



PARTNERSHIP FOR PUBLIC SERVICE

1725 Eye Street NW Suite 90  
Washington DC 20006

202 775 9111 phone  
202 775 8885 fax  
[www.ourpublicservice.org](http://www.ourpublicservice.org)

October 19, 2004

The Honorable Susan M. Collins  
Chairman, Committee on Governmental Affairs  
SD-340 Dirksen Senate Office Building  
Washington, DC 20510

Dear Chairman Collins,

On behalf of the Partnership for Public Service, I would like to applaud you and your colleagues for your attention to human capital issues in crafting intelligence reform legislation. As the conference committee moves toward final agreement on a bill, the Partnership would like to express its support for key provisions and also share two newspaper articles that reinforce the important role of the federal workforce in implementing the 9/11 Commission recommendations.

A recent *Chicago Tribune* opinion column by 9/11 Commissioners Timothy Roemer and James Thompson makes a forceful argument relating the recruitment of high-caliber talent to the ability of the intelligence community to solve the problems outlined by the Commission. Indeed, these issues are important across government, as described in the *Washington Post's* "Federal Diary" column from October 3. The article cites several recent Partnership reports investigating public perceptions toward federal employment and the federal government's efforts to become an employer of choice. I have enclosed copies of both articles for your review, and hope you find them of interest as you and your staff work to resolve differences between the House and Senate intelligence reform bills.

The Partnership would like to express support for key provisions in the House and Senate bills, and we urge their inclusion in the conference agreement:

- We support the establishment of a Chief Human Capital Officer in the Office of the National Intelligence Director. Given the many responsibilities of the NID in directing the National Intelligence Program, we believe that a CHCO is vital to provide expertise and support to the NID in fulfilling his or her statutory mandate. We urge the conferees to accept the Senate's CHCO provision.
- We are pleased that both the House and Senate bills seek to reduce the extraordinarily long time it takes to process security clearances. The federal government loses many of America's best and brightest to the private sector because they will not, or cannot, endure the sometimes year-long wait it takes to process clearances. We urge the conferees to

ensure that an expedited security clearance process is included in the conference agreement.


- To ensure that any new administration has the expertise on hand to meet ongoing national security and intelligence priorities, we encourage the conferees to adopt House language allowing a president-elect to submit to the NID the names of candidates for high-level positions so that those individuals can be cleared by Inauguration Day.
- The Partnership supports the House and Senate provisions devoted to improved training and education in the intelligence community, and we are particularly pleased to see the House bill's emphasis on language training. As the front line in the war against terror, it is imperative that intelligence personnel have the tools and training they need to get the job done.
- The appointment process for positions that require Senate confirmation now takes approximately eight months. We support the House bill's provisions to streamline the presidential appointments process for national security positions and urge the conferees to include it in the conference agreement.
- We are pleased that the House and Senate seek to address the significant workforce challenges facing the FBI. We urge the conferees to ensure that the final language provides the Bureau with the tools, training and resources necessary to fight the war on terror, and we further suggest that sustained congressional oversight will be key in helping the Bureau succeed.

The 9/11 Commission report says it best: "The quality of the people is more important than the quality of the wiring diagram." We applaud you for your careful attention to human capital issues in the intelligence reform debate, and we look forward to seeing how these issues are addressed by the conference committee.

Thank you for your consideration of our views. If we may answer any questions or provide assistance, please feel free to contact me, or call Kristine Simmons or Rob Keast of the Partnership staff at 202-775-9111.

Very best wishes.

Sincerely,



Max Stier  
President and CEO

Enclosures (2)