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DDI
24 August 1992

MEMORANDUM FOR: Executive Director, CIA

FROM: John L. Helgerson
Deputy Director for Intelligence

SUBJECT: Comments on the Report of the Glass
Ceiling Implementation Group

1. The Implementation Group report is impressive both in terms of the scope and merits of the recommendations made to deal with the glass ceiling issue. I am pleased to note that in a significant number of areas the Directorate of Intelligence already has programs in place or being implemented to address specific concerns mentioned in the report. Dealing with this issue will require a long-term commitment along the lines proposed in the report.

2. Outlined below are some specific comments on the main body of the report that may deserve attention when it is discussed by the EXCOM:

- There is a strong emphasis at several places in the report on generating commitment among senior Agency managers to programs to deal with this issue. This is important, but we should not lose sight of the fact that, to be effective, these programs depend on the support of managers at all levels. A strong effort should be made also to engage first-line and middle-level managers, as well as those in more senior positions.
- We should look carefully at the recommendation for establishing a Deputy Director for Human Resources. I believe there are many good reasons to have all Agency

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administrative services, including human resource management, fall under the purview of one Deputy Director.

- Generally, I have come to support the idea of giving employees at all levels the opportunity to provide feedback to their superiors in the organization, often known as "upward evaluation." The manner in which this recommendation is implemented, though, must be managed extremely carefully. Issues to be addressed here are whether provision of this feedback is to be mandatory, who sees the results of such surveys, and whether this information will have an impact on PARS or other career management evaluations. These are controversial areas that need to be carefully scrutinized.

3. The following comments relate to specific items in Appendix A about which I have some reservations:

- We need to discuss the implication of designating "key and/or developmental" assignments. This Appendix would have all management positions labeled key assignments. With this inclusive reasoning, all analyst assignments are also key.
- I am happy to have proper boards within or outside the directorates review candidates for key positions. I question whether it is sensible, however, to use the Senior Personnel Review Board, and get the DCI involved, in the case of deputy component and staff level jobs as is suggested. We can meet the intent of this suggestion in other ways.
- I believe the appropriate place in the DI for the proposed career development panels is at the office level, not the directorate level. This way, line managers in the DI can have the most impact on assisting their personnel by providing highly focused career management. The DI already mandates both female and minority membership on all career panels.

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-- We need to think carefully about how elaborate a plan we expect to prepare for each employee. The DI is the smallest directorate and we will be writing and following up on of these.

-- Concerning vacancy notices, I am not sure it is smart to indicate whether the assignment is "key/developmental." For the right person, all of our jobs are developmental. On the other hand, what would the message be for potential applicants if the job were not labeled "key or developmental"?

4. Once again, I would like to emphasize that the range and thoughtfulness of the report is most impressive. It provides strong guidance on the direction and specifics of our efforts to deal with this important issue.

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