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IAS-19/74
22 February 1974

STATINTL

MEMORANDUM FOR: [redacted] Chief, DD/I Management Staff

SUBJECT : Some Reflections on AAP

REFERENCE : DD/I Management Staff Memorandum Dated 25 January 1974

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1. For almost a decade IAS has been diligently striving to achieve Equal Employment goals. This has been done by actively seeking minority applicants capable of professional employment and by providing upward movement opportunities to non-professionals already employed. At present, minority groups and women make up 20% of our on-board strength of [redacted] Eight percent of these are professionals.

2. Most of the people in this group have required additional counseling and training--a responsibility we were prepared to meet and that we continue to meet. Despite this, a majority of the minority professional PI analysts appear to be limited in their capabilities for growth. We can continue to deliberately lower existing employment standards in order to absorb additional minority persons, but this would erode our capability to perform the increasingly sophisticated analysis that is required by CIA. Therefore, in pursuit of EEO goals, we will continue to seek minority candidates with higher qualifications in order to ensure that IAS will continue to provide the sophisticated analysis necessary for the types of problems we are now facing and expect to face in the future. Our experience indicates that it will be extremely difficult for the Agency to acquire such qualified minority personnel--except in the case of women.

3. There is no single solution to the problems of increasing the number of employment applications from minority members and increasing the number of professional positions filled by minority members. Management positions as stated in Objective 2.3 can be filled more realistically from within, utilizing in part, the upward mobility program when knowledge of the operation is essential.

4. In IAS we have attempted to obtain black college graduates through a combination of a PI brochure and intensive recruitment that was focused on a selected group of black universities. We also utilized a co-op program with [redacted] and intensively searched military discharge listings

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for qualified black officers being released from the Services. During a two-year period we were successful in bringing on-board only one black professional through these efforts. Our most intensive efforts were made several years ago and it was well established that the Agency's image as perceived by blacks was almost totally negative. Today the situation does not appear to have been perceptibly altered. Unless this image can be drastically changed, there will be little hope of achieving any significant increase in qualified blacks, especially when industry and other areas of government are competing for the same people.

5. There have been a number of solutions suggested, such as using blacks to recruit blacks, bringing black college professors to Washington for short tours within the Agency, and intensifying or re-directing a co-op program toward black schools. There is controversy regarding the merits of these suggestions, but they are certainly worth a try. One additional suggestion might be to recruit at black colleges for the CTP where the challenge, higher salaries, and potential for movement might induce some with high qualifications to consider the opportunity important enough to override any negative preconceptions.

6. We do not believe that hiring minorities for part-time employment is a practical method for obtaining the special skills required for imagery analysis. Upward mobility is a more realistic approach toward the same end.

7. The recruitment of women has not been a problem in IAS. We presently have five female imagery analysts within the Service. However, if a general Agency brochure is published in the future, we suggest a de-emphasis on "masculinity" in the intelligence business. Several of the women analysts in IAS have felt that ours is presented basically as a "man's world".

8. In regard to more fully utilizing present employee skills, IAS has continually paired support positions, which are largely filled by minority employees, in order to ensure that support was fully occupied. Further, we have provided all support personnel with professional aptitude testing and to the extent possible, we have attempted to tailor individual work requirements around both the capabilities and interests of the employee. Where the desire has existed on the part of the employee, we have provided internal and external formal training in areas which will enable these persons to compete for better positions both within and without IAS.

9. We have emphasized ADP training and the use of ADP as a means to upgrade and provide a challenge to existing support positions. We are

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also consciously attempting to re-structure the support role toward more challenging work that requires additional skills.

10. Obviously the extent to which non-professional tasks can be made more challenging and meaningful are limited in a small component. What is needed to supplement such efforts is a system for identifying jobs within the Directorate and the Agency to which all unskilled and semi-skilled persons can aspire. Perhaps a register describing the training and skills required for these positions followed by an at least Directorate-wide advertising system when openings occur would create renewed motivation and ensure that all personnel with proper skills and training are considered when vacancies arise. A case in point is [redacted] where large numbers of diversified support positions exist within NPIC. When these positions are vacant, they are known only to IAS personnel through the informal "grapevine". This effectively limits competition from IAS for a wide variety of jobs for which an IAS person is conceivably the better candidate and because, by virtue of the limited opportunities in IAS, is severely restricted.

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