey respondents who had voluntarily changed their directorate or occupation within the last three years, by far the most important factors in survey respondents' decisions to make the career change are a desire to do something different and to make better use of skills and knowledge. The other reasons for migrating within the Agency are generally the same as reasons for leaving the Agency. Survey respondents who commented on migration were critical of directorate policies that make interdirectorate assignments, including rotations, difficult. Comments generally pointed to organizational barriers, lack of management support, an unstated organizational bias against migration, and the lack of a centralized resource to learn about Agency-wide job opportunities. Senior directorate management and HR personnel acknowledged that a certain amount of personnel migration was normal and expected, and is something that corporate HR actively takes into consideration in planning for directorate retention and recruitment.

(U) Although the Chief, Human Capital² and the Executive Director did not formally respond to the OIG regarding initiatives implemented to address the four recommendations included in the 2005 OIG inspection report on retention, the Agency – primarily under Chief, HR – has initiated a number of actions since 2005 that are responsive to the issues raised in the report.



² (U) The position of Chief, Human Capital was dissolved in January 2007; Chief, Human Resources has assumed its responsibilities.

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(U) In interviews, senior directorate leaders and HR managers noted that the Agency has taken several actions to improve the overall quality of management and leadership. Such actions include creating the Corporate Retention Program (now PEER) in January 2007 and initiating required leadership training, such as [REDACTED]

[REDACTED] However, none of these initiatives include a mechanism for improving accountability with regard to poor management.

(U) During 2009, PEER established an interdirectorate group to develop proactive steps the Agency could implement to help hold supervisors accountable for employee engagement, development, and retention. The group developed three recommendations, which PEER passed to HR's Leadership Development Program for consideration and potential action. Although the Agency continues to enhance processes for selecting

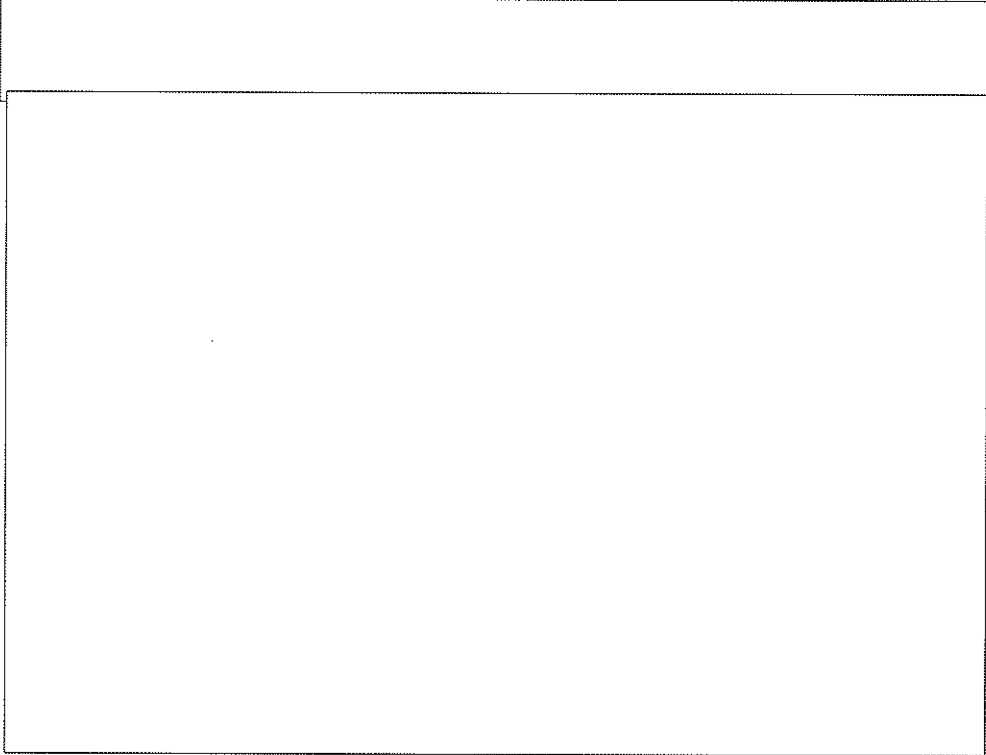
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managers and providing leadership training and development opportunities, there is still no effective mechanism for holding managers accountable for poor management practices. The



³ (U) On 1 January 2010, HR transferred PEER out of the Recruitment and Retention Center, which was renamed the Recruitment Center.

⁴ (U) "Employee Onboarding at CIA" (IG 2007-0009-IN, June 2008).

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UNCLASSIFIED//~~FOUO~~Retention in the Agency**(U) INTRODUCTION**

(U) This inspection of Retention in the Agency is a follow-up to the Office of Inspector General's (OIG's) 2005 inspection of the same topic.⁵ As stated in the report of the 2005 inspection:

Many factors contribute to the CIA's mission success, not the least of which is the Agency's ability to retain its thousands of talented officers. The Agency has succeeded in retaining the bulk of its work force over the years, even as external forces have lured some employees away and internal factors have provided others incentives to leave. Today, as the Agency faces an unprecedented array of challenges, it is more critical than ever to retain human resources.

(U//~~FOUO~~) Over the years, Agency leadership has acknowledged repeatedly -- in formal documents, in speeches, and on Web sites -- that CIA's employees are its most valuable assets and recruiting, hiring, developing, and retaining the best and brightest are essential to CIA's mission success. For example:

- In October 2007, the Director, CIA (DCIA), said in a speech that "The most important thing our leadership team can do is hire, train, and retain a strong workforce, and prepare our new officers for leadership roles years from now."
- In April 2010, in his blueprint for CIA's future, the DCIA spoke of investing in people, stating that "We're nothing without capable, well-trained people doing the job of the CIA. And so the idea is to make sure that we recruit, we train, and we retain a highly talented and capable workforce with the basic strengths to tackle the missions that we're going to face."

Clearly, retention of high quality personnel is key. Regardless of how efficient and effective programs are for recruiting, training,

⁵ (U) "Retention in the Agency" (IG 2004-0011-IN, May 2005). This inspection was conducted during the period September 2004 to March 2005.

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and developing employees, if the Agency cannot retain its personnel, the effort is wasted.

(U) Accordingly, the inspection team looked at three broad areas relevant to retention:

- Current status of retention and migration in the Agency and its implications for the organization.
- Reasons employees choose to stay in the Agency, leave the organization, or move from one directorate or occupation to another.
- Initiatives, planned or under way, to address retention and migration issues, in response to recommendations of the 2005 inspection.

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~~UNCLASSIFIED//FOUO~~Retention in the Agency**(U) CURRENT STATUS OF RETENTION IN THE AGENCY**

(U//~~FOUO~~) The Agency's ability to retain experienced, high quality personnel continues to be one of the key factors that contributes to mission success. However, the status of personnel retention was somewhat different in 2009 than it was during the previous inspection in 2005. Data from Human Resources (HR) show that attrition from the Agency was unusually high in 2005. HR's analysis attributed this spike in attrition, in part, to the last voluntary separation incentive, made available to CIA personnel in fiscal year (FY) 2004, and to the departure of personnel who had planned to separate around the time of the events of 9/11, but had delayed their separation. In contrast, the Agency's attrition rate for 2009 was at a historic low, both across the Agency and within individual directorates, according to data provided by HR/Program on Employee Engagement and Retention (PEER). (See Table 1.)

(U) Table 1. Percent Attrition

	Average	
	2004-2008	2009
Agency	5.4	3.5
DI	4.8	3.0
DS	5.5	3.8
DS&T	4.6	3.4
NCS	5.7	3.1
DIR	7.7	4.0

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(U//~~FOUO~~) In interviews, senior directorate leaders and HR managers acknowledged the unusually low attrition rates, noting that they did not believe that attrition would be a major factor in their ability to accomplish their missions in the near term. In fact, several noted that the current low attrition rates were, in their opinions, actually lower than they would prefer, for three reasons:

- The low turnover in personnel limits the number of new people they are allowed to recruit and hire, thus limiting the number of

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individuals with new ideas and perspectives—something they believe is healthy for their directorates.

- The low attrition rate does not free up positions that could be used to hire individuals with different skills and capabilities that are critical to evolving mission requirements.
- The large number of employees at higher grades limits the available headroom and promotion opportunities for mid-level officers.

(U) Most directorate leaders and HR managers attribute the unusually low attrition rates to the economic downturn over the past two years. Retirement rates are below normal,⁶ in part because many individuals who planned to retire in the past two years have remained in the work force to generate additional income to supplement retirement portfolio losses and to build a bigger nest egg as a hedge against increased investment uncertainty. Also, higher unemployment rates, along with a reduction in the number and types of jobs available outside the Agency, has probably delayed movement of some Agency personnel to jobs outside the Agency—both for retirees looking to gain employment as contractors to the Agency, and for others looking to market their skills to non-Agency employers. Indeed, in the Agency-wide OIG employee opinion survey conducted as part of this inspection, 63 percent of individuals indicating they planned to stay at the CIA cited the current economic situation as among the reasons.⁷ Some senior HR managers noted that the current low attrition rate is somewhat artificial—most likely due to these external factors—and the Agency may face a somewhat elevated attrition rate for a period as economic conditions improve.

~~(U//FOUO)~~ In interviews, senior directorate leaders and HR managers noted that they receive much more data now on work force status and changes than in the past. Each directorate

⁶ (U) According to data provided by PEER, CIA's retirement rate for FY 2009 was 2.0 percent, lower than the average retirement rate of 2.8 percent for the period FY 2004 to FY 2008.

⁷ ~~(U//FOUO)~~ As part of this inspection, the OIG conducted a survey in November 2009 of all Agency staff officers and of contractors who had worked as CIA staff officers within the past three years. The survey had respondents.

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generates regular (monthly or quarterly) statistics on attrition (resignations and retirements) and migrations (cross-office and cross-directorate permanent personnel moves) for leadership review and trend analysis. In addition, each directorate receives annual Agency-wide data and comparative trends on attrition delineated by different demographic categories from corporate HR groups like PEER and the Workforce Analytic Team (WAT).⁸ However, some data—for example, on migrations to and from individual directorates—is collected and tracked in different ways by different directorates, making it difficult to compile Agency-wide data with which to identify and analyze trends. At the corporate level, HR collects data on annual attrition and migration norms from the directorates and uses it for setting recruitment goals and strategy. Both corporate HR and individual directorates appear to have a greater wealth of personnel data at their disposal than in 2005 upon which to make more informed decisions on the makeup of their work force and to provide early warning for troubling data trends.

(U//~~FOUO~~) Even though attrition is at historic lows across the Agency, senior leaders in interviews for this inspection identified several challenges that require continued or additional attention:

- Attrition of individuals who have acquired critical Agency-unique skills and training, such as operations officers in the National Clandestine Service (NCS), or those with specialized technical skills or large scale acquisition expertise in the Directorate of Science and Technology (DS&T).
- Matching “talent to task”—that is, maximizing the Agency’s ability to match people’s skills, abilities, and desires with appropriate jobs that can best utilize what they have to offer.
- Motivation and proactive engagement of our most experienced personnel to remain in the Agency beyond their earliest retirement eligibility date to further leverage the expertise they

⁸ (U) According to the HR Web site, the WAT provides statistics, reports, and analysis based on CIA’s work force data to support corporate initiatives, decisionmaking, and policy formulation within CIA and the Intelligence Community.

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provide, both as mentors to train the large number of relatively new Agency employees and to tackle the toughest intelligence challenges.

- Knowledge transfer from experienced employees who are leaving the Agency.

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(U) In the inspection's survey of the Agency population,⁹ ☐ respondents who indicated they intend to stay in the Agency and not change directorates or occupations rated the importance of 14 reasons why they intended to continue employment with the Agency.¹⁰ This section of the report – "Remaining in the Agency" – provides an analysis of the responses from this subset of the Agency population.

(U) More than 90 percent of respondents cited, as reasons for staying, factors related to mission, their assignments, job security, or salary and benefits. (See Figure 1.) Survey respondents also volunteered comments regarding their reasons for staying. The most numerous of these included their belief in the CIA mission and desire to contribute; opportunities for a broad range of challenging jobs, some of it unique to the CIA; professional growth within a performance-based promotion system; job security in a difficult economic environment; congenial coworkers and work environment; and policies and practices promoting a desirable work/life balance.

⁹ (U) In the survey, the inspection team asked respondents to rate a number of factors as being either an important reason, a reason, or not a reason for remaining in or leaving the Agency, or for migrating to another part of the Agency. Percentages used in this report combine the number of respondents who selected a factor as being an important reason or a reason to remain, leave, or migrate.

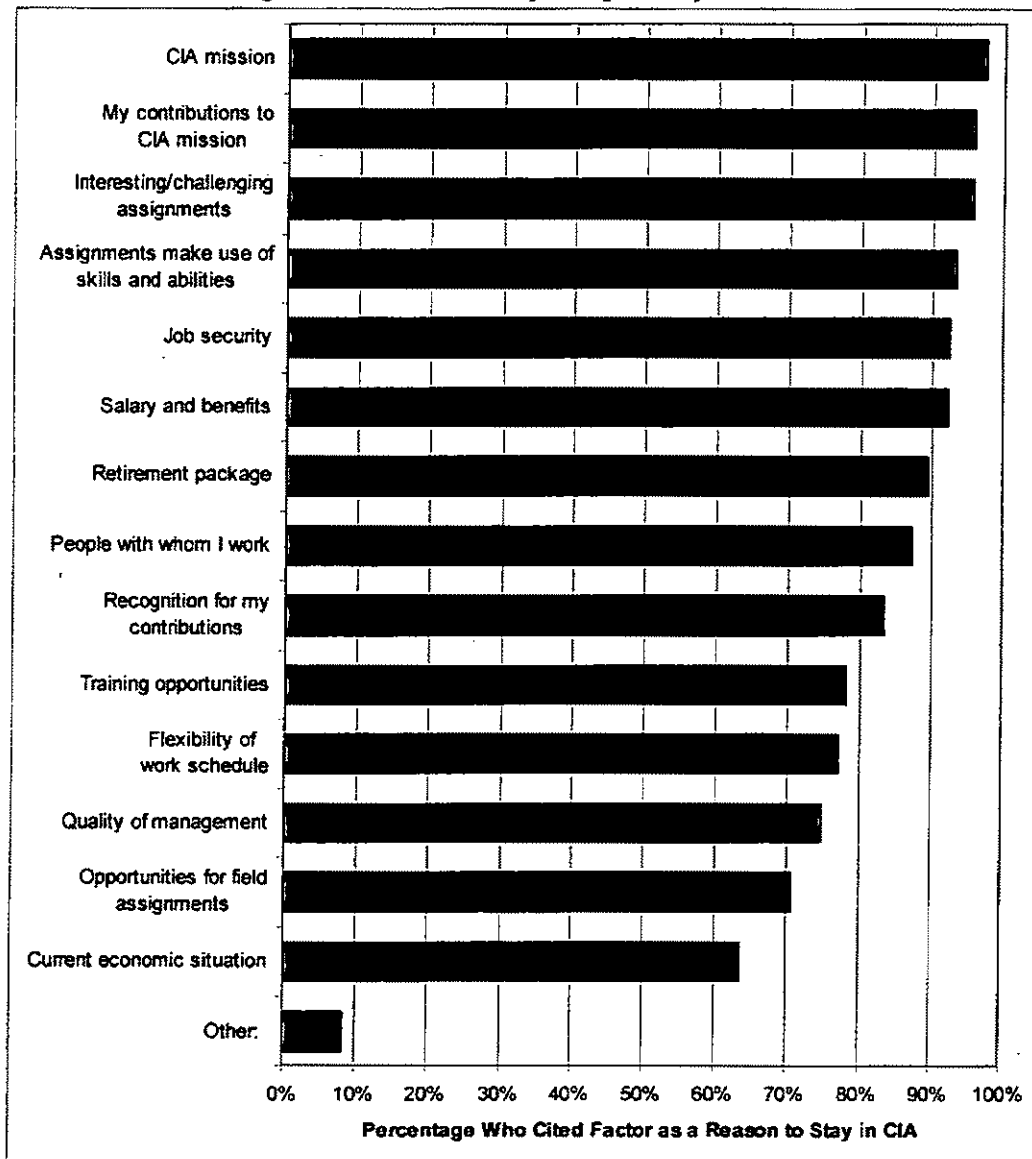
¹⁰ (U//~~FOUO~~) Among the ☐ respondents to the survey ☐ indicated they would be remaining in their directorates and occupations within CIA (that is, they had not already resigned or retired from the Agency, had not decided to resign or retire, were not considering resigning or retiring, and had not changed directorates or occupations in the past three years).

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Retention in the Agency

(U) Figure 1. Reasons Why People Stay at CIA – 2009



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(U) While a comparison of this inspection's survey data with those of the late 2004 survey conducted for the previous inspection showed similar results on reasons why people remain in the Agency, one item showed substantial change from 2004 to 2009. Seventy-one percent of 2009 survey respondents cited

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opportunities to take field assignments as a reason for staying in CIA, compared with only 56 percent of 2004 survey respondents. Also, in 2009, a slightly higher percentage of survey respondents cited CIA's salary and benefits (92 percent), retirement package (89 percent), and flexibility of work schedule (77 percent) as a reason to stay, compared with 2004 survey respondents (84 percent, 81 percent, and 68 percent respectively). These data suggest that quality of life issues and the state of the economy and attendant financial uncertainty may currently play a larger role in employees' remaining in the Agency.

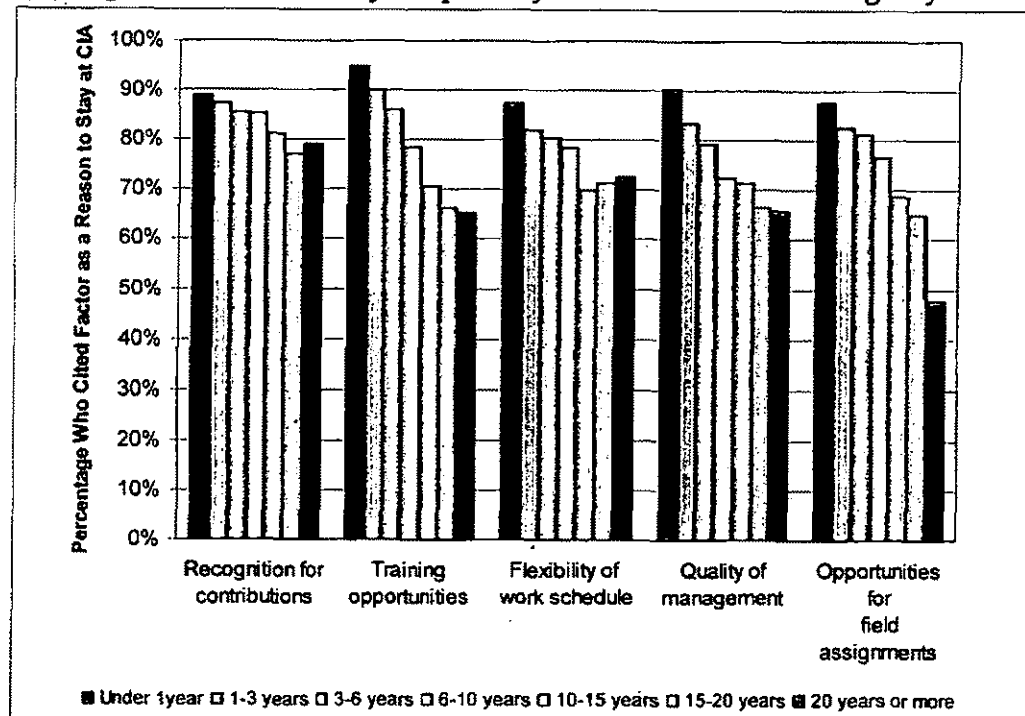
(U) In looking at how individuals with different levels of Agency experience responded to the survey, there was little difference in rating the top eight reasons to remain in the Agency. However, five factors showed a considerable difference based on Agency tenure. (See Figure 2.) A higher percentage of employees with less Agency experience identified as reasons for staying quality of management, recognition for contributions, opportunities for training and field assignments, and work schedule flexibility than did their peers with greater Agency experience.

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(U) Figure 2. Reasons Why People Stay at CIA -- Influence of Agency Tenure



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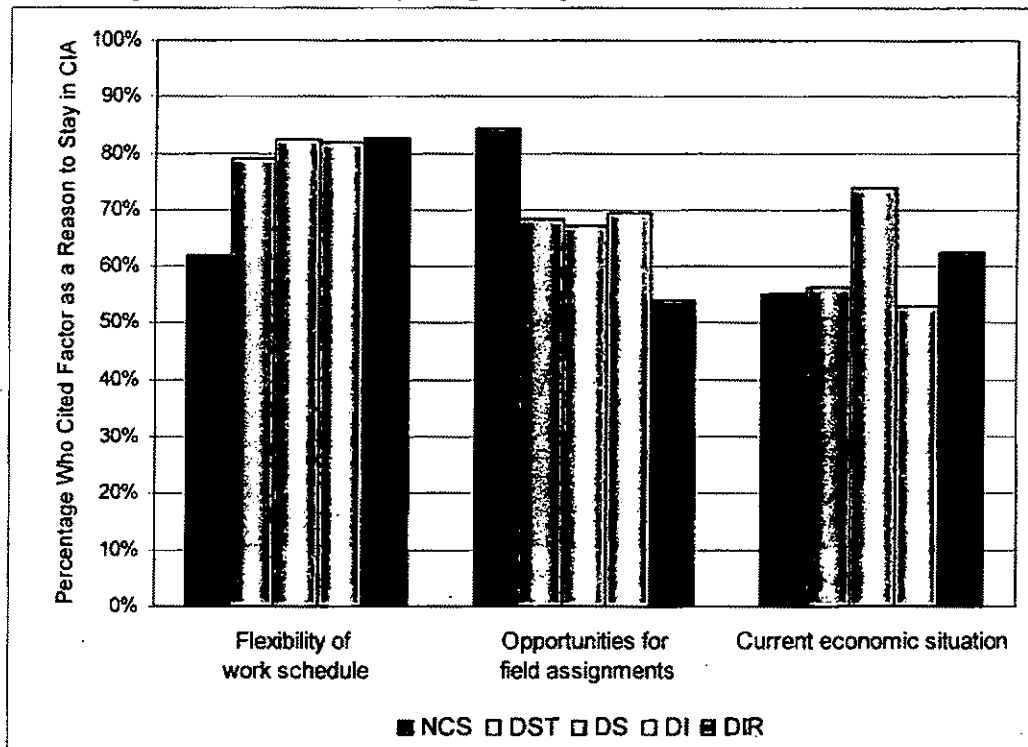
(U) Although survey results across the directorates show little variation for most factors, some differences are apparent. For example, NCS respondents more frequently cited opportunities for field assignments and less frequently cited work schedule flexibility as reasons to stay than respondents in other directorates. Also, Directorate of Support (DS) employees more frequently cited the current economic situation as a reason to stay with CIA than those in other directorates. (See Figure 3.)

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(U) Figure 3. Reasons Why People Stay at CIA – Directorate Differences



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(U) LEAVING THE AGENCY**(U) Main Reasons for Leaving or Considering Leaving**

(U) Of the [] individuals who responded to the 2009 inspection survey, [] indicated that they had either resigned or retired or were considering resigning or retiring within their first year of retirement eligibility. This subset of employees was asked to rate 35 factors on their importance to decisions to leave or consider leaving the Agency.¹¹ Respondents who indicated that they had not resigned or retired, and were not considering resigning or retirement, were not asked to rate these factors. This section of the report – “Leaving the Agency” – provides an analysis of the responses from these [] respondents. A rank-ordered list of the most frequently cited reasons for leaving or considering leaving from this group shows that (see Figure 4):

- Lack of advancement opportunities is the most frequently cited reason.¹²
- Five of the top 10 reasons relate to management, including poor directorate- and office-level management, poor first-line supervision, lack of communication about work-related matters, and lack of support for prudent risk taking.¹³
- Certain factors related to career development – such as lack of recognition for contributions and promotions and a need to

¹¹ (U//~~FOUO~~) For the purposes of this inspection report, the term “resignees” refers to those individuals who had already resigned, had decided to resign, or were considering resigning. Also, the term “retirees” refers to those individuals who had already retired, had decided to retire, or were considering retiring within one year of their first eligibility. Using these definitions, the inspection team considered [] of the [] respondents to the November 2009 survey to be “resignees” and [] to be “retirees.” Data cited as reasons for leaving throughout this section of the paper include the combined responses of resignees and retirees, as defined above. Of note, only [] of the survey respondents were no longer CIA staff officers; these are the only respondents who could have actually resigned or retired.

¹² (U) Results of exit surveys conducted by HR, aggregated for FYs 1999 through 2008, also show limited opportunities for advancement as the top reason for leaving the Agency.

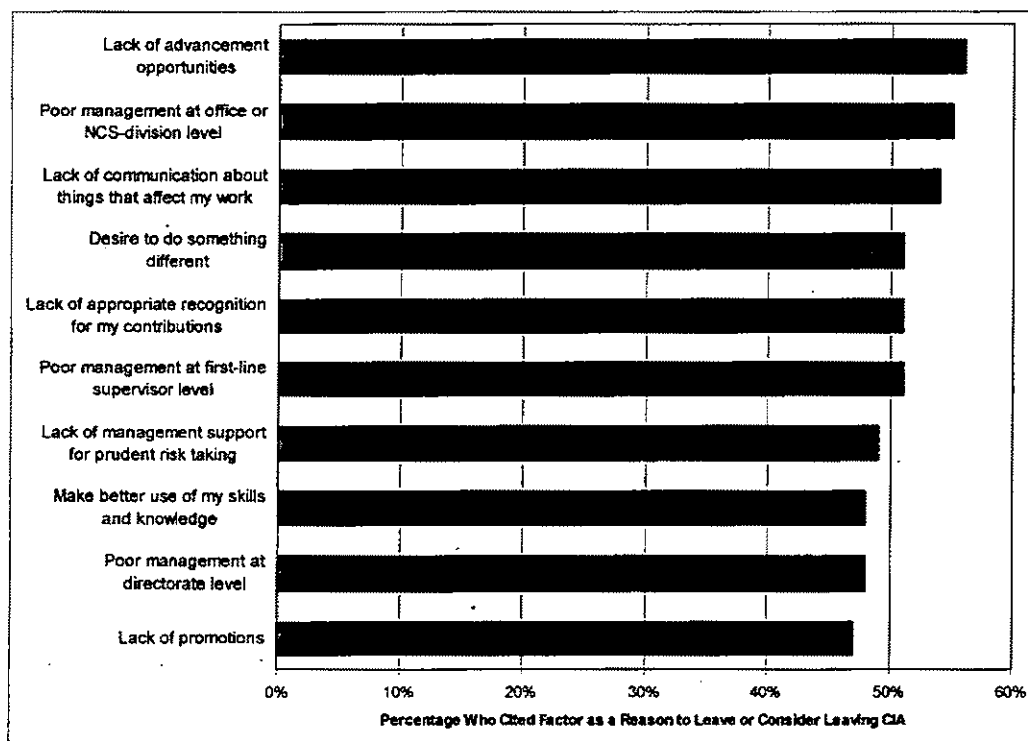
¹³ (U) This result is consistent with those of HR exit surveys, in which poor management is typically among the top four reasons employees give for leaving the Agency.

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make better use of skills and knowledge – were among the top 10 reasons, while other career development factors – such as unfair assignments processes, unfair performance appraisals, and lack of training for professional development – were less frequently cited.

(U) Figure 4. Top 10 Reasons Why People Leave or Consider Leaving CIA – 2009



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(U) Dissatisfaction with management was also the most frequently cited theme among all survey respondents – not just those leaving or considering leaving CIA – who volunteered comments on the survey.¹⁴ About one-quarter of the comments – more than on any other topic – were critical of management and leadership. (See Figure 5.) Specific themes include lack of management accountability, lack of or mediocre leadership,

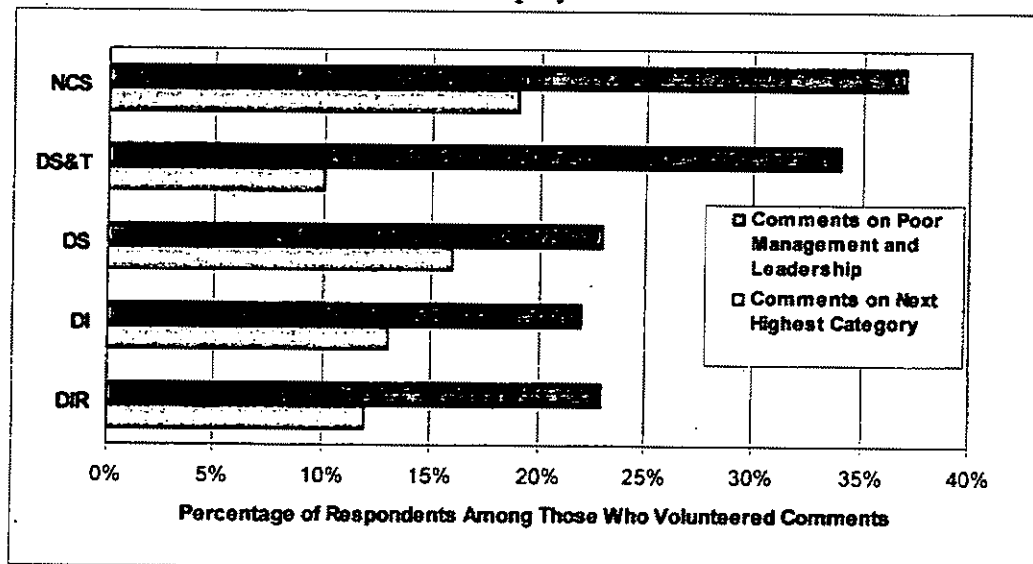
¹⁴ (U//~~FOUO~~) Of the survey respondents, (24 percent) volunteered written comments.

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management, and people skills; insufficient management training; and elevation of managers' technical and operational skills over leadership and management potential. The next most frequent comments related to career development; promotions; directorate, office, and occupation stovepipes that discourage rotations; and the devaluing of skills and experience "not acquired here."

(U) Figure 5. Prevalence of Survey Comments Critical of Agency Management and Leadership by Directorate¹⁵



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(U) Studies focusing on private-sector employees have found similar reasons behind personnel resignations or retirements. In a survey conducted by Robert Half International, Inc., executives of the nation's 1,000 largest companies ranked limited advancement potential as the primary reason for staff turnover.¹⁶ In another research study conducted by the Gallup Organization, involving 80,000 managers across different industries, best-selling

¹⁵ (U//~~FOUO~~) Among the survey respondents volunteering comments, 27 percent commented on Agency management and leadership—the most frequent topic by every demographic category (by directorate, tenure, gender, or ethnicity). The next most common topics involved career management issues (16 percent) and promotion issues (16 percent).

¹⁶ (U) Conducted by Robert Half International, Inc., published in USA Today (Society for the Advancement of Education), May, 2000.

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authors Marcus Buckingham and Curt Coffman concluded that people leave managers, not companies.¹⁷

(U) Comparison of 2004 and 2009 Surveys – Positive Impact of Stability

(U//~~FOUO~~) The late 2004 Agency-wide OIG employee opinion survey conducted as part of the previous inspection on retention in the Agency also asked respondents to rate a similar number of factors on their importance to decisions to leave the Agency.¹⁸ A comparison of the 2004 and 2009 responses shows that the reasons people leave or consider leaving the Agency have not changed considerably. Eight of the top 10 reasons cited in 2004 are among the top 10 reasons cited in 2009 – including lack of advancement opportunities, poor management and other management-related factors, lack of appropriate recognition, and the need to make better use of skills and knowledge. (See Figure 6.)

(U) The relative ranking of the reasons for leaving or considering leaving the Agency varied on several factors between 2004 and 2009. Three factors cited by a large number of employees in 2004 were cited much less frequently in 2009 – too much organizational change and poor management at the CIA and directorate levels. The focus on these issues in 2004 is understandable: the survey was conducted in October and November of that year, shortly before creation of the Director for National Intelligence (DNI)¹⁹ and shortly after Porter Goss became DCI²⁰ – a period of time marked by considerable turnover in senior Agency management.²¹ Three of the top 10 factors cited by

¹⁷ (U) Marcus Buckingham and Curt Coffman, First, Break All the Rules: What the World's Greatest Managers Do Differently (New York: Simon & Schuster, 1999).

¹⁸ (U//~~FOUO~~) Among the [] respondents to the OIG 2004 employee opinion survey on Retention in the Agency [] respondents indicated they had already resigned, had decided to resign, or were considering resigning and [] respondents indicated they planned to retire at first eligibility.

¹⁹ (U) On December 17, 2004, President George W. Bush signed into law the Intelligence Reform and Terrorism Prevention Act of 2004, which established the position of the DNI.

²⁰ (U) Porter Goss became Director of Central Intelligence on 22 September 2004.

²¹ (U) Some of the significant senior management changes during this period include the November 2004 appointment of CIA's Executive Director and the November 2004 resignation of

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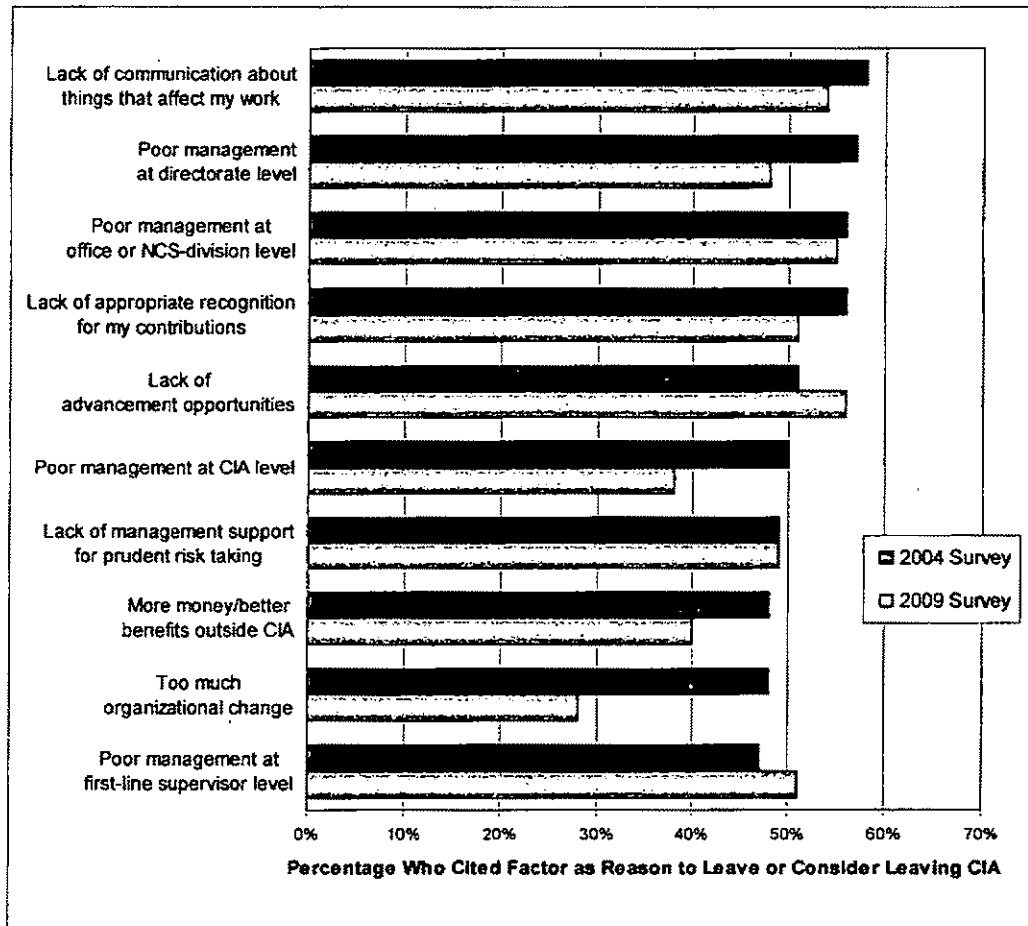
employees in both 2004 and 2009 were cited more frequently in 2009: poor management at the first-line supervisor level, lack of advancement opportunities, and a need to make better use of skills and knowledge. The increased negative focus on first-line supervisors comes despite considerable effort in the past few years to provide increased training opportunities for new Agency supervisors.

the Deputy Director and Associate Deputy Director for Operations, and the Deputy Director, CIA.

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~~UNCLASSIFIED//FOUO~~Retention in the Agency**(U) Figure 6. Reasons Why People Leave or Consider Leaving CIA – 2004-2009 Comparison**

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(U) Resignees and Retirees – Many Similarities, Some Differences

(U) In the survey, resignees cited many of the same top reasons for leaving or considering leaving the Agency as did retirees;²² seven of the top 10 reasons are the same for both groups.

²² (U) As noted earlier, for the purposes of this inspection report, the term “resignees” refers to those ☐ survey respondents who had already resigned, had decided to resign, or were considering resigning. Also, the term “retirees” refers to those ☐ survey respondents who had already retired, had decided to retire, or were considering retiring within one year of their first eligibility.

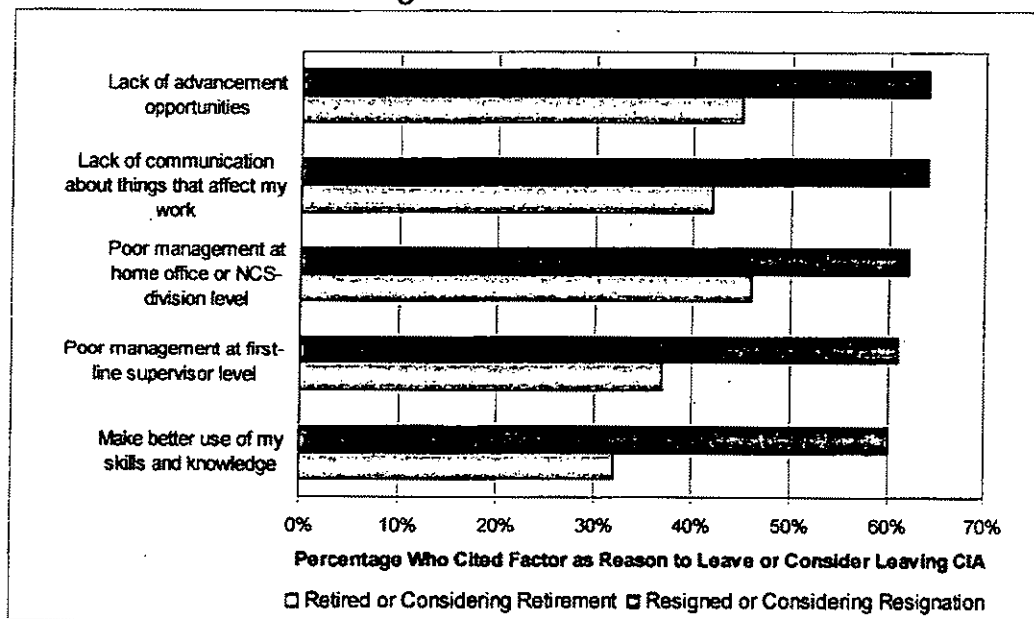
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However, the percentage of resignees who cite various reasons for leaving or considering leaving is higher – and in many cases considerably higher – than the percentage of retirees who cite the same factor. For example, of the top five reasons resignees cited to leave or consider leaving the Agency (each cited by more than 60 percent of resignees), 15 to 25 percent fewer retirees cited each of these factors as a reason. (See Figure 7.) On the basis of these responses, resignees appear more motivated than retirees to leave or consider leaving because of:

- Management issues, including poor first-line supervision and office-level management, a lack of communication about work-related matters, and a lack of management support for prudent risk taking.
- Career development issues, including a lack of advancement opportunities, wanting to make better use of skills and knowledge, and a lack of recognition and promotions.

(U) Figure 7. Reasons Why People Leave or Consider Leaving CIA – Resignee-Retiree Differences



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(U) Although they did not list them among their top 10 reasons, a significantly higher percentage of resignees than retirees cited other reasons to leave or consider leaving the Agency, such as:

- Opportunity issues, including a lack of interesting and/or challenging assignments (45 percent of resignees compared with 28 percent of retirees) and a lack of opportunities for field assignments (41 percent of resignees compared with 20 percent of retirees).
- Expectation issues, including that the work was not what they expected when they joined CIA (45 percent of resignees compared with 11 percent of retirees), a poor onboarding experience (34 percent of resignees compared with 9 percent of retirees), or that they never intended to stay with CIA for a full career (18 percent of resignees compared with 4 percent of retirees).

(U) Tenure—Expectations Differ

(U//~~FOUO~~) The 2009 PEER report on attrition identifies employees with less than five years' tenure as a group of particular interest because of its high resignation rates in previous years. For FY 2009 through July, the resignation rate for this group was 1.8 percent,²³ compared with an overall Agency rate of 1.2 percent. Based on survey responses from resignees and retirees, respondents with less than six years' tenure²⁴ are more likely to leave or consider leaving the Agency than their longer-tenured counterparts for a number of reasons: a desire to make better use of skills and knowledge outside the Agency, doing work unlike what was expected when they entered on duty (EODed), lack of interesting/challenging assignments, poor first-line supervision, and lack of communication about work-related matters. The newest employees, with less than one year's tenure, also cited poor onboarding experience at the office level, not contributing to the

²³ (U) The resignation rate for employees with zero to five years' tenure was 2.9 percent at the same point in 2008, which continued a downward trend.

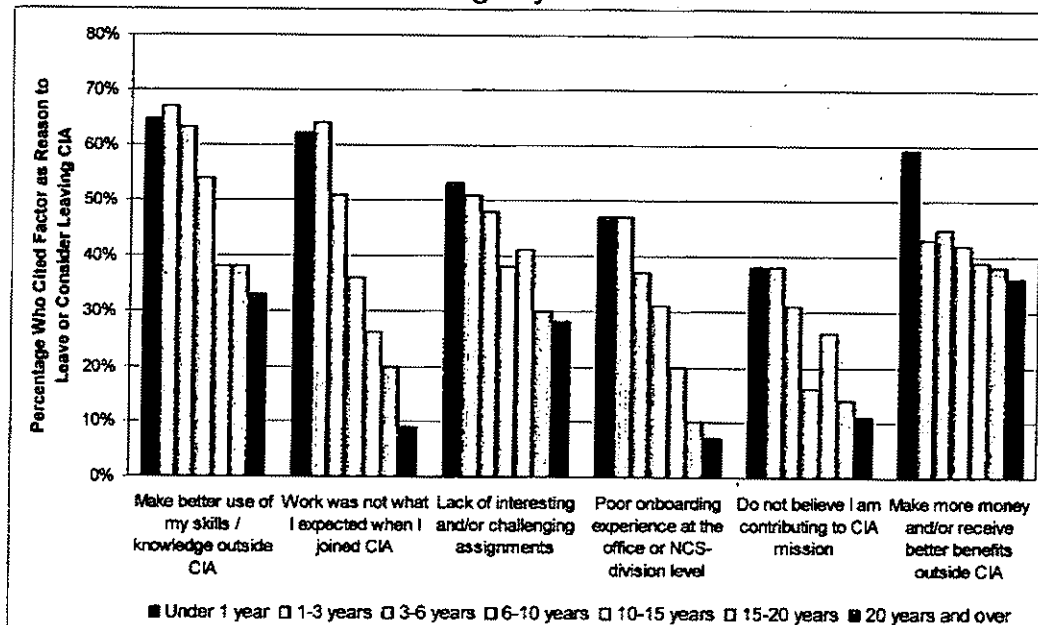
²⁴ (U) The inspection survey identified respondents with less than six years' tenure but did not distinguish those with less than five years' tenure, as did the PEER analysis.

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Agency mission, and a desire to make more money or receive better benefits outside the Agency. (See Figure 8.)

(U) Figure 8. Reasons Why People Leave or Consider Leaving CIA – Influence of Agency Tenure



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(U) Directorate Perspectives – Limited Differences

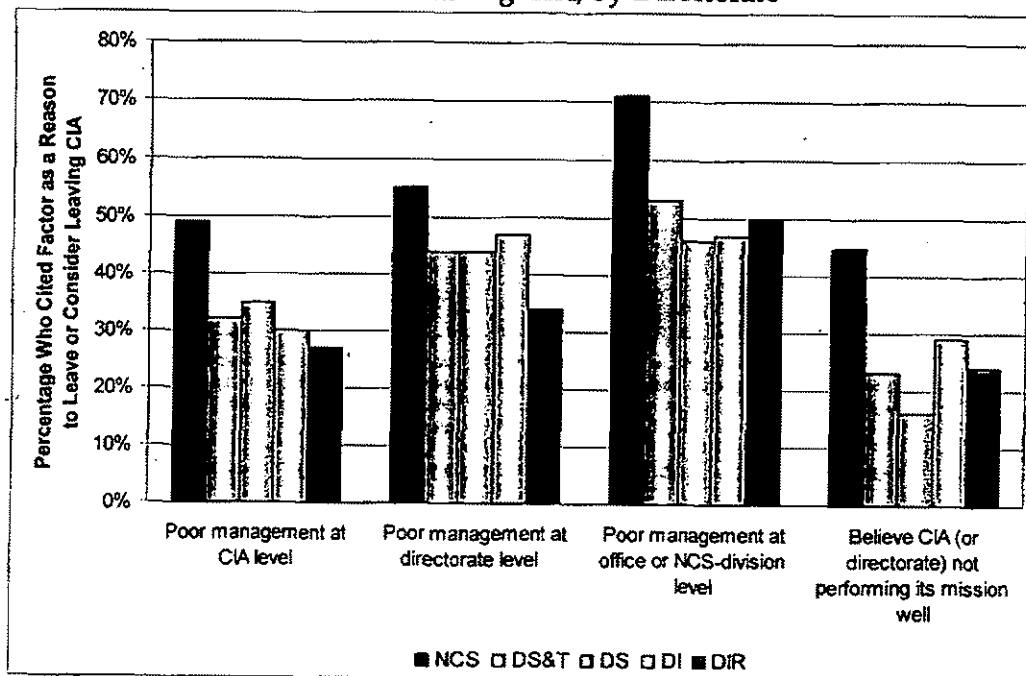
(U) For the [] respondents who had resigned or retired or were considering resigning or retiring within their first year of retirement eligibility, survey results show little difference among directorates with regard to their reasons for leaving or considering leaving, with one exception: the NCS differs notably from the other directorates on management and mission accomplishment issues. NCS employees who have left or are considering leaving, compared with such employees in every other directorate, more frequently rated eight of nine management-related factors as reasons for leaving or considering leaving. For example, among these NCS employees, 71 percent cited poor management at the office or NCS division level as a reason, 18 percentage points more than the next highest directorate, the DS&T. In a study of exit interviews conducted by the NCS, about one-third of interviewees

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volunteered management-related reasons for leaving the Agency.²⁵ In addition, although not listed among the top 10 reasons to leave or consider leaving the CIA, the factor that CIA is not performing its mission well was cited by a higher percentage of NCS employees who had left or were considering leaving than such employees from other directorates. (See Figure 9.)

(U) Figure 9. Management and Mission Issues as Reasons to Leave or Consider Leaving CIA, by Directorate



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(U) Other reasons showing notable differences between NCS employees who have left or are considering leaving and such officers from other directorates included:

- Poor first-line supervision (cited by 56 percent of NCS employees, compared with 48 percent from other directorates).

²⁵ (U) NCS, "EXIT and STAY INTERVIEW Project—Three-Year Update Report" (October 2005–October 2008).

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- Lack of communication about work-related issues (cited by 60 percent of NCS employees, compared with 52 percent from other directorates).
- Lack of management support for prudent risk taking (cited by 56 percent of NCS employees, compared with 46 percent from other directorates).
- Poor office-level onboarding experience (cited by 31 percent of NCS employees, compared with 19 percent from other directorates).

(U) Occupational Differences

(U//~~FOUO~~) In the survey, four occupational groups that PEER previously identified as having higher-than-average resignation rates cited particular reasons for leaving or considering leaving:²⁶

- DI economic analysts more frequently than other survey respondents cited the desire to make better use of their skills and knowledge outside CIA and the belief that they are not contributing to the mission.
- Contracting officers more frequently than other survey respondents cited directorate- and office-level management and a lack of recognition for their contributions.
- DI leadership analysts' most frequently cited reason is the desire to do something different. In addition, like economic analysts, leadership analysts were more likely than others to cite the desire to make better use of their skills and knowledge outside CIA and the belief that they are not contributing to the mission. Leadership analysts also more frequently cited lack of advancement opportunities, poor first-line supervision, and wanting to receive more money or benefits outside CIA.

²⁶ (U) For economic analysts, contracting officers, leadership analysts, and operations officers, resignation rates for FY 2009 through September were 4.1, 4.0, 3.4, and 2.0 percent, respectively, compared with 1.31 percent for the Agency overall, according to data provided by PEER.

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- NCS operations officers cited a number of management-related items at an even higher rate than officers in other NCS occupations. Operations officers, compared with others in the NCS, more often cited poor directorate management, lack of management support for prudent risk taking, and a belief that the CIA is not performing its mission well as reasons to leave or consider leaving. Operations officers also more frequently cited unfair assignments practices; nevertheless, they were less likely to cite lack of interesting and/or challenging assignments.

(U) Race/Ethnicity – Many Similarities, but Perceptions Differ²⁷

(U) Among the survey respondents who had resigned or retired or were considering resignation or retirement within one year of their first retirement eligibility, results show that the top-ranked reasons – management and career development opportunities – are nearly identical for employees of all races and ethnic backgrounds. However, there are a number of significant differences among these respondents based on race and ethnicity:

- Asian and Hispanic employees more frequently cited poor management issues and lack of recognition for contributions as reasons to leave or consider leaving the Agency than Whites and Blacks. (See Figure 10.)
- Although not among the top 10 reasons for leaving or considering leaving the Agency, discrimination on the basis of race/ethnicity and racial harassment were significantly more likely to be cited by Black, Asian, and Hispanic employees as reasons than by Whites. (See Figure 11.)
- Although not among the top 10 reasons for leaving or considering leaving the Agency, unfair performance appraisals²⁸

²⁷ (U) Results from the employee survey show no significant differences by gender in rating reasons to leave the Agency, with one exception. Nineteen percent of female respondents cited discrimination on the basis of gender as a reason to leave the Agency, compared with 7 percent of male respondents.

²⁸ (U) Forty percent of Asian, 45 percent of Hispanic, and 42 percent of Black employees cited unfair performance appraisals as a reason to leave the Agency, compared with 23 percent of Whites.

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and unfair assignments processes²⁹ were cited more frequently by Asian, Hispanic, and Black employees than by Whites.

- Asian employees – more frequently than other minority groups or Whites – cited several other factors, including the belief that the CIA is not performing its mission well,³⁰ poor onboarding experience at the office level,³¹ and lack of opportunities for field assignments.³²

(U) While minority officers did not rank discrimination as among the top 10 reasons for leaving or considering leaving the Agency, the fact that 39 percent of Black respondents indicated that it is a reason is striking. Likewise, the fact that 29 percent of Asian and 22 percent of Hispanic respondents cited discrimination as such a factor is also noteworthy.

²⁹ (U) Forty-seven percent of Asian, 49 percent of Hispanic, and 52 percent of Black employees cited unfair assignments processes as a reason to leave the Agency, compared with 39 percent of Whites.

³⁰ (U) Forty-five percent of Asian employees cited the belief that CIA was not performing its mission well as a reason to leave the Agency, compared with 25 percent of Hispanic, 12 percent of Black, and 29 percent of White employees.

³¹ (U) Forty-eight percent of Asian employees cited a poor onboarding experience at the office level as a reason to leave the Agency, compared with 35 percent of Hispanic, 23 percent of Black, and 22 percent of White employees.

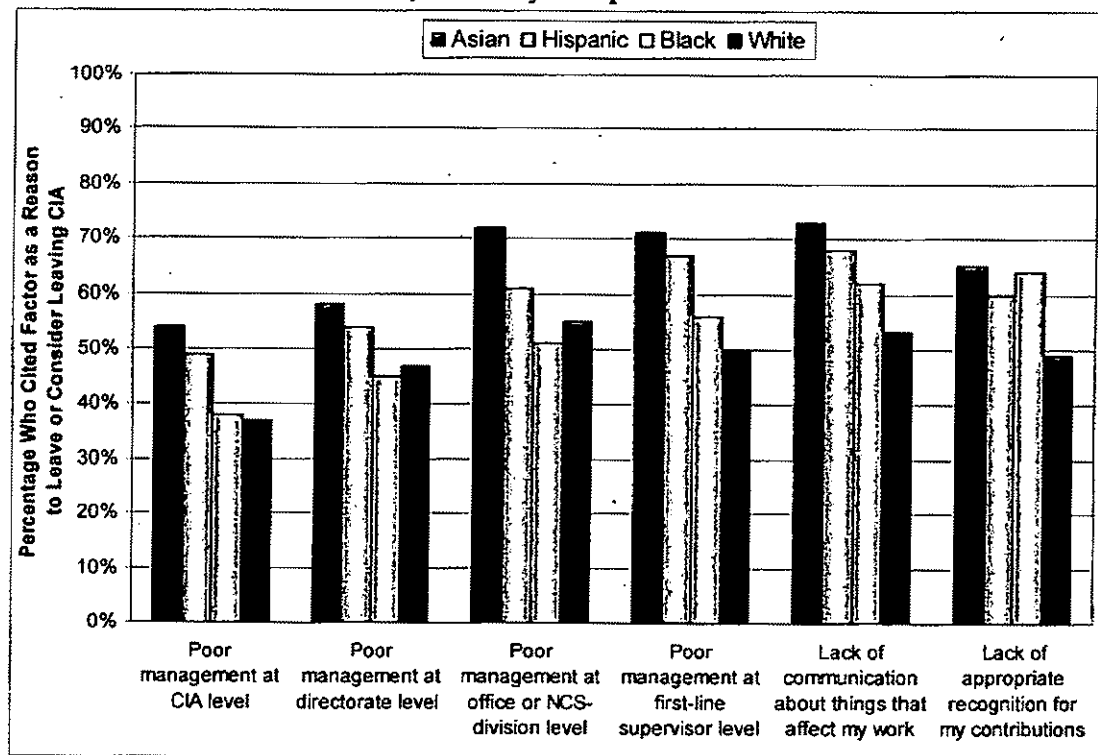
³² (U) Forty-four percent of Asian employees cited a lack of opportunities for field assignments as a reason to leave the Agency, compared with 32 percent of Hispanic, 34 percent of Black, and 31 percent of White employees.

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(U) Figure 10. Reasons Why People Leave or Consider Leaving CIA – Race/Ethnicity Perspectives

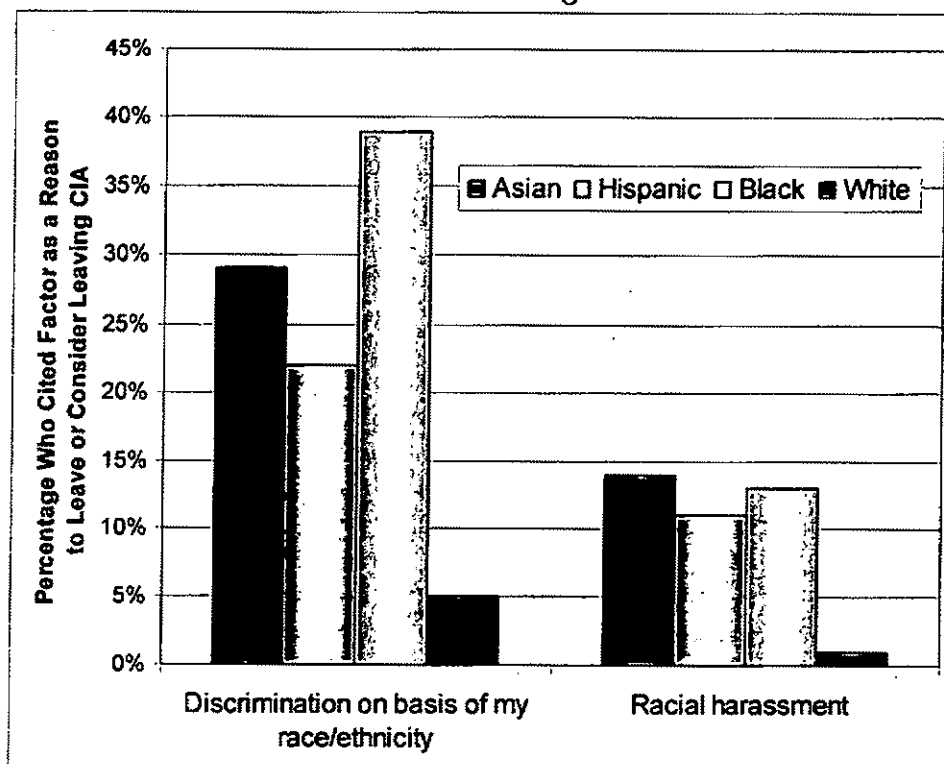


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(U) Figure 11. Discrimination and Harassment as Reasons to Leave or Consider Leaving CIA

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(U) A comparison of minority hiring and separations since FY 2005 indicates a net growth in the number of minority employees in the Agency. In his July 2009 message to the work force on CIA's commitment to diversity, the DCIA announced he had set the Agency on a path toward a goal of improving minority representation in the CIA from 22 percent to 30 percent by 2012. On the basis of perceptions expressed by minority respondents to the retention survey who have left or are considering leaving the Agency for these reasons, the Agency may be at risk of attriting minorities and jeopardizing its diversity goals if minority officers act on these perceptions.³³

³³ (U//~~FOUO~~) According to HR statistics, over the past 30 years the separation (resignation and retirement) rates in the Agency for minorities generally has been the same, or only slightly higher, than for nonminorities.

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UNCLASSIFIED//~~FOUO~~Retention in the Agency**(U) MIGRATING BETWEEN DIRECTORATES OR OCCUPATIONS**

(U) In the 2009 survey, [] respondents who had voluntarily changed their directorate or occupation within the last three years rated 31 factors on their importance to make these career changes.³⁴ This section of the report – “Migrating Between Directorates or Occupations” – provides an analysis of the responses from this subset of the Agency population.

(U) According to survey results, the reasons cited by employees for leaving, or deciding to leave, the Agency are generally the same reasons cited by employees for migrating, or deciding to migrate, to a different directorate or occupation.³⁵ Senior leaders and HR managers acknowledged a general pattern of migration from the DS and DI into the NCS and DS&T – a personnel management factor that directorates take into consideration. To retain experienced personnel to accomplish their missions, each directorate has to set policies to manage the movement of personnel within the organization. However, if these policies are too restrictive, not well understood, or not geared toward finding options for employees who are seeking alternative employment, the Agency risks losing talented and experienced personnel (and losing the investment made to hire and train them).

(U) Directorate Perspectives

(U) According to senior directorate-level leadership and Human Resources personnel, different directorates have different

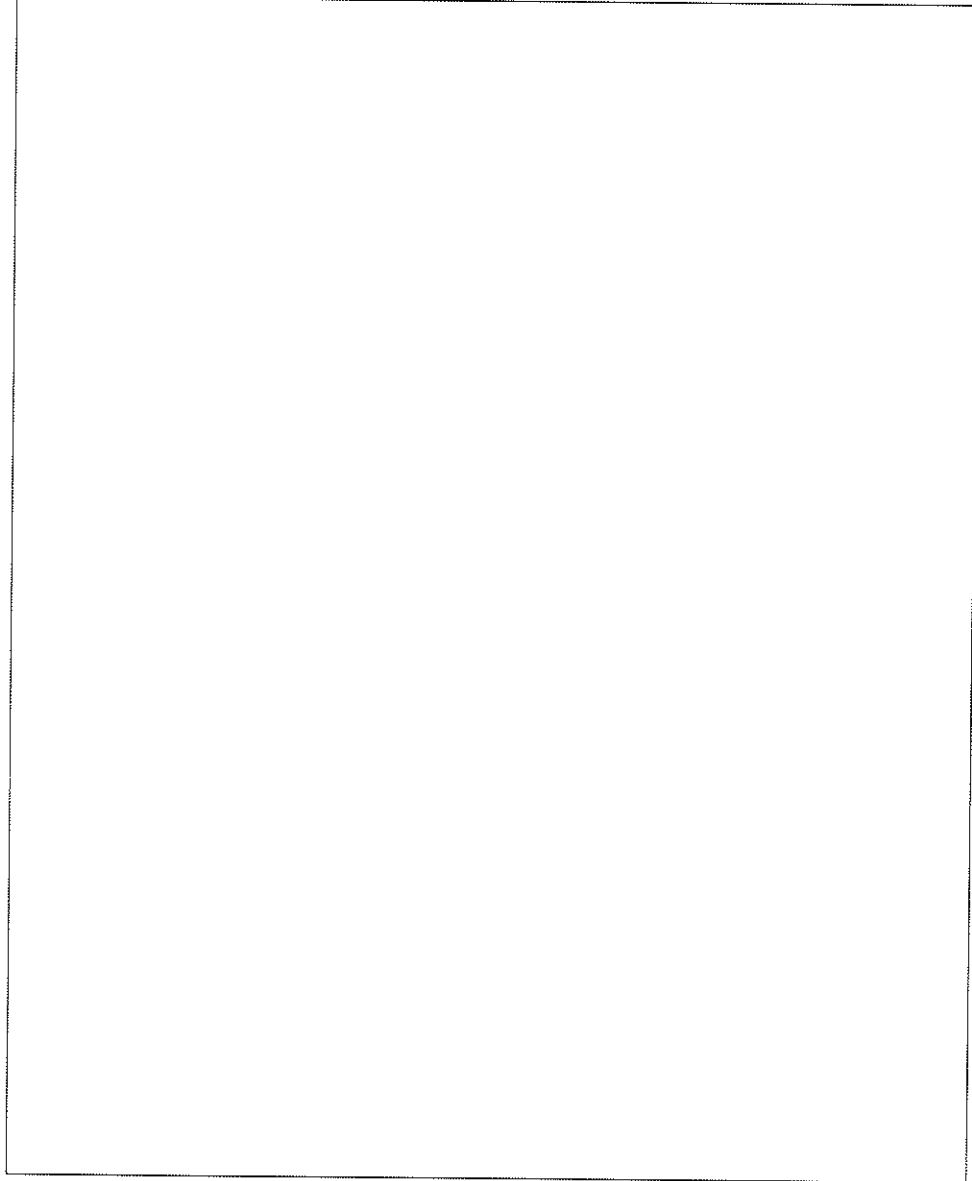
³⁴ (U//~~FOUO~~) Among the [] respondents to the 2009 OIG employee opinion survey on Retention in the Agency, [] indicated they had voluntarily changed directorates within the past three years, and [] indicated they had voluntarily changed occupations in that time frame. In order to focus on potential differences in the reasons for changing directorates or occupations, survey results presented in this report do not include the responses of 83 individuals who involuntarily changed directorates or occupations and [] individuals who changed both directorate and occupation.

³⁵ (U) From the employee survey, the top 10 factors cited as reasons to leave the Agency are among the top 12 factors cited as reasons to migrate to a different directorate or occupation within the Agency.

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perspectives on the issue of personnel migration within the Agency. In general, the NCS and DS&T acquire more individuals through migration than they lose, while the DI and DS note a net loss due to migration on a long-term basis:



Senior directorate management and HR personnel acknowledged that a certain amount of personnel migration was normal and expected, and is something that corporate HR actively takes into consideration in planning for directorate retention and recruitment.

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(U) Migrating Vs. Leaving – Many Just Need a Change

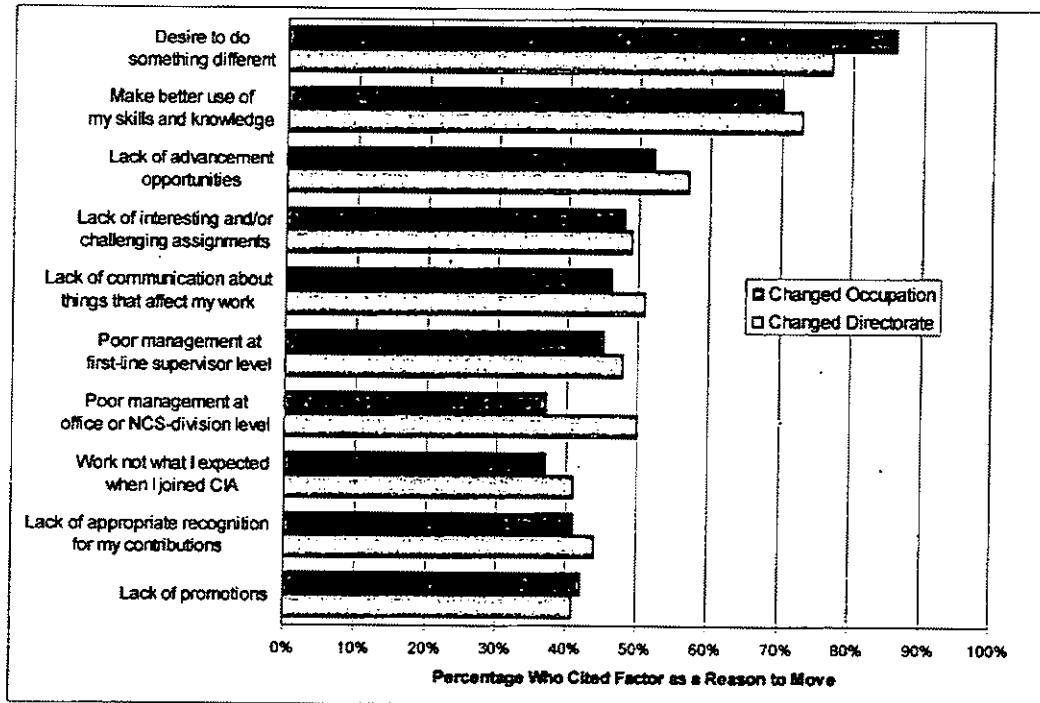
(U) Despite the overall similarity in importance of reasons for leaving and those for migrating, reasons for migrating are different in two important areas from reasons for leaving (see Figure 12):

- Survey respondents rated factors related to personal issues and career development issues as more important to decisions to change directorates or occupations than respondents who rated these factors as reasons to leave the Agency. By far, the most important factors in respondents' decisions to change directorates or occupations are a desire to do something different and wanting to make better use of skills and knowledge elsewhere.
- Survey respondents rated most factors related to poor management as somewhat less important to decisions about changing occupations than other respondents who rated these factors as reasons to leave the Agency.

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(U) Figure 12. Top 10 Reasons Why People Change Occupations and/or Directorates

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(U) Comments volunteered by survey respondents were broadly consistent with numerical survey results. As reasons for migrating from one directorate or occupation to another, comments fell into four general categories:

- **Management and Leadership**—employees moved away from situations in which they were subjected to poor management or believed they received insufficient career guidance.
- **Career Development**—employees moved to obtain meaningful work elsewhere in the Agency that expanded their expertise in ways that helped develop them as well-rounded intelligence officers, and/or was better-suited to their skill sets.
- **Promotions and Panels**—employees transferred to jobs that provided them with more opportunities for advancement.

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- **Personal Issues** -- employees moved for personal reasons, such as wanting a better work/family balance, shorter commute, part-time hours, or reasons related to service abroad.

(U) A frequent observation among survey respondents who volunteered comments on migration focused on directorate policies that make interdirectorate assignments, including rotations, difficult.³⁶ Comments generally pointed to organizational barriers such as the NCS Gateway; lack of management support; an unstated organizational bias against migration; and the lack of a centralized resource to learn about Agency-wide job opportunities.³⁷

³⁶ (U) Eight percent of survey respondents who volunteered comments discussed barriers to migration within the Agency. These comments most frequently originated from employees with one-to-two and six-to-nine years Agency tenure.

³⁷ (U) The inspection team learned that the Career Advisory Program, put in place to help employees learn about career opportunities Agency-wide, is neither well known among the work force nor consistently endorsed and utilized by the directorates.

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UNCLASSIFIED//~~FOUO~~Retention in the Agency**(U) STATUS OF ACTIONS RECOMMENDED IN 2005
RETENTION INSPECTION**

(U//~~FOUO~~) Although the Chief, Human Capital³⁸ and the Executive Director did not formally respond to the OIG regarding initiatives implemented to address the four recommendations included in the 2005 OIG inspection report on Retention in the Agency, the Agency – primarily under the aegis of the current Chief, HR – has initiated a number of actions that are responsive to the concerns raised in the report. (See Annex D.) The inspection team interviewed senior directorate leaders and corporate and directorate HR managers and gathered corporate and directorate-level documentary data to assess progress since the 2005 report.

(U) Actions on 2005 OIG Recommendations

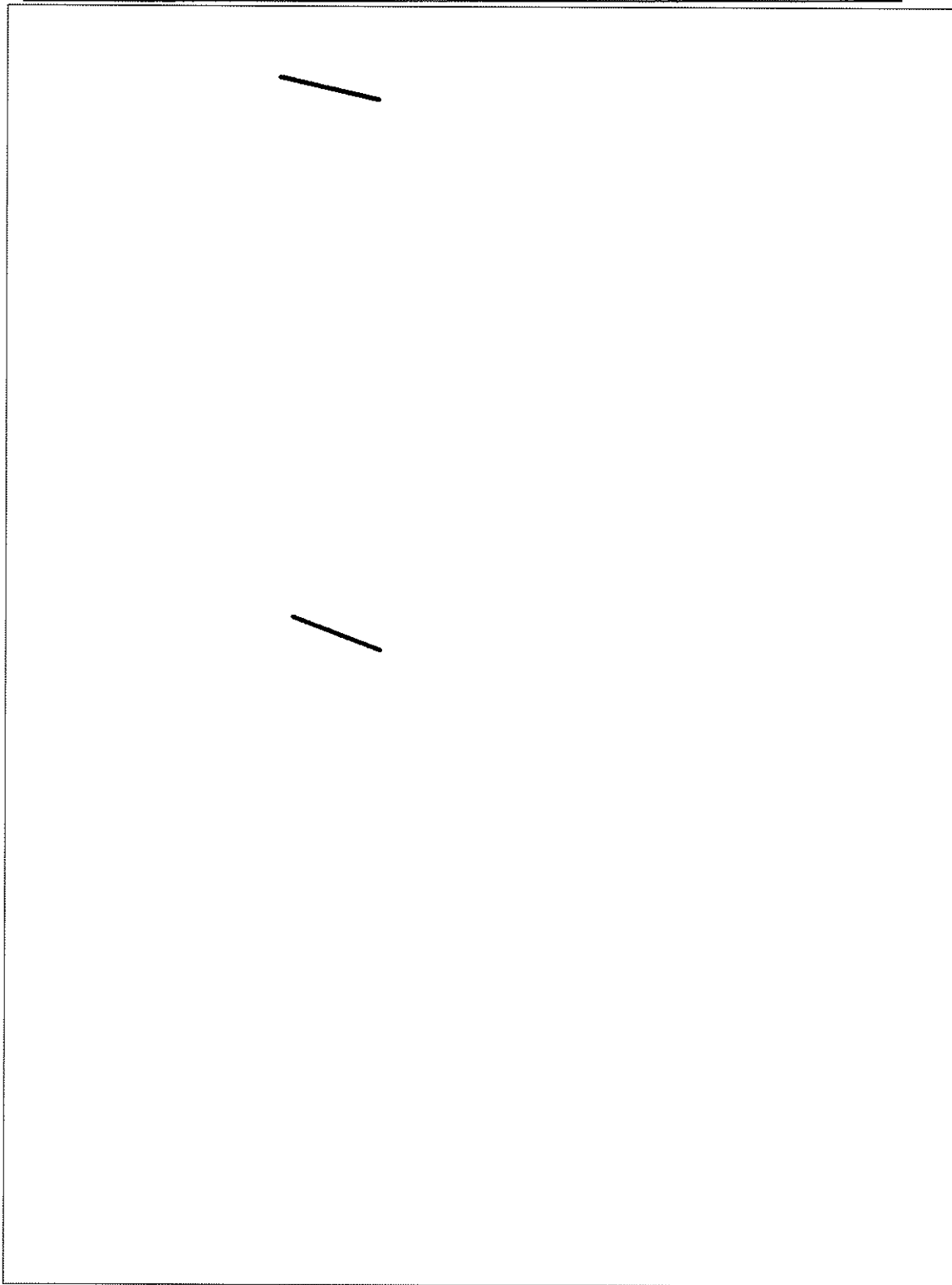
(U) In May 2005, when the OIG published its inspection report on Retention in the Agency, the then-Executive Director and the Chief, Human Capital concurred on all four recommendations. In June 2006, the Chief, Human Capital submitted a memorandum to the OIG describing his plan for addressing the recommendations, including a multifaceted retention program at the corporate level in collaboration with the Director, Diversity Plans and Programs; Chief, Human Resources; Chief, Hiring and Employee Development; and Director, Office of Medical Services. One year later, no action had been taken. In June 2007, the Chief, Human Resources submitted a memorandum to the OIG providing a new plan for addressing the recommendations, with the Chief, Recruitment Center working with key stakeholders to develop a framework for a Corporate Retention Program describing several future initiatives. In late June 2007, in accordance with OIG policy, the Inspector General officially closed the inspection because five consecutive OIG semiannual reports had noted continued unsatisfied recommendations.

³⁸ (U) The position of Chief, Human Capital was dissolved in January 2007; Chief, Human Resources has assumed its responsibilities.

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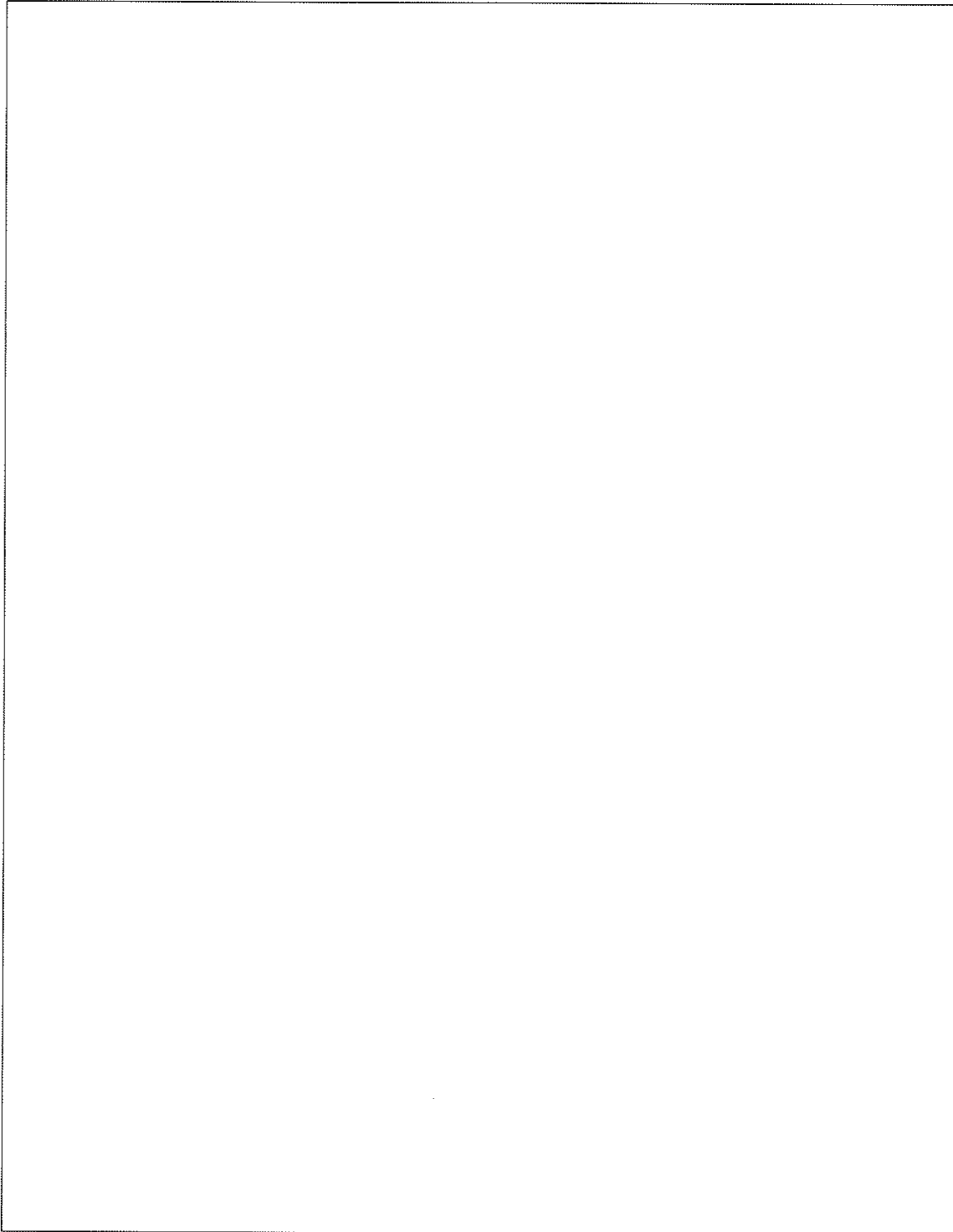
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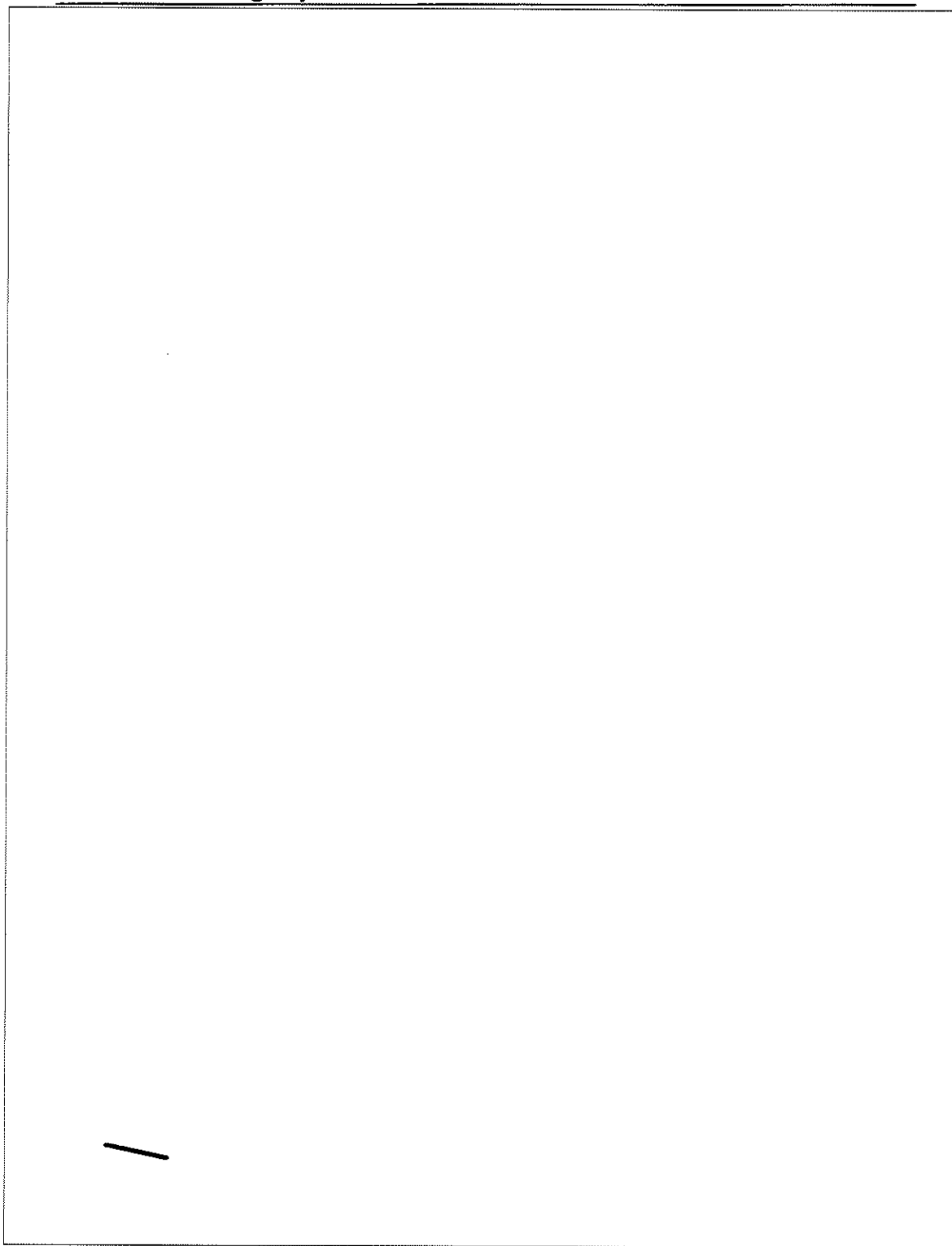
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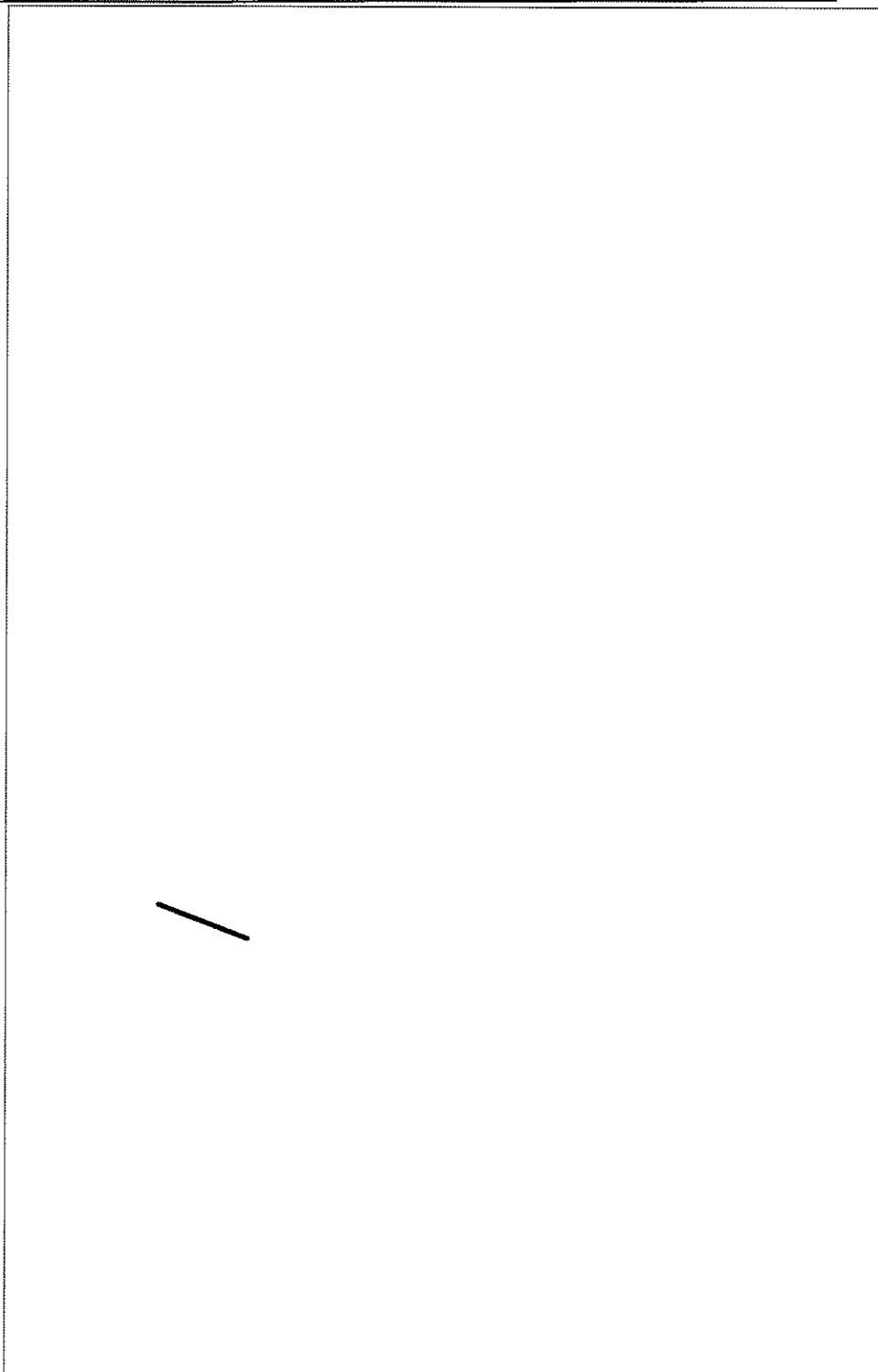
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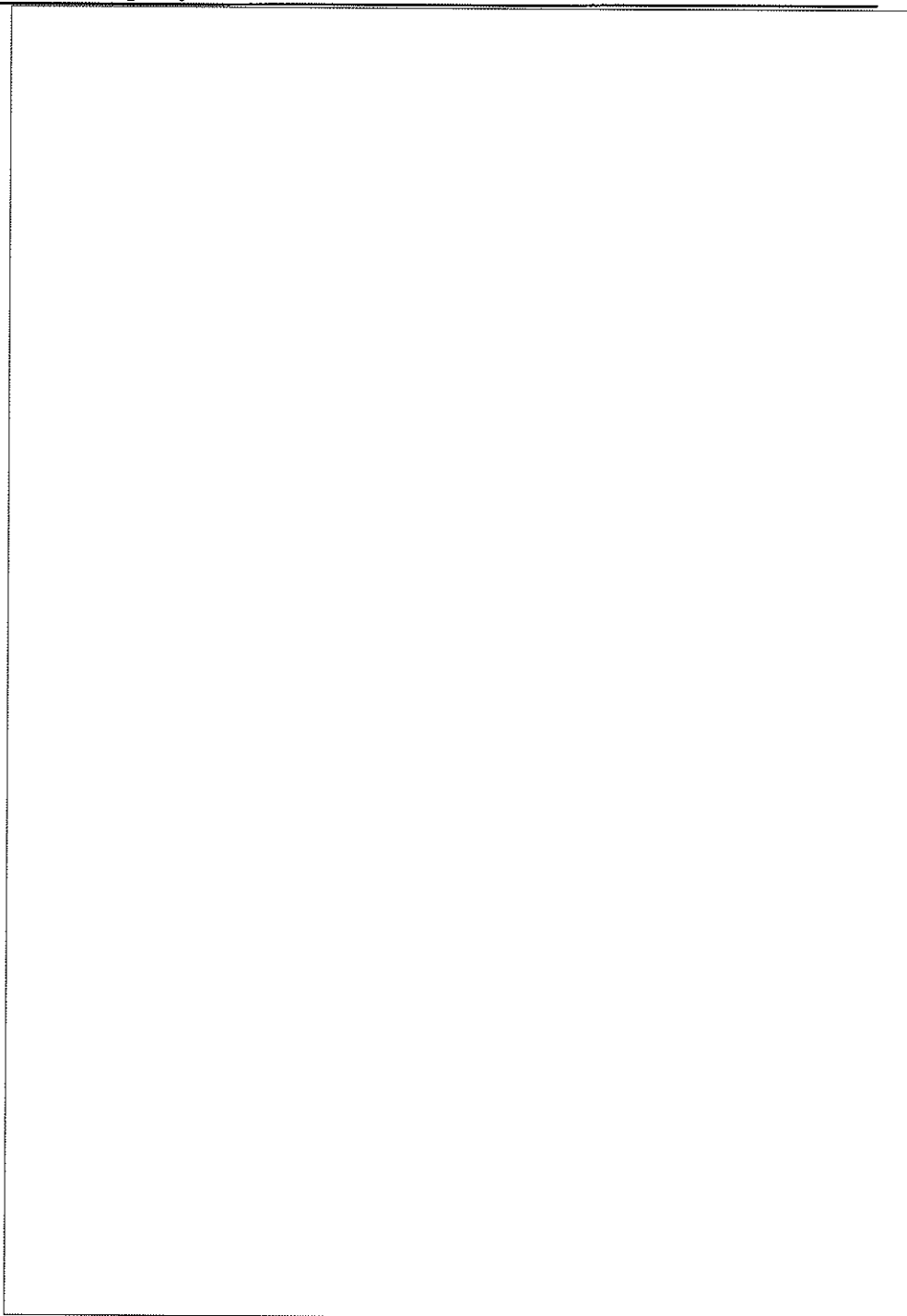
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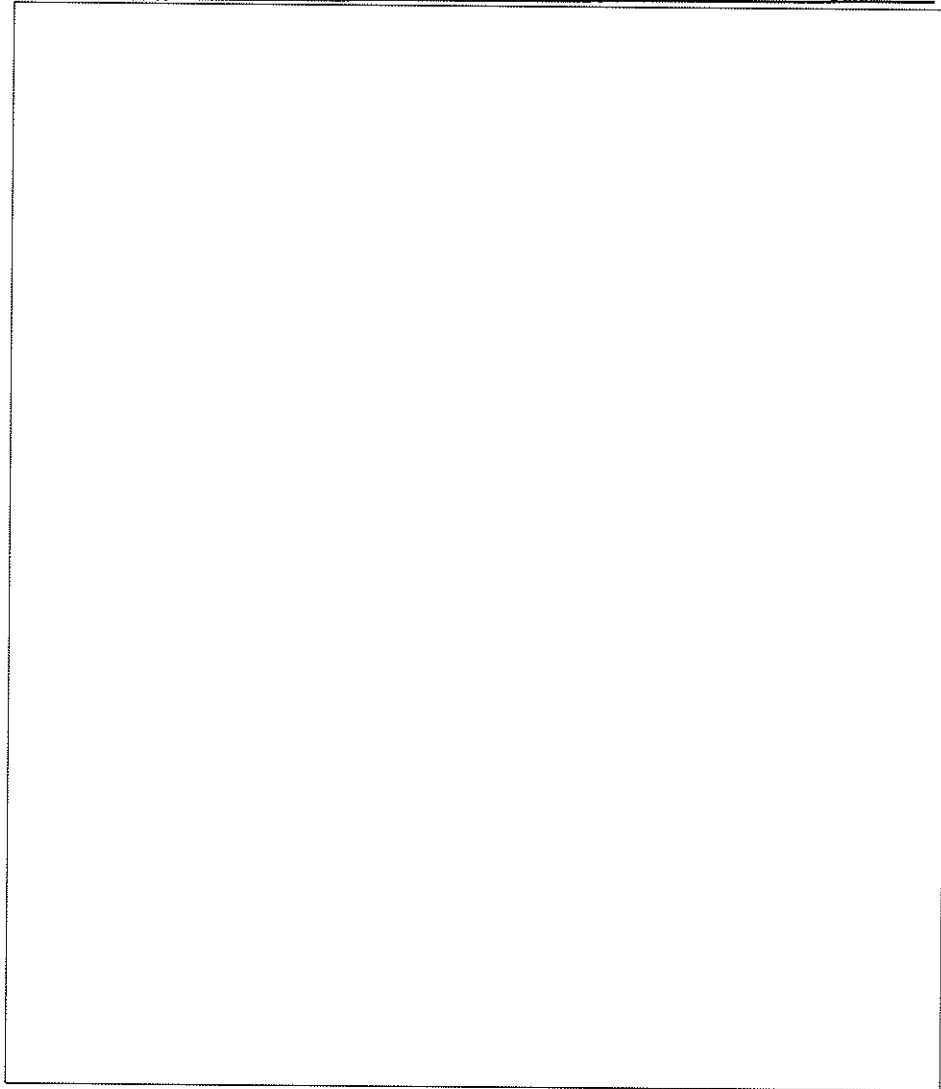
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UNCLASSIFIED//~~FOUO~~Retention in the Agency**(U) FINDINGS:**

- **Perception of poor management, and a lack of accountability for poor management, comprised five of the top 10 reasons why people leave or consider leaving CIA and were the most frequent topic of concern among those who volunteered comments for the 2009 employee opinion survey on Agency retention.**
- **Since the 2005 Office of Inspector General (OIG) inspection report on Retention in the Agency, the Agency has taken no**

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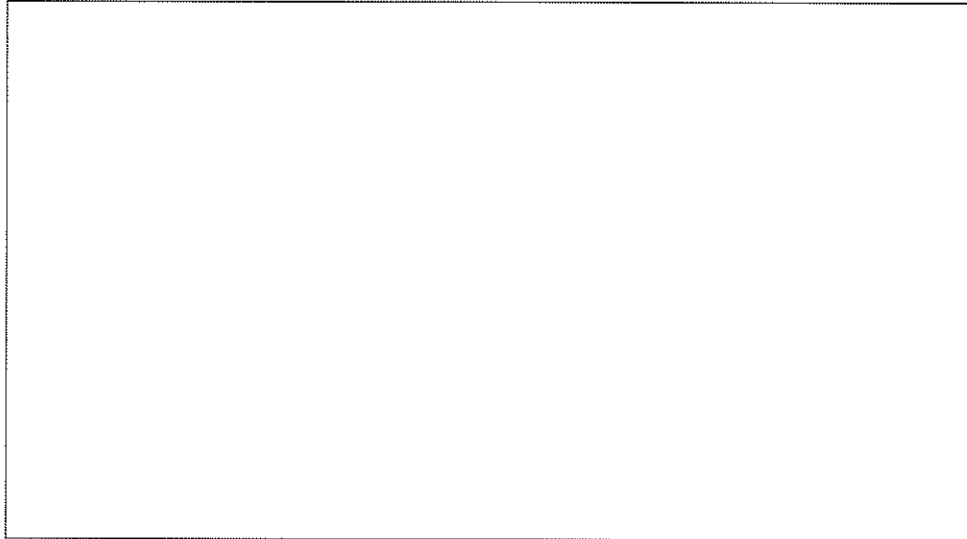
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significant actions to address management accountability with regard to poor management that may lead to high rates of attrition.

- A cross-directorate working group, working under PEER, developed three recommendations to hold supervisors accountable for employee engagement, development, and retention. [REDACTED]

[REDACTED] To date no progress has been made in addressing these specific recommendations.

- Some Agency leadership training courses include a 360 evaluation process that provides feedback on individual developmental needs. However, 360 evaluations are not used currently as a tool for providing managers insight to the developmental needs of their subordinate supervisors, and ensuring action to address these needs.



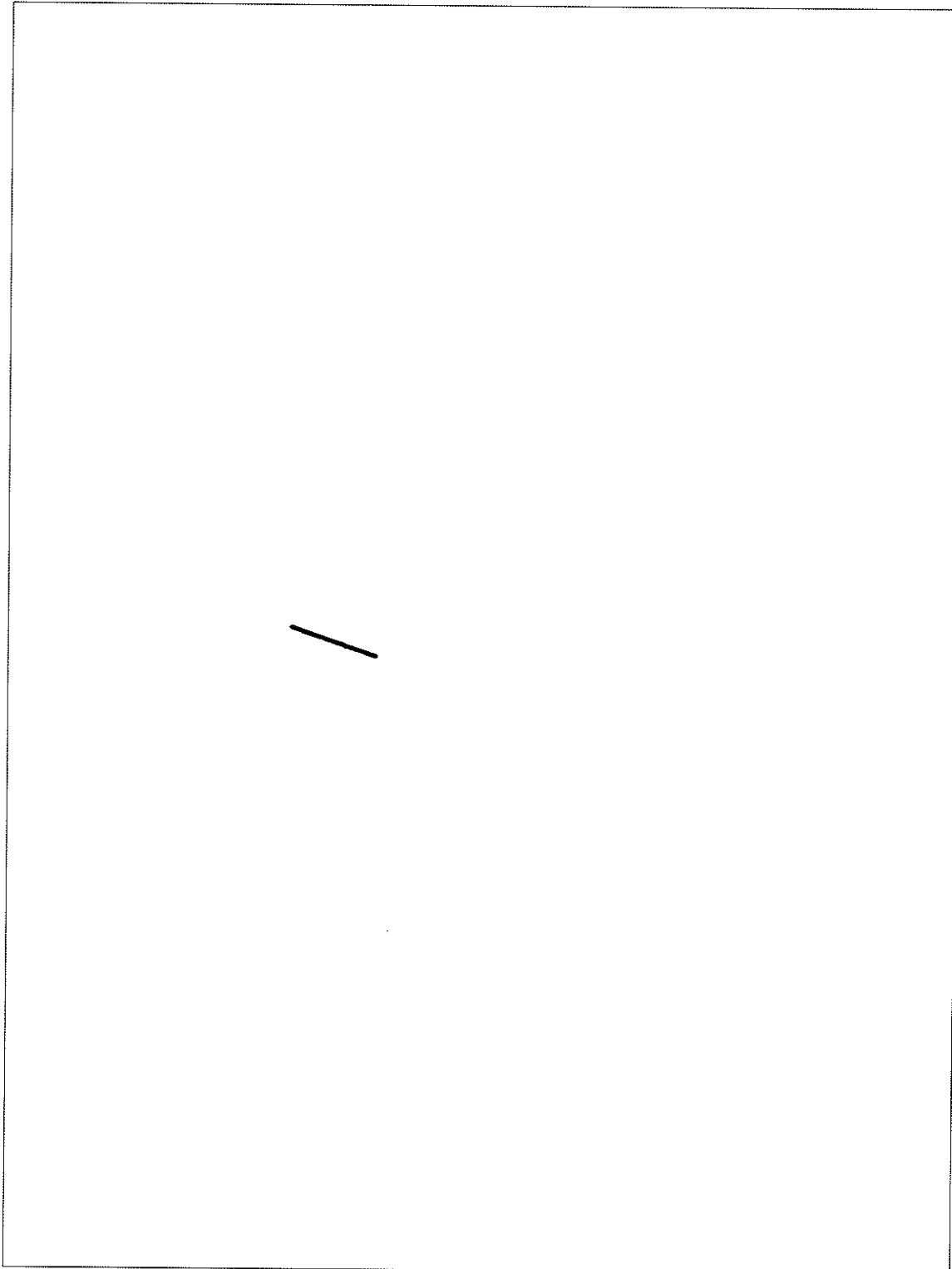
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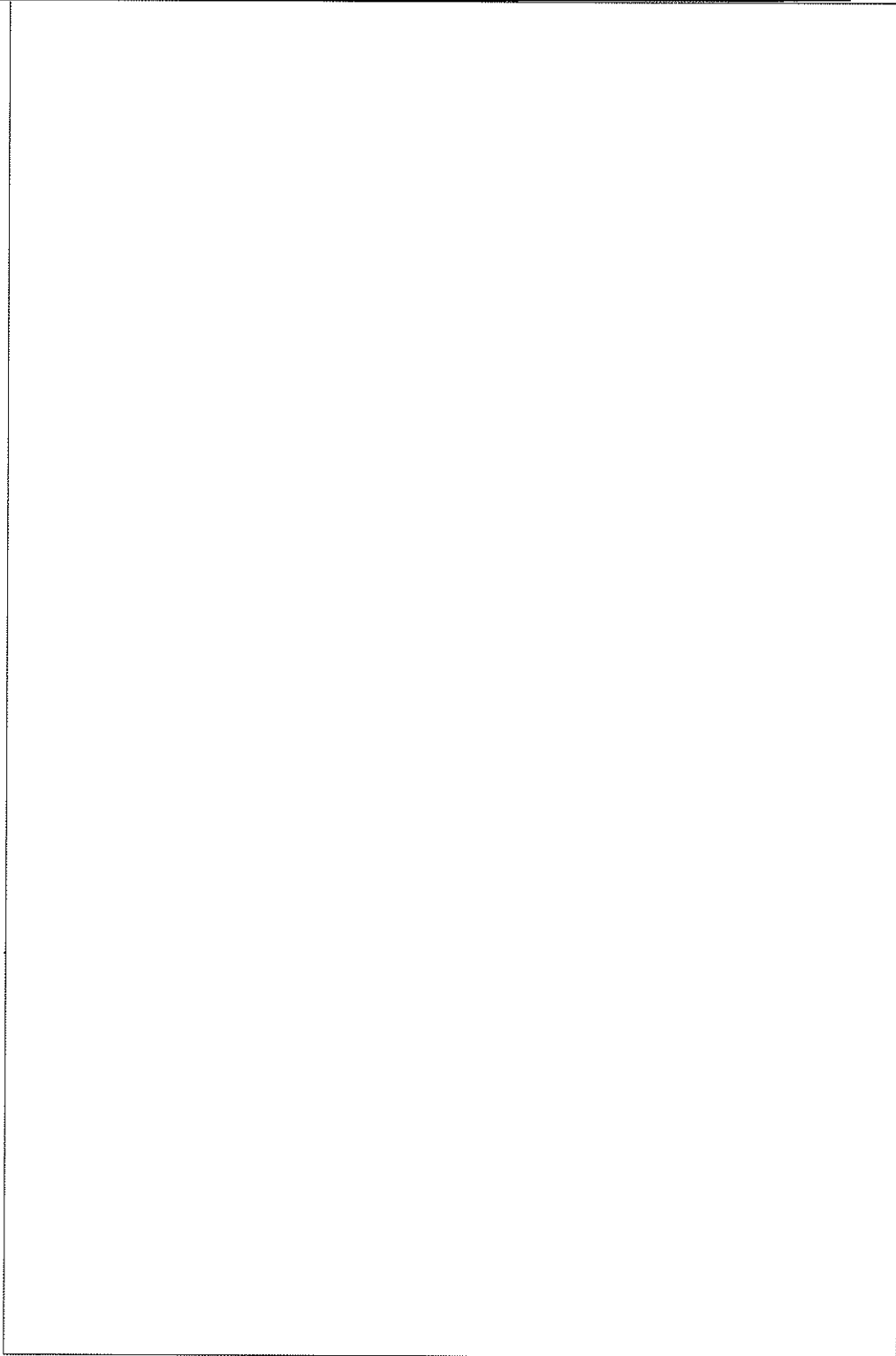
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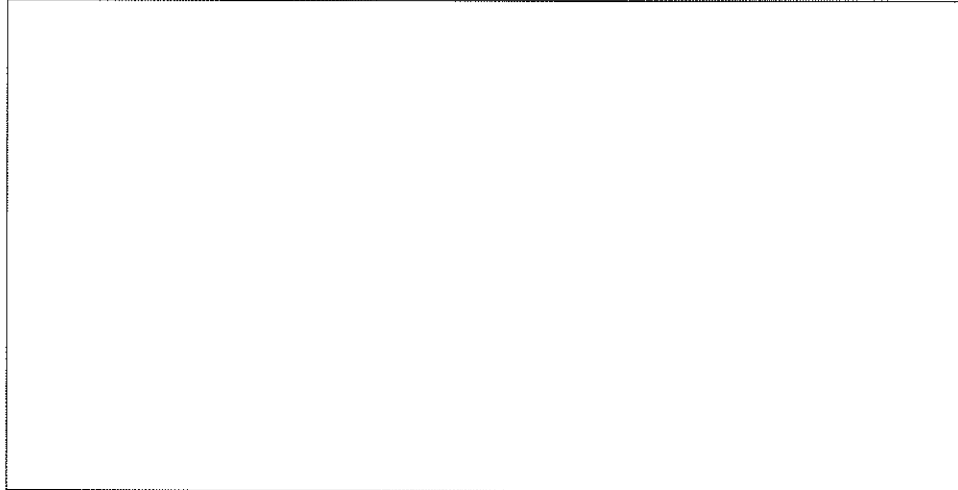
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UNCLASSIFIED//~~FOUO~~Retention in the Agency**(U) ANNEX A. FINDINGS AND RECOMMENDATION****(U) FINDINGS:**

- Perception of poor management, and a lack of accountability for poor management, comprised five of the top 10 reasons why people leave or consider leaving CIA and were the most frequent topic of concern among those who volunteered comments for the 2009 employee opinion survey on Agency retention.
 - Since the 2005 Office of Inspector General (OIG) inspection report on Retention in the Agency, the Agency has taken no significant actions to address management accountability with regard to poor management that may lead to high rates of attrition.
 - A cross-directorate working group, working under PEER, developed three recommendations to hold supervisors accountable for employee engagement, development, and retention. [REDACTED]
[REDACTED]
[REDACTED] To date no progress has been made in addressing these specific recommendations.
 - Some Agency leadership training courses include a 360 evaluation process that provides feedback on individual developmental needs. However, 360 evaluations are not used currently as a tool for providing managers insight to the developmental needs of their subordinate supervisors, and ensuring action to address these needs.
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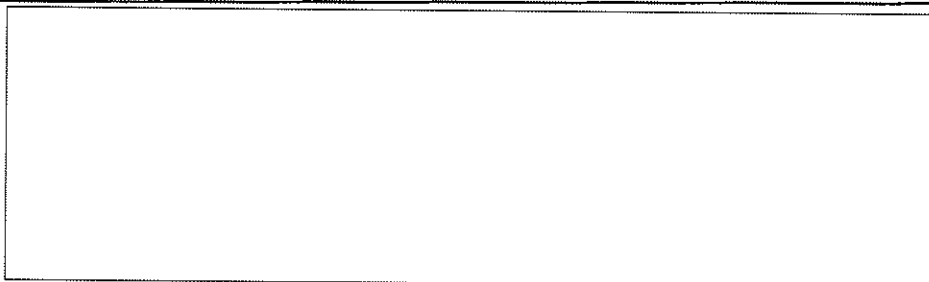
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UNCLASSIFIED//~~FOUO~~Retention in the Agency**(U) ANNEX B. SCOPE AND METHODOLOGY**

(U) The objectives of the Office of the Inspector General's (OIG's) follow-up inspection on retention in the Agency were to look at the current status of retention issues and initiatives and to assess what actions the Agency has taken in response to the recommendations of the previous (2005) OIG inspection.⁴⁴ In conducting this inspection, the team followed the Quality Standards for Inspections established by the Council of the Inspectors General on Integrity and Efficiency.

(U//~~FOUO~~) The inspection team gathered information from a number of sources. Team members:

- Received an overview briefing from Chief, HR/Program on Employee Engagement and Retention (PEER).
- Conducted a survey of the Agency's work force, including current employees and former employees who now work as contractors and have CWE access. The team received responses from [] individuals, including [] current and [] former employees. Among these respondents, [] volunteered comments. See Annex C for further details of the survey results.
- Interviewed senior HR officials including Deputy Chief, HR; Chief, PEER; and senior HR officers from each directorate and the Director's area.
- Interviewed senior directorate officials, including the Deputy Director for Intelligence for Strategic Programs; the Deputy Director for Science and Technology (S&T); Chief, DS&T/Business Strategies and Resources Center; senior HR officers in the Directorate of Support and the National Clandestine Service; and Chief, NCS Employee Engagement Retention Program.

⁴⁴ (U) "Retention in the Agency" (IG 2004-0011-IN, May 2005).

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- Reviewed a large number of documents provided by Chief, HR's staff, including attrition data and analyses; retention initiatives, reports, and briefings; and various other related documents.
- Drew on information from the Office of Personnel Management.

(U//~~FOUO~~) Director, Human Resources provided comments on the draft of this report. The inspection team reviewed the comments and made the changes it deemed appropriate.

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~~UNCLASSIFIED//FOUO~~Retention in the Agency**(U) ANNEX C. EMPLOYEE OPINION SURVEY**

(U//~~FOUO~~) As part of the inspection of retention issues, in November 2009 the team conducted an employee survey to assess opinions on retention, migration, and resignation. The survey was distributed via Lotus Notes to all Agency employees and to contractors who had formerly worked as Agency staff employees. A total of [] individuals responded to the survey. The survey sought information on the degree to which retention and migration are issues for the Agency and the motivations for staying and leaving. Of the employees who responded: 22 percent said they had left, were considering leaving, or had decided to leave the Agency;⁴⁵ 7 percent had voluntarily changed directorate or occupation within the past three years;⁴⁶ and 60 percent had no plans to resign, retire, or change directorates or occupations. The survey also solicited views on the positive aspects of Agency employment.

(U) Survey respondents were allowed to choose one of three responses to describe the impact of a factor on their decision to resign, to retire at their first opportunity, to migrate, or to remain where they were: Important Reason, A Reason, or Not a Reason/Not Applicable. The "important reason" and "a reason" responses were combined in rendering the survey results.

(U) Survey results are presented on the following pages.

⁴⁵ (U) This includes 13 percent of survey respondents who said they had resigned, were considering resigning, or had decided to resign and 9 percent who said they had retired or were considering retirement or had decided to retire within one year of their first eligibility. This does not include the 6 percent of survey respondents who had retired, were considering retirement, or had decided to retire more than one year after their first eligibility, whose reasons for leaving differed from those who left the Agency at first eligibility.

⁴⁶ (U) In order to analyze the specific reasons respondents cited for voluntarily changing either directorates or occupations, the inspection team did not include the 5 percent of survey respondents who changed directorates or occupations involuntarily, or who changed both directorate and occupation voluntarily or involuntarily.

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Factors—Why People Stay in the Agency (From <input type="checkbox"/> survey respondents who indicated they are not considering resigning or retiring and are not considering changing directorates or occupations)	Percentage Citing Factor as Reason to Remain at CIA
CIA mission	97 %
My contributions to CIA mission	96 %
Interest and challenge of assignments	96 %
Extent to which assignments make use of my skills and abilities	93 %
Job security	92 %
Salary and benefits	92 %
Retirement package	89 %
People with whom I work	87 %
Recognition for my contributions	83 %
Training opportunities	78 %
Flexibility of work schedule	77 %
Quality of management	75 %
Opportunities for field assignments	71 %
Current economic situation	63 %
Other	8 %

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Factors -- Why People Leave the Agency (From <input type="checkbox"/> survey respondents who had resigned or retired or were considering resigning or retiring within their first year of retirement eligibility)	Percentage Citing Factor as Reason to Leave
Lack of advancement opportunities	56 %
Poor management at office or NCS-division level	55 %
Lack of communication about things that affect my work	54 %
Desire to do something different	51 %
Lack of appropriate recognition for my contributions	51 %
Poor management at first-line supervisor level	51 %
Lack of management support for prudent risk taking	49 %
Make better use of my skills and knowledge outside CIA	48 %
Poor management at directorate level	48 %
Lack of promotions	47 %
Personal reasons	42 %
Can/could not afford, or do/did not want, to live in Washington area	42 %
Unfair assignments process	40 %
Make more money and/or receive better benefits outside the CIA	40 %
Poor management at CIA level	38 %
Lack of interesting and/or challenging assignments	38 %
Lack of opportunities for field assignments	32 %
Work was not what I expected when I joined CIA	31 %
Believe CIA not performing its mission well	28 %
Too much organizational change	28 %
My management does/did not seem to want me to stay	27 %
Unfair performance appraisals	26 %
Lack of training for professional development	26 %
Poor onboarding experience at the office or NCS-division level	23 %
Increased external oversight of CIA	21 %
Did/do not believe I am/was contributing to CIA mission	21 %
Inadequate information technology tools	17 %
Discrimination on the basis of my age	14 %
Never intended to stay with the CIA for a full career	12 %
Discrimination on the basis of my gender	12 %
Discrimination on the basis of my race/ethnicity	9 %
Do not believe in mission, policies, and/or practices	8 %
My management is/was encouraging me to leave	7 %
Sexual harassment	3 %
Racial harassment	3 %

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Retention in the Agency

Factors—Why People Migrate to Different Directorates or Occupations (From <input type="checkbox"/> survey respondents who voluntarily changed their directorate or occupation within the last three years) ⁴⁷	Reason to Change Directorate	Reason to Change Occupation
Desire to do something different	77 %	86 %
Make better use of my skills and knowledge in another directorate and/or occupation	73 %	70 %
Lack of advancement opportunities	57 %	52 %
Lack of communication about things that affect my work	51 %	46 %
Poor management at office or NCS-division level	50 %	37 %
Lack of interesting and/or challenging assignments	49 %	48 %
Poor management at first-line supervisor level	48 %	45 %
Poor management at directorate level	46 %	32 %
Lack of management support for prudent risk taking	44 %	39 %
Lack of appropriate recognition for my contributions	44 %	41 %
Work was not what I expected when I joined CIA	41 %	37 %
Lack of promotions	41 %	42 %
Did not feel part of the team	40 %	33 %
Never intended to stay in my initial home directorate and/or occupation for a full career	38 %	43 %
Personal reasons	31 %	44 %
Lack of opportunities for field assignments	31 %	32 %
Believe CIA (or home directorate) not performing its mission well	30 %	20 %
My management did not seem to want me to stay	30 %	19 %
Did not believe I was contributing to CIA (or home directorate) mission	28 %	23 %
Poor onboarding experience at the office or NCS-division level	27 %	19 %
Unfair performance appraisals	25 %	21 %
Lack of training for professional development	24 %	28 %
Unfair assignments process	23 %	22 %
Not allowed to take rotation	19 %	20 %
Inconvenient work location	19 %	20 %

⁴⁷ (U) In order to focus on potential differences in the reasons for changing directorates or occupations, survey results presented in this report do not include the responses of ☐ individuals who involuntarily changed directorates or occupations and ☐ individuals who changed both directorate and occupation.

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My management was encouraging me to leave	18 %	11 %
Discrimination on the basis of my race/ethnicity	8 %	7 %
Discrimination on the basis of my gender	7 %	6 %
Discrimination on the basis of my age	6 %	7 %
Racial harassment	4 %	4 %
Sexual harassment	4 %	2 %

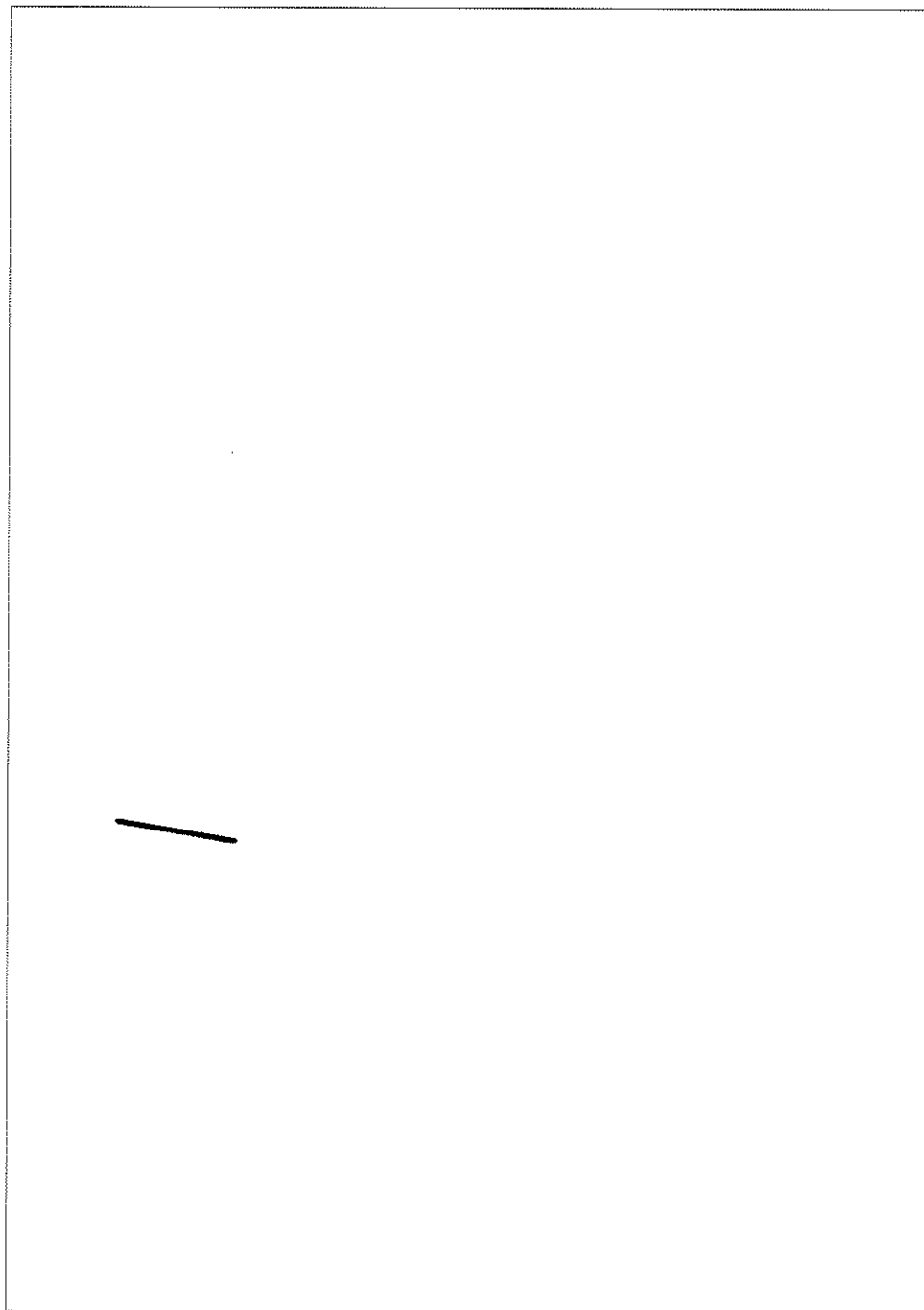
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Retention in the Agency

**(U) ANNEX D. RECOMMENDATIONS FROM THE 2005
OIG INSPECTION REPORT ON RETENTION IN
THE AGENCY**



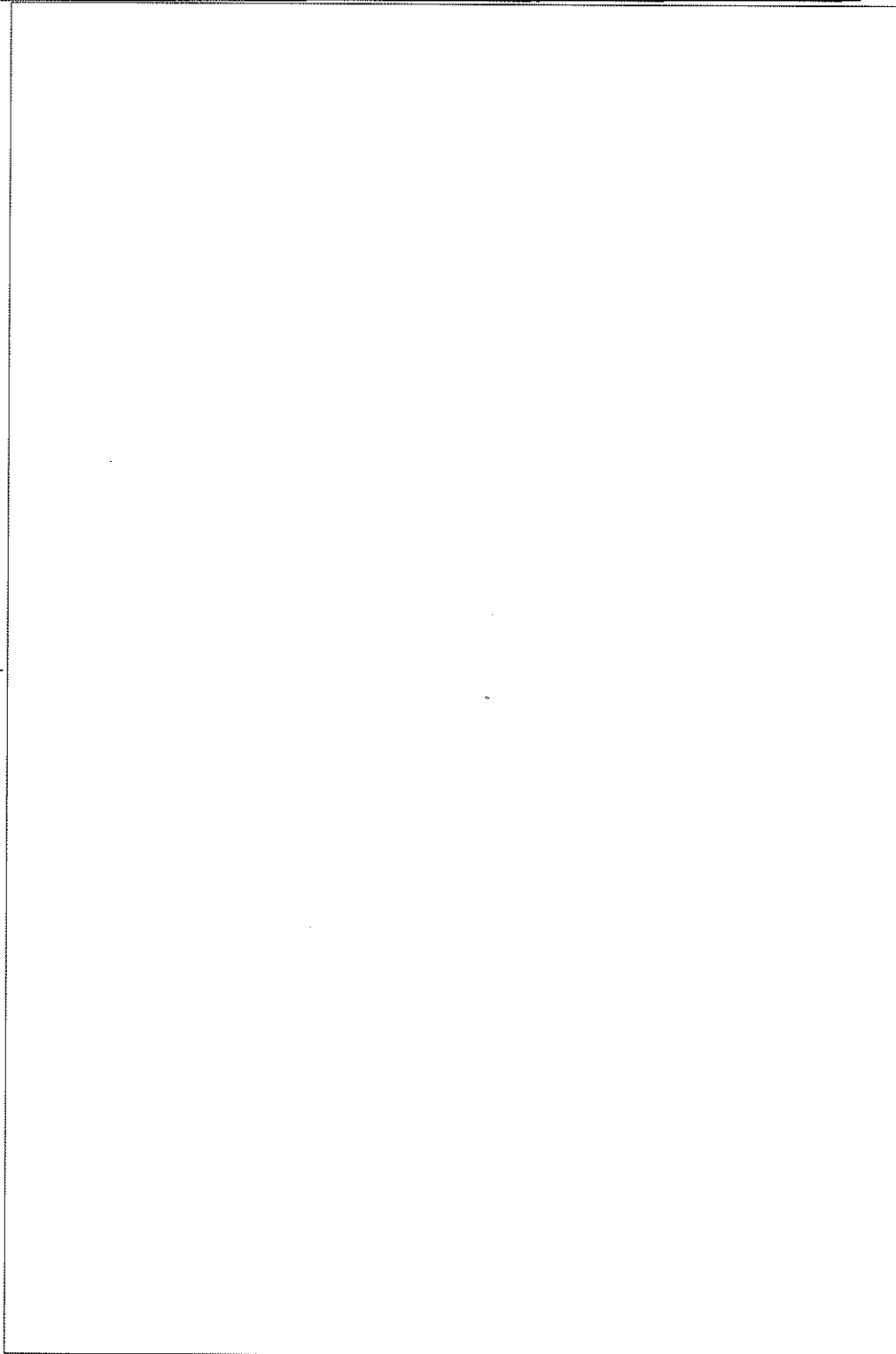
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