



**United States Department of State  
and the Broadcasting Board of Governors  
Office of Inspector General**

---

## **Inspection of the Bureau of Intelligence and Research**

The transformation of the intelligence community now underway has placed new demands on the Bureau of Intelligence and Research (INR), as has the global war on terrorism. The Office of Inspector General (OIG) determined that INR needs to develop a process for continually assessing the value of its written products and to explore ways to provide greater support to chiefs of mission and department leaders in this new, demanding environment.

Despite its small size and budget, INR earned strong marks for its reporting prowess. It has developed a reputation for producing high quality, accurate, and objective intelligence assessments.

Executive direction of INR has been solid, and the bureau's leadership was particularly singled out for creating an atmosphere that fosters and supports independent thought and dissent. At the same time, many staff members expressed a need for greater direction and focus from senior leadership. Morale in the bureau is high.

OIG also determined that INR's staffing is both a strength and a challenge. INR analysts have spent more time on their accounts and have greater depth of experience than their counterparts in other intelligence agencies, but they are spread thin because their numbers are smaller than in other agencies. Additional travel and training opportunities are needed to maintain the staff's analytical strength.

---

### **OIG Report ISP-I-05-31, Inspection of the Bureau of Intelligence and Research**

The fieldwork for this report was conducted by the Office of Inspections between April 11 and July 29, 2005. This is an unclassified summary of a full report, which receives limited official distribution. This report summary, and the inspection report, reflects the conditions during the period of the fieldwork.

### **Office of Inspector General**

OIG conducts independent audits, inspections, and investigations that advance the missions of the Department of State and the Broadcasting Board of Governors. OIG provides leadership to: promote integrity, efficiency, effectiveness, and economy; prevent and detect waste, fraud, abuse, and mismanagement; identify vulnerabilities and recommend constructive solutions; offer expert assistance to improve Department and BBG operations; communicate timely, useful information that facilitates decision-making and achieves measurable gains; and keep the Department, BBG, and the Congress fully and currently informed.

November 28, 2005