

~~ADMINISTRATIVE - INTERNAL USE ONLY~~

ROUTING AND RECORD SHEET				
SUBJECT: (Optional) Talking Points on Glass Ceiling Implementation				
FROM: [Redacted] Chief, Human Resources Staff [Redacted] OHB		EXTENSION [Redacted]	NO. [Redacted]	DATE 21 August 1992
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. Special Assistant to the Deputy Director for Operations, [Redacted] OHB			[Redacted]	5. For signature
2.				
3. DDO Secretariat [Redacted] OHB				
4.				
5. Mr. Thomas A. Twetten Deputy Director for Operations, [Redacted] OHB			[Redacted]	
6.				
7. Mr. Rae Huffstuttler Executive Director [Redacted] OHB			[Redacted]	
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21 AUG 1992

MEMORANDUM FOR: Executive Director

FROM: Thomas A. Twetten
Deputy Director for Operations

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1. The following issues raised as recommendations in the Implementation Study need to be clarified before the DO can proceed:

Ø What is the benchmark or measure of diversity we are seeking to achieve?

Do we want to increase raw numbers of women and minorities? Or increase percentages at specific grades? Or focus on accelerated movement? Or measure the intent to which increasing numbers of women and minorities complete key job assignments in a development portfolio (e.g. start up, turn around, line to staff, staff to line, executive, representative and politicized assignments)? Or measure progress as a function of level of responsibility, number of direct reports, visibility of position, variety of past experiences? Or use some other yardstick? The study recommends DD's present a strategic plan for progress in diversity issues without clarifying what diversity objectives we are trying to achieve.

Ø How are we to distinguish "diversity building assignments" from the existing process for matching people against vacancies?

Study recommends the DO "demonstrate a commitment to effective management of a diverse workforce through assignments and awards" and tasks the "heads of career panels ensure that any stereotypical biases held by members do not adversely affect decisions." The current, decentralized process for staffing DO positions does not lend itself to centralized record keeping nor are there any obvious means to detect, eliminate or report mental stereotypes. Were we to require Women's Leadership Council and/or minority representation on

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component PMC's, we could insure a diversity of viewpoints on assignment considerations but the input of these officers is neither proof against bias nor a guarantee that "stereotypical" assignments will not take place.

ø Does the study propose that managers be specifically evaluated in their PARs on the extent to which they have taken positive action to "develop subordinates potential" and develop their own skills in "managing diversity, providing performance feedback, and cross cultural communication"?

While the study recommends mandatory management training including coverage of multicultural and gender issues, work and family issues and cross cultural communications, there are neither any penalties for failing to take such training nor incentives for doing so. Unless the Agency and the Directorate are prepared to make development of subordinates a line item in managerial PARs (whether or not subordinate ranking of superiors is adopted), there is little motivation for managers to treat diversity training as anything other than an isolated (and forgettable) event.

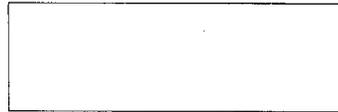
ø What are the criteria for distinguishing "developmental" assignments?

The study recommends "centralized vacancy notices will state specific requirements for the position with weight given to desired/required criteria and indicate whether the assignment is key or developmental." Unfortunately, few managerial or developmental positions above the glass ceiling of GS13 clearly differentiate the experiential requirements, skills base or abilities that are required to succeed in that position. For example, what are the criteria for serving as a Special Assistant to the DDO? Job posting, in and of itself, is insufficient to either tap or develop the diversity of the directorate.

2. Other recommendations in the study such as propounding "management tenets," publicizing the process and procedures of career management, facilitating opportunities for mentoring and enhancing employee understanding of career management skills are adequately covered by the

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forthcoming DO Manager's Guide, by the Career Development Handbook, by activities of the Women's Leadership Council and Minority Councils, by the DO Women's Executive Leadership Program and by HRS-sponsored Partners in Career Management workshops.



Thomas A. Twetten