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21 April 1992

APPROVED FOR RELEASE
DATE: APR 2006

MEMORANDUM FOR ALL EMPLOYEES

SUBJECT: The Glass Ceiling Assessment

1. In March 1991, my predecessor, Judge Webster, approved a recommendation for a study to determine whether or not artificial barriers to career advancement exist for women and minorities in the Agency. Such barriers are referred to as "glass ceilings." The Agency contracted with external consultants to conduct the study and produce a report. In January 1992, the Executive Committee (EXCOM) was briefed on the results and recommendations of the Study. The EXCOM is committed to sharing these results, and as a first step, I want to provide a copy to each employee. In addition, a copy of the detailed Appendices will be available in each front office for employees seeking further information.

2. The results of the Glass Ceiling Study present many challenges to our Agency at a time of great change not only in the world but within the Intelligence Community. We are called upon to rethink old ideas and traditional ways of doing business and challenged to use more creatively and effectively all of the resources available to us. Our employees are our greatest resource, and we must create an environment that provides opportunities for each employee to develop his or her potential regardless of gender or ethnicity.

3. I agree with the need for change as expressed in the Study's recommendations, and the Executive Director (EXDIR) will establish a task force to implement the recommendations. In addition, I have asked the EXDIR to conduct a semi-annual assessment of career panel membership to ensure that women and minorities are fully and fairly represented as required by Agency policy. We will also continue to support diversity training as a way to enhance our understanding of cultural and gender differences.

4. I urge each of you to read this report and embrace the need for actions which will prepare us to meet the challenges of our changing world. I encourage you to share your thoughts about the results and recommendations of the Study with representatives in the Office of Equal Employment Opportunity which has been designated the action office for this project.



Robert M. Gates
Director of Central Intelligence

Attachment