APPROVED FOR RELEASE
30 OCTOBER 2013
AR 70-14

Glass Ceiling

Action

Discussions

27 August 1992

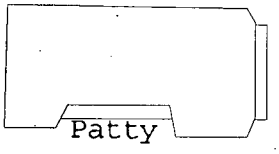
NOTE FOR: Rae

SUBJECT: Glass Ceiling - Actions Not Requiring and Requiring Discussion

Attached is a DRAFT list of actions from the Glass Ceiling Implementation Group broken down into two groups. Actions not requiring further discussion (*easy to implement and EXCOM can approve*) and actions requiring further discussion (*complex action that will have resource or budget implications*). FYI: The list on actions not requiring further discussion also includes actions already being implemented (see comments).

I have also attached a composite list of employee comments. Separate employee comments attached for background information

If you need any further information please let me know. Thanks



Attachment

DRAFT

ACTIONS NOT REQUIRING FURTHER DISCUSSION

COMMITMENT FROM SENIOR AGENCY MANAGEMENT

Page	Action	Action Office	Comments
2	Statement from DCI - Intelligence Excellence Through Diversity	DCI	
2	Hold annual DCI offsite to evaluate the progress made to overcome barriers identified in Glass Ceiling Study	DCI	
3	Communicate commitment through town meetings	Sr Mgmt	
3	Demonstrate commitment through assignments and awards	Sr Mgmt	
3	Hold periodic discussions and annual meetings between senior management and various minority and women's network groups	Sr mgmt	
4	Creating a position equivalent to a deputy director for Human resources	EXDIR	Reorg TF-review this issue
4	Disseminate report to all employees on the decisions made by EXCOM	OEEO/AS	
4	Establish task force to address Glass Ceiling barriers for the Disabled and Hearing-impaired employees	OEEO	Draft TOR attached

ACCOUNTABILITY

5	Directorates provide plan that addresses specific items in appendices	DD's	On approved actions only
5	Include in IG inspections a review of glass ceiling issues in component and other applicable inspections	IG	

ASSIGNMENTS PROCESS

None

FEEDBACK AND COMMUNICATIONS

1	Each Directorate will issue and periodically update an Employee Handbook	DD's	Some Directorates have already implemented

Page	Action	Action Office	Comments
1	Components will review promotions, assignments, and awards processes yearly to determine objectivity and effectiveness	DD's	
1	Components will publish procedures for awards and names of recipients	DD's	Action modified Some components have implemented
2	Each Directorate will distribute a Supervisors Handbook that includes section on performance feedback	DD's	
2	Each Directorate will publish Management Tenets	DD's	DI has implemented
2	Conduct semi-annual feedback sessions with employees	DD's	
3	Career services will include effective diversity management as part of the evaluation of line managers	DD's	
3	OTE will distribute basic feedback and communications tools	OTE	
3	OTE will include eliciting/requesting feedback from managers in new employee orientation training	OTE	
3	Include cross-cultural communication skills in management training courses	DD's	
3	Periodic information will be issued about the EEO and Grievance processes	OEEO	
4	Periodically publicize the importance, purpose and value of mentoring experiences	DD's	
4	Directorates include mentoring in Management Tenets	DD's	
4	Establish a program to establish mentoring to each and every new employee	DD's	Action modified
4	Components sponsor mentoring programs	DD's	
4	Components establish an annual mentoring award	DD's	
4	Recognize mentoring in performance evaluations	DD's	

DIVERSITY ISSUES

1	Issue a formal policy addressing racial harassment and communicate DCI's personal message on this subject	OEEO	OEEO implementing
1	Directorates develop mandatory training segment on harassment	DD's	
1	Directorates develop mandatory training segment on managers responsibility in responding to harassment in the workplace	DD's	

Page	Action	Action Office	Comments
2	Career panels take necessary steps to ensure that stereotypical biases held by members do not affect decisions	DD's	
2	Heads of career panels develop precepts/guidelines for all panel members on their role and responsibility	DD's	
2	Career panels or appropriate bodies take a more proactive approach to placing men, women and minorities in positions that will break stereotypical mold	DD's	
3	Ensure a basic program exists to accommodate harassment and diversity training for all employees at Hqs and in the field	EXDIR and DD's	Most have implemented diversity training
3	Each DD ensure all employees maintain heightened understanding of the importance of diversity issues through training	DD's	
3	Directorate focal points share information about training programs	DD's	
3	Discuss status of directorate diversity training issues at annual DCI offsite	DD's	

WORK AND FAMILY POLICIES

2	DD's and Heads of Independent Offices add a covering memo to Work and Family Handbook to reinforce senior management commitment and support of these programs prior to distribution within their offices	DD's and Heads of Independent Offices	
2	Update Work and Family Handbook annually	OP	Plans are to update annually
2	Develop and update [redacted] information packages on work/family programs for distribution [redacted] and in the field	OP	Sterile copy of handbook will be available and sent to the field
3	Maintain contact with OPM, other IC agencies, and organizations in the private sector to maximize successful policies an programs	OP	Implemented
3	Develop and implement uniform policies on work-family issues such as allowing dependents access to agency buildings, treatment of part-time employment, sufficient resources are allocated for part-time assignments, etc	OP, OS, OGC	

DRAFT

ACTIONS REQUIRING FURTHER DISCUSSION

COMMITMENT FROM SENIOR AGENCY MANAGEMENT

Page	Action	Action Office	Comments
3	Expand the role and resources of the EEO		Resource implications
3	Senior management support increased training program designed to increase multicultural and gender awareness		Budget implications although some directorates have some form of program in place

ACCOUNTABILITY

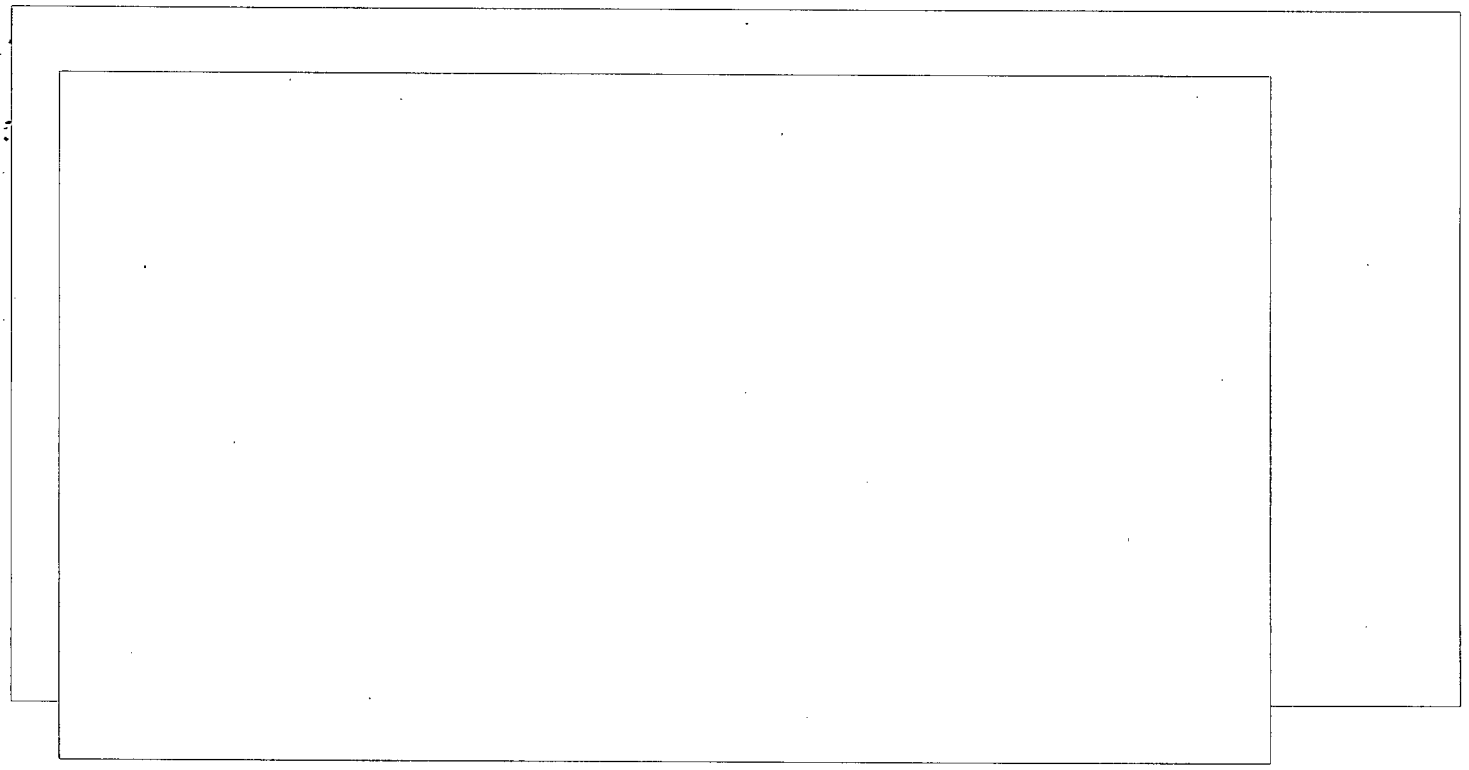
5	Independent follow-on to Glass Ceiling Study be repeated in Fall of 1994 to determine level of progress.		Resource implications, recommend changing time to Fall of 95 or Spring 96
5	OMS expand employee opinion survey and done on a yearly basis		Resource implications, survey takes about 1 year from beginning to end to complete and would require one full time person
5	All employees must be given opportunity to evaluate management and unit performance, including diversity issues		Before considering, discuss how to be implemented. Need to take careful action steps

ASSIGNEMENTS PROCESS

1 - 6	All		There was much concern on this issue. Needs to discuss if this should be reevaluated before taking action

FEEDBACK AND COMMUNICATIONS

Page	Action	Action Office	Comments
	None		
	WORK AND FAMILY POLICIES		
2	Develop and conduct an annual employee survey of work/family policies		Resource implications
2	Develop central data base on tandem couples and assignment opportunities		Resource implications
3	Develop central data base on flexible work arrangements used in each Directorate		Resource implications
3	Develop central data base [redacted] to match with employment requirements for staff positions when they return from O/S		Resource implications
3	Broaden scope of Emergency Leave Bank		Statutory program, law prohibits expanding program. OGC review before taking action
3	Develop a mandatory training segment on work/family programs and policies for all managers		Resource implications
4 - 5	Provide high-level support to the work/family center (*all 6 actions included under this issue*)		Resource and budget implications



ADMINISTRATIVE-INTERNAL USE ONLY

Main Themes

Agreement.

Extraordinary effort

Overall, a comprehensive and objective study containing, very achievable goals and making many rational recommendations. **(Mentioned several times)**

Very supportive of efforts to build commitment, to make all employees--and particularly managers at all levels--accountable, and to provide the training tools required to promote intelligence excellence through diversity.

Senior management needs to state unequivocally that this is the defining document on the Agency's diversity efforts. Not to do so raises the prospect of a multiplicity of well-intended goals promulgated at the Agency, Directorate, and Office level that employees and managers will have to meet and on which they will have to report. This can only lead to confusion.

The time for "consideration" is passed, and now is the time for specific action.

Include goals that clearly state increased percentages of women and minority officers in higher graded positions over the next five years.

Excellent idea to establish task force for the disabled and hearing-impaired employees.

Concur that "All employees must be given the opportunity to evaluate management and unit performance, including diversity issues." Employees could be queried for their input when it is time for the supervisors PAR and made available to the panel as a sanity check.

Concerns

The intention to create an "equitable work environment" is good, but implies that one set of values will be imposed, in other words that only politically correct values are to be imposed. **(Politically motivated study mentioned more than once.)**

Fear of quotas. **(Mentioned more than once.)**

While a legitimate case can be made to expand the role of OEEO, a recommendation this general invites misunderstanding (self-serving). The recommendation needs clarification. **(Mentioned by several commenting employees.)**

EEO expansion and creating additional SIS positions (DD for HR, Work/Family Center) need to be reviewed in light of declining resources. We need case officers, computer programmers, analysts, etc., not more bureaucrats.

Each DCI has his/her own workstyle; committing future DCI's to annual offsites on glass ceiling studies may not be appropriate.

Action plans are too detailed and too prescriptive.

Deadlines for actions have not been set.

Assignments

Pros

Objective V:
Improving the effectiveness of the vacancy notice system to ensure equal consideration for all employees is of extreme importance. **(Major interest and support.)**

Cons

The overall effect of these measures is to create an environment where managers feel pressured to favor women and minority employees regardless of ability in order to show they can "manage diversity".

Objective I:
Publishing all key or developmental assignments will lead to bureaucratic impasse and eventually to employee disillusionment.

The intent of recommendations such as "Selection panels will address in writing what consideration was given to female and minority applicants", written justification of rank order of nominees to DCI, and a record of minority and female consideration, however, implies reverse discrimination, and can only lead to suspicion, skepticism, and distrust. **(Mentioned more than once.)**

Earlier recommendations (composition of selection panels, interview teams; and written justification in ranking applicants) already contain appropriate safeguards to assure that women and minorities are considered equitably for assignment to developmental and managerial positions. To go beyond obvious concerns for equity and fairness makes race and gender an explicit consideration for some applicants but not for others.

Written justification for rank ordering applicants would take too much time and quickly degenerate into an exercise in rhetoric.

Confusion exists on the purpose of a name check with OEEO during the selection process. Whose names are in this database? More red tape. **(Mentioned more than once.)**

Objectives III and VI:
The rules of conduct, decency, common sense and fairness must apply to everyone. Any "special emphasis" on select groups of people is, by definition, discriminatory. While these are excellent ideas to develop future leaders, they should not be limited to women and minorities, but rather available to all personnel who show potential. **(Major concern of commenting employees.)**

- Shadow assignments should be offered to all employees not just women and minorities.
- Leadership development training should be offered to all.
- If the goal is to ensure that women and minorities receive fair representation, then assignment panels should be tasked with documenting (tracking) everyone who is considered - not just females and minorities.

Objective IV:
Any role beyond advising on the process/procedures side, special interest (minority network) groups have no place in the assignments process. This type of arrangement is a substitution of

one "old boy network" for another. It appears to be exclusionary. And, if any employee does not happen to be in such a network, could be seen as disadvantaged. If we take the appropriate steps to open up the system, using any such channels becomes unnecessary. **(Number one concern of employees, even those who were very positive and enthusiastic about the report.)**

Suggestions

Objective I:
It is not clear that for assignments at or above the deputy component chief level, that vacancies will be circulated. The use of the "nominated" connotes a closed process.

Objective II:

It would be useful to be more explicit and clearer about a career development panel guiding the career development of each employee. The idea of five-year plans may set up expectations that are unrealistic and impractical to manage.

Create a central career development center, staffed by individuals from each of the Directorates, that can service the needs of the entire Agency and broaden the opportunities for all employees.

Pay special attention to the selection process courses (War Colleges, POCM, etc.).

Objective V:
It is not specifically stated that vacancies will, in fact, be advertised for all jobs. There is a section on vacancy notices and a section on assignments, and that developmental assignments will be labeled as such, but they are not tied necessarily together.

Feedback/Communication

Pros

Objective II:
Communication of career service evaluations should be made mandatory.

Objective IV:
Mentoring recognized in performance evaluations is an excellent idea.

Cons

Objective I:
Be careful in defining the mentoring program lest it sound like the alleged "good old boy network".

Objective IV:
You can't dictate a mentor and you can't rent a mentor. Let's not push mentoring so that it becomes a mandatory program; it then looses its value.

We should not just "offer" mentoring to new employees--we ought to ensure that each and every new employee is assigned a mentor, including white males.

Suggestions

Objective II:
If feedback will be given to all employees who apply for jobs, it should be so noted in the recommendation. It is one thing for a manager to make a written report to her/his superior, it is another to have to discuss the decision with a candidate not selected for a position.

Diversity

Pros

Objective I:
Support policy for enunciating racial and sexual harassment and training for employees to deal with it.

Cons

Objective II:
Skeptical that heads of career panels are always in a position to see that stereotyping never affects decisions. Nor are these activities on the level of mandatory reporting to deputy directors.

Suggestions

Include in newsletters a section devoted to multicultural issues.

Include a question/answer section that would provide advise on how to handle or be more sensitive to multicultural communication problems.

Create a multicultural issues electronic conference.

Work-Family

Pros

Applauds the recommendations made regarding Work/Family.

Objective II:
Supports policy allowing parent to bring children into the building.
Support for tandem couple policy. **(Mentioned more than once.)**

Cons

Objective II:
Be careful in designing new programs that we don't end up creating a disadvantage for singles, single parents, and one-wage earner households.

Objective III:
Be careful in choosing Work/Family Center staff not to exclude those employees who have not held supervisory positions. This recommendation only reinforces the notion that those in supervisory positions know best. Maturity, interpersonal skills, organizational abilities and supervisory skills gained from outside experience are valid.

Issues Not Addressed In the Study

Religious Diversity

Single Parents - Though the issues that are most important to us (Family and Work Place) were covered, we, as a group with special needs were not.

21 August 1992

MEMORANDUM FOR: Office of Equal Employment Opportunity
Room [redacted] NHB

SUBJECT: Comments on Glass Ceiling Study, Update No. 3

You obviously do not really want comments on this report, or it would have been sent out with a longer response time. I stumbled on a stack of these after work hours on Wednesday August 19 in my office mailbox (and took one out of curiosity) leaving only 2 workdays to read and respond. (During which time I have quite a few other things to do!) So I could only run through the report quickly and respond quickly and no doubt superficially. And as I write this on Friday 21 August, the remainder of the stack is still in the office mailbox!

1. Perhaps the first sentence, which is silly, in the report is indicative of the quality of the rest of the report. There is nothing you can do to ever get "every individual" to agree on anything.

2. Anytime an organization treats one set of employees* in any way differently from another, when any group, or groups, of employees are selected for "special treatment" (whether for good or for bad, however noble the motives), you by definition do not have an equitable workplace.

3. It is rather clear that the purpose of this effort is to ensure that management achieves the "politically correct" numbers, and no doubt managers who want to keep their jobs will achieve these numbers by whatever means necessary. (And the normal means is NOT selection of unqualified individuals, but rather the selection of less-than-the-best qualified individuals.) But with this realization, it is hard to conceive that even a significant number of employees (let alone "every individual") will regard such a workplace as equitable.

4. It is interesting that the Glass Ceiling Study is 90% subjective--impressions, feelings--yet the study and this report identify "subjectivity" as among the roots of most evils in the agency! Maybe the first recommendation should be to go back and redo the Glass Ceiling removing all the subjectivity.

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*selected on factors over which the employee has no control or which are not job related. Clearly superior performers, for example, should get special treatment.

5. Among the little factual data in the Glass Ceiling Study apparently given great weight in the grade distribution differences between male and females (and minorities and others). But no doubt a plot of age instead of grade would provide similar results. All this proves is that the age of the average female/minority is 10+ years less than that of the average white male; there have been a larger percentage of females/minorities hired in the most recent 10+ years than in the previous 10+ years. But with an even larger percentage of new hires (usually at entry level) being women/minorities, this discrepancy is only going to get "worse". The average age/grade of women/minorities will go down while the average age/grade of those white males who remain will increase! It doesn't appear to make much sense to establish a big program on a set of data which do not tell us anything beyond the obvious (more recently hired people tend to be younger and lower graded) and, moreover are going to grow even more divergent as the workplace becomes more "culturally diverse".

6. It is also interesting to note how many reports are required in this document. Any selection board not selecting one of the "right people" must write a note to the teacher explaining why not. (I know, it doesn't say exactly that, but that is certainly the implied meaning.) And I note that various managers periodically have to report their "results". But I'm sure these reports are NOT going to be about "how many barriers have you removed" but rather what number/percentage of the "right people" have you hired/promoted. Hiring/promoting the right people is easy (you just do it), much easier than removing barriers. But having the right number of the right people does not mean that a single barrier has been removed!

7. Only have time to address one specific aspect of the report--Appendix A, and in particular Vacancy Notices. What I have to say will have meaning for other things in the assignments process however. I certainly applaud your goal to make them more specific and the subsequent selections less subjective. Let's see how far toward specificity, objectivity, and honesty you really want to go.

The least we can do is give our own employees the same consideration that we give our potential contractors in the request for proposal process. Normally an RFP contains a very specific statement of work, deliverables, and timetables; qualifications necessary--business, security, technical; instructions on what the proposal should contain; and a clear set of evaluation criteria with weights assigned to each criterion. (And nothing can be considered in the evaluation of the proposal if it is not stated in the evaluation criteria.) Losing bidders are also provided the opportunity for debriefings--to learn what shortfalls their

proposals had (hopefully helping them do better the next time).

Vacancy notices therefore should contain:

Job Description/Duties: A clear and specific description of the job should include a listing of the most important duties and responsibilities.

Qualifications: Both required and desirable. These should be very specific, quantifiable if possible, and unambiguous. And it should be obvious to a potential applicant what the relationship is between each qualification and the job description/duties, particularly the substantive duties.

Evaluation Criteria: A clear and unambiguous set of criteria should be listed with weights assigned to each. And it should be obvious to a potential applicant what the relationship is between these criteria and the required and desirable qualifications.

Some thoughts on job descriptions. These should not contain such buzzwords as "developmental", "growth", "upward mobility" which, of course, mean "No one over age 40 need apply." More subtle, maybe, but not really any different than "white sink". If age is indeed relevant to the job that should be clearly stated under qualifications and evaluation criteria.

Some thoughts on qualifications. An applicant should be able to tell rather quickly how well he or she meets the qualifications. Statements like the following (which come from just one small package arriving on my desk on one day) should not be allowed:

a facility for both numbers and words (everybody has this)

flexibility to resolve unpredictable problems

ability to grasp new concepts quickly

Self starter with a perchant for details...

strong resolve to complete project on a timely basis (how does a selection committee measure "resolve")

Willingness to seek out and develop contacts...(how to measure "willingness")

Self starter committed to taking the initiative in seeking out ways to ensure active, comprehensive, and timely...

Comfortable with the responsibility of savant for the diffusion of DI values, culture, and practices ...(How to measure "comfort")

Good networking skills

must have solid analytic, writing, and briefing skills and enjoy a varied, busy account.

Half the people in the agency have these characteristics to some extent, and these same qualifications can be applied to half the positions in the agency. These are not job specific; most managers would want to have these characteristics in any job occupant. Moreover, they are truly subjective, and for the most part cannot be determined by looking at an applicant's file, or even through an interview. In fact these characteristics can only be judged by a selection committee whose members are very familiar with the applicant, i.e., who belong to the same old-boy network as the applicant. Qualifications should eliminate people; they should tell people who are not qualified that indeed they are not qualified.

Some thoughts on evaluation criteria as they apply to the subject of this report. If any of the standard list--race, sex, religion, age, etc.--are to be in any way a consideration in the evaluation of candidates, that must be clearly stated among the evaluation criteria. (Women get 5 extra points, black women get 10, unless they are over age 50 in which case they get none.) This is no different than the veterans preference (some get 10 points, others 5) in federal employment; some may argue that this has a negative impact on women, but at least IT IS HONEST. And of course, if any factors on the standard list is an evaluation criterion, it should be obvious in the qualifications and job description why it is relevant--why a man can handle this job more or less well than a woman.

MY GUESS IS THAT THE AUTHORS OF THIS REPORT WANT TO GIVE HEAVY WEIGHT TO RACE, SEX, AGE, ETC., BUT WILL FIGHT TO THE DEATH THE IDEA OF LISTING THIS OPENLY AND HONESTLY AMONG THE EVALUATION CRITERIA.

In similar fashion, if factors such as "comer", "fast-tracker", "Category I", needs "career enhancing" assignment (very subjective judgements, by the way) are going to be considered, this must be clearly stated along with how much weight this will carry relative to the specific job related substantive qualifications. All too often people appear to be "selected" for a job because they have been identified by someone as a "comer", but whose substantive job related qualifications and experience are, to say the least, not immediately obvious.

So no applicant can be given credit for speaking five languages if language is not listed among the qualifications/evaluation criteria. No applicant can be asked questions in an interview not related to the qualifications/evaluation criteria; the applicant should clearly be able to anticipate the kinds of questions to be asked and thereby have the opportunity to be prepared for them.

8. There is much discussion of "lowering standards" surrounding all these multicultural programs. This is difficult to argue one way or the other since standards as they exist are poorly stated, nebulous, and flexible. But there will be a lowered "something" in the long term in the workforce, or some segments of it, making some segments less competitive for promotion. This workforce will be characterized by among other things:
fewer advanced degrees; more general (=less challenging) degrees (e.g., general business, general science, "computer engineering technology" vs. accounting, chemical engineering, computer science); more AB, B students vs. A students; fewer people with applicable military experience at a time when we are supposed to be increasing support to the military; more people from less-competitive schools.

Are there "right" or "wrong" schools, good or bad schools? No, but there certainly less-competitive schools, characterized among other things by:
fewer PhD faculty; fewer faculty doing research; less competitive faculty salaries; no or fewer graduate programs; masters instead of doctoral programs; fewer curriculum offerings (I took more, and more advanced, "X" courses as a "Y" major at a major university than were even offered to my sister as an "X" MAJOR at a small women's college); fewer incoming freshmen in the top n-th percent on high school class and with low average SAT scores resulting in "dumbing-down" the standard curriculum so that the bright students are less well educated (I understand that some schools are so ashamed of their SAT data that they are no longer releasing it); more students requiring remedial courses (diverting school resources and student time from the standard curriculum).

This is the first time in my life that I have not signed something I have written. But for good reasons, in this case, I believe:

a) I certainly would not want to trust my name with people such as those who wrote this report, people who are clearly dedicated to unfairness, discrimination, etc.

b) I would be visited by multiple people who would want to explain things to me personally, as though I have this

personal problem, which must be fixed. I would like to see this explained to all employees in the agency. And not in language full of euphemisms like multicultural diversity, glass ceilings, affirmative action, equal employment opportunity (which has grown to mean just the opposite of equal). I would like to see it explained in eight-grade language. And without all the subliminal messages that are in this report.

c) I notice that (page 2) for certain decisions a "name check" is to be made with the EEO office. I certainly don't want my name in this database. (By the way, what does go into this database--the names of all the "politically correct" people, or those that are not "politically correct"?)

[redacted]

USE ONLY

August 21,1992

yment Opportunity

SUBJECT: Glass [redacted] No. 3

1. Thank you for the opportunity to review and comment on the latest update of the Glass Ceiling Study. On the whole, I found it to be a thoughtful document which, if implemented, would go a long way towards making the Agency a better managed place as well as promoting much-needed cultural diversity and equitable treatment of all employees. While it is somewhat dismaying that a special effort is required to foster better management feedback on employees' performance and improve intra-Agency communications, the recommendations made in the Study (discussed in Appendix B) are well designed to accomplish these goals. ~~(AIUO)~~

2. I am, however, dismayed by the Study's endorsement of Objective IV: To involve women and minority network groups in the assignments process. In my view, entrusting such a role to self-appointed network groups would amount to something akin to the introduction of a "union shop" for women and minorities within the Agency and could well result in the designation of "official" female and minority candidates who might thereby be given an advantage over other female and minority applicants. ~~(AIUO)~~

3. If, moreover, the endorsement of this objective is predicated on the assumption that informal network groups already exist for white males -- I am at a loss to think of other justifications -- I believe this assumption to be fallacious. While some white male applicants will doubtless benefit from personal ties with those evaluating their applications, others will not. Such "unconnected" applicants will be the biggest losers from the implementation of Objective IV because they will have to compete not only with those who enjoy the benefit of informal personal ties to those empowered to award them a job but also with the official nominees of the network groups. I hope that upon further reflection the Glass Ceiling Task Force will withdraw its endorsement of this objective. ~~(AIUO)~~

[redacted]

Robert [redacted]

20 August 1992

MEMORANDUM FOR: Director, Equal Employment Opportunity

FROM: Bonnie [redacted]
Deputy Director of Leadership Analysis

SUBJECT: Comments on the Glass Ceiling Study Update Three

1. The comments that follow represent my personal views only and not necessarily those of the SIS Women's Group. I commend the Task Force members for their extraordinary effort on behalf of all Agency employees. I am particularly supportive of efforts to build commitment, to make all employees--and particularly managers at all levels--accountable, and to provide the training tools required to promote intelligence excellence through diversity.

2. I have several suggestions, however, that probably have more to do with the way in which the recommendations are communicated--both to the EXCOM and later to the Agency population at large--than they do with their substance. I have the advantage of having been part of the process at least informally and therefore understand the intentions of some of the objectives, which in some cases are not clear.

3. There are several objectives that I could call to your attention that need clarification:

-- While a legitimate case can be made to expand the role of the Office of Equal Employment Opportunity (O/EEO), being this general invites misunderstanding. If the EXCOM is to be accountable and push this accountability down to all levels of management, what role does O/EEO play? While I can imagine the answer, it is not readily apparent to those not involved in the process and it could be construed as self serving and heighten backlash.

-- It is not specifically stated that vacancies will, in fact, be advertised for all jobs. There is a section on vacancy notices and a section on assignments, and that developmental assignments will be labeled as such, but they are not tied necessarily together.

SUBJECT: Comments on the Glass Ceiling Study Update Three

-- Under Objective I in the Assignments Process, it is not clear that for assignments at or above the deputy component chief level, that vacancies will be circulated. The use of the word, "nominated," connotes a closed process.

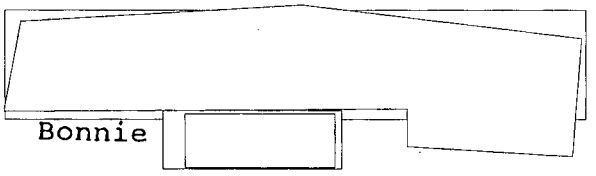
If feedback will be given to all employees who apply for jobs, it should be so noted in the recommendation. I would see this as another way to try to force accountability, although it will be difficult at first to implement. It is one thing for a manager to make a written report to her/his superior, it is another to have to discuss the decision with a candidate not selected for a position.

-- It would probably be useful to be more explicit and clearer about a career development panel guiding the career development of each Directorate employee. The idea of five-year plans may set up expectations that are unrealistic and impractical to manage. While it is helpful to leave the discretion for implementing as each Directorate sees fit, the recommendation as it is currently articulated under Objective II is misleading.

4. On a substantive issue, I have serious difficulties with Objective IV under the Assignments Process that "Involves women and minority network groups in the assignments process" to the extent that such groups--including the SIS Women's Group--would have a role beyond advising on the process/procedures side. I see this type of arrangement, as I understand it from the report, as a substitution of one "old boy network" for another. It appears to be exclusionary--although I understand that was not the intent--and if an employee does not happen to be in such a network, could be seen as disadvantaged. In this regard, I believe the report goes too far to try to accommodate the network groups. While I do not speak for all SIS women, my personal reaction and that of at least a number of my colleagues is one of great discomfort around the recommendation, "Senior women and minority officers will be encouraged to assist in providing names of interested women and minority employees to designated points of contact." If we take the appropriate steps to open up the system, using any such channels becomes unnecessary. While most hiring officials probably try to cast their nets widely in looking to fill a particular job, such a practice as described in this objective--one that is formally sanctioned by the organization--is, in my view, counterproductive.

SUBJECT: Comments on the Glass Ceiling Study Update Three

5. The SIS Women's Group, in conjunction with OTE, is piloting a course this fall called "Women's Leadership Forum." It might be an appropriate place to develop and experiment with the idea of the shadowing experience after the initial evaluations are completed early next year.



Comments on Glass Ceiling Report

Comments on Appendix D Work and Family Policies: As a working mother butting my head against the glass ceiling, I applaud the recommendations made by the task force regarding work and family issues. I would like to suggest that the recommendation to include a representative from each Directorate to serve on rotation to the Work/Family Center be modified not to exclude those employees who have not held supervisory positions. Given that many women and minorities by virtue of the Glass Ceiling have not had and may not have opportunities for supervisory positions, they should not be invalidated from the opportunity to serve as a representative of their Directorate on this Center. Currently there is at least lip service paid to the precept that not all can become supervisors, and that there is career success without the supervisory path; this recommendation as it stands reinforces the notion that only those in supervisory positions know best. Although I am in a career track that precludes holding a supervisory position within this Agency, I hold numerous supervisory positions in the "outside" world. I would prefer that an interview/file review decide if the candidate for this position has the maturity, interpersonal skills, organizational abilities and delegation skills required to function effectively in this position. Don't close the door to those who are interested and have the potentialand/or qualifications to contribute to this center.

Lori [redacted]
DDS&T [redacted]
[redacted] NHB

ADMINISTRATIVE-INTERNAL USE ONLY

Memo for: Office of Equal Employment Opportunity
[redacted]NHB

Subject: Glass Ceiling Study

1. I would like to complement you on the excellent work being performed under the Glass Ceiling Study. I would like to provide a comment regarding Appendix A, Objective V.

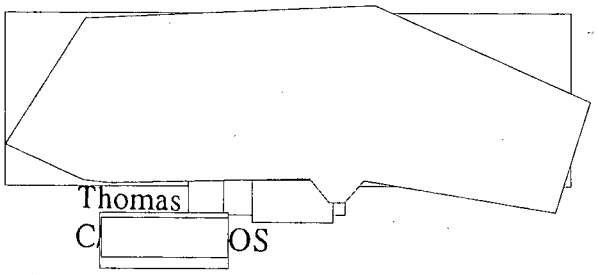
2. Although we all work for the "Central Intelligence Agency", my experience is that there are many quite separate entities within the Agency and that transfer between entities has been getting harder, rather than easier. This limits the opportunities available for every employee and minorities in particular! Many of us have had experience with organizations within the Agency where an expression of interest in an assignment outside that organization was regarded as a clear expression of disloyalty and was probably not career enhancing. Transfers between organizations are particularly difficult when we are in a down-sizing mode, i.e. each organization is trying to stay within it's ceiling. The obvious way to do that is to not consider any candidates from outside the organization when a job opportunity developes. This is perhaps the optimal solution from the point of view of living within ceiling but is certainly not the way to match the best qualified or most deserving person in the Agency with any specific job opening., and as such is hardly likely to be the optimal solution for the Agency or the individual.

3. Currently the "vacancy notice" system is in disfavor in the Office of Security since we are trying to help each employee with a longer term career plan vice the approach of "lets see what opens up in the next vacancy notice " approach to planning. In general career planning is a good idea but is subject to the limitations associated with all plans and with the limited amount of corporate resources available to accomplish lofty goals such as long term career planning and matching people with to be available assignments. I believe that

the vacancy notice system still has a role even in a planned career environment.

4. The Glass Ceiling Study suggests identifying more senior positions for special consideration. This sounds like a reasonable idea, however we all know that more senior positions are based on experience gained and performance demonstrated in even more junior positions. Thus we must pay attention to all positions vice a few token positions at the higher grade levels.

5. In summary, I encourage any efforts to revitalize the vacancy notice system to help insure equal consideration for all employees and not just for those who happen to be located in a "hot" area or in a specific branch, division, directorate, or career service. This will not happen unless the Agency devises a way to manage the ceiling problem (perhaps the DCI could hold a pool of positions to permit greater movement between directorates and career services) and unless we decide again if we are one agency, several directorates, or what?



18 August 1992

Memorandum For: Office of Equal Employment Opportunity

From: Ann [redacted]

Subject: Glass Ceiling Study

The Glass Ceiling Study Task Force report, dated 10 August 1992, is an excellent report, containing, I believe, very achievable goals and making many rationale recommendations. I do have some concerns however, about the approach to "mentoring". "Mentoring" seems to be the newest buzz word and the approach taken is closer to good management than mentoring. You can't dictate a mentor and you can't rent a mentor. Let's not push mentoring so that it becomes a mandatory program - it then looses it's value.

I think that the development of single approaches across the Agency to the recommendations contained in the study would lead to a fairer personnel approach. Each directorate should not be able to deal with the recommendations as it sees fit - makes for confusion and in some cases, decreased attention to the problem in some directorates.

I would like to see the issue of rotating shifts evaluated in relation to the difficulty of child care arrangements and schooling. I was happy to see the issue of dependent access to the buildings addressed for "call-in" situations. [redacted] While I would never have done that, it is wrong that the Agency makes people make these decisions, especially since many supervisor's use women's child care requirements to hold them back from responsible jobs.

Thank you for giving us the opportunity to comment on the recommendations and I look forward to more information from the task force.

Ann [redacted]

OSO/[redacted]

[redacted]

17 AUG 92

EEO

[redacted]NHB

Dear EEO,

After reviewing the latest Glass Ceiling Study I would like to comment on the last bulleted item on page 5 where it says:

> " All employees must be given the opportunity to evaluate management and unit performance, including diversity issues."

I concur with this statement and believe that employees should input into management performance appraisals. Perhaps employees could be queried for their input when it comes time for their supervisor's PAR. This input would be evaluated/reviewed by the appropriate supervisor and perhaps be made available for panel review. Many private industries use this method as a sanity check. I hope this input helps.

Sincerely,

[redacted]

Joe S.

19 August 1992

Comments on Update No. 3, Glass Ceiling Study

I am providing anonymous comments on this study in two areas: substantive and publishing.

Substantive

1. The Task Force report contains many words but few concrete actions. Employees will conclude that the Agency is going to "do" very little except meet, talk, and write about the subject.

2. With the exception of dissemination of the *Balancing Career and Family* handbook from OP (Family Day 1992), there are no calendar deadlines for any other activities (such as the meetings and briefings).

3. I have not heard about a network group for women. I was surprised to read that these are "an important and useful resource." I asked a coworker what she knew about this. She said she she never heard of one. Between us we have 65+ years of Agency service and we are midlevel employees (GS-13). This is surprising.

4. It is disappointing to find the "tokenism" being continued. The selection panels and the Senior Personnel Review Board are to have "**a** female and **a** minority representative." One woman and one minority will have no effect, even if each is the most assertive individual who works here. The composition belies the spoken and written commitment to fairness. It will be impossible for any woman or any minority employee to perceive or believe the "playing field is level" if the panels and the Board comprise a majority of white males. The total number of representatives on these panels and the Board was unmentioned.

5. Celebrating diversity is correct. Emphasizing diversity is counterproductive. We must emphasize our **similarity** instead. Emphasize being male, female, white, black, Hispanic, Asian Pacific, American Indian, married, single, young, old, middle-aged. Emphasize being a northerner (Yankee), southerner, westerner, or midwesterner. Emphasize being an analyst, operations officer, engineer, secretary. Emphasize being a runner or an armchair athlete. It is the focus that is off. To emphasize similarity, the focus needs to narrow rather than widen. Diversity is a two-edged sword. We are positioning ourselves to drop on the sharp edge where we will further fragment rather than on the smooth edge where we could ease relations.

6. I received the Update on August 18. It is difficult to have sufficient time to read, digest, and comment on it in time for the comments to be "received by 24 August 1992."

Publishing

1. "Administrative - Internal Use Only" should be typset (instead of inserted with a typewriter) on the title page.

2. A page should not end with a colon.

3. A pleasing, consistent format is needed. The Roman Numeral Outline format that was begun with Roman Numeral I was discontinued in favor of bullets (rather than Capital Letter A followed by Capital Letter B, and so on) for the next entries.

4. There is a strange indentation of paragraphs given the Roman Numeral Outline format.

5. There is too much space between the bullet and the first letter.

6. The size of type and amount of leading are strange combinations. The cover uses 12-point type with 15-point leading. The body uses 11-point type with 24-point leading (12-point double-spaced). Normal typographic conventions dictate a two-point increase; for example, 12-point type with 14-point leading or 13-point type with 15-point leading.

7. Published material (vice typed material) dictates the use of true left- and right-hand quotation marks (" and ") rather than inch marks (").

8. Published material (vice typed material) dictates the use of an em dash (a solid dash that is twice as long as an en dash, which is a separate mark from the hyphen).

Em dash looks like —.

En dash looks like –.

Hyphen looks like -.

There are specific uses for an em dash, an en dash, and a hyphen. A good publisher (desktop or otherwise) can advise you on these if you are unfamiliar with them. A copy editor should mark any text to be published with these changes.

9. The page lengths are uneven, giving a haphazard appearance to the publication.

10. The hyphen is incorrectly used as an breakdown under a bullet; the correct mark here is the en dash.

11. There are especially uneven left/right margins on the cover, page 1, and page 2 (the first page numbered 1 and the first page numbered 2).

I haven't seen the final report on the Glass Ceiling study but I believe that this issue is relevant to the report based upon the information relayed at the Glass Ceiling briefings. A major part of that briefing involved recognizing that both men and women had a life outside of the office.

My concern is the scheduling for the upcoming Women's Leadership Forum. The course is being scheduled from 1500-1700 on Mondays. Who in the world decided that late afternoon is a good time for a course? For many people, this goes several hours beyond the usual work day. In most offices that I've observed, the standard workday ends by 1600 or 1630. Many women have child-care or other commitments after work. I realize that other courses may run late or are out of town, but then one isn't expected to put in a full day of work before attending. Also, the course dates are published well in advance of the course allowing a woman to decide when she can schedule the time to take it. If this new course is to be a two hour workshop, why not schedule it earlier in the day? My management suggested that my name be submitted for the course. How can I say no without looking like a wimp? I'm almost hoping that I don't get selected because it will cause me a major inconvenience with commuting and family responsibilities.

As the saying goes, let senior managers put their money where their mouth is. If you're going to spend the time developing women, consider it valuable enough to do during business hours - not after.

CONFIDENTIAL

18 August 1992

MEMORANDUM FOR: Director, Equal Employment Opportunity

FROM: Jeffry [redacted]

SUBJECT: Implementation of the Glass Ceiling Study

REFERENCE: Glass Ceiling Study Update No. 3

1. I offer the following comments on the Glass Ceiling Study Task Force report for your consideration. In general, I found the report to be the result of a comprehensive and objective study. However, there are strategies contained in Appendix A, Objective III that I believe require further review.

2. Under Objective III are plans that "each Directorate will offer woman and minority leadership development training", and "shadowing assignments similar to those at NSA will be offered to women and minority officers...". While these are excellent ideas to develop our future leaders, they should not be limited to women and minorities, but rather available to all personnel who show potential. Non-minority males should not be excluded from these developmental experiences if we are to "ensure a more equitable work environment for all employees".

3. If you have any questions or wish to discuss this issue further, I can be reached on secure extension [redacted]

Jeffry [redacted]

[redacted]

CONFIDENTIAL

20 August 1992

TO: Office of Equal Employment Opportunity
[redacted] NHB

RE: Glass Ceiling Study

Having reviewed the Glass Ceiling Study Task Force's recently circulated report, I feel that the programs outlined in the appendices -- which purport to be aimed at "creating an equitable work environment" -- in several instances cross the line toward instituting a system of minority/female preferences or reverse discrimination.

I believe all employees should be judged on their abilities alone. While the authors of this study might claim to hold the same belief, their recommendations discriminate on the basis of race or gender in several respects. For example:

--Minority and female applicants will have special representatives advocating their cases on selection panels;

--Selection panels must specify what consideration was given to female and minority applicants (This clearly puts pressure on the panel to recommend female and minority applicants for promotion, even if those applicants are not the most qualified candidates);

--The same goes for directorate career development panels charged with "ensuring women and minorities are treated fairly";

--Special "shadowing" and mentoring programs for women and minorities give these employees developmental opportunities not available to other employees.

The overall effect of these measures is to create an environment where managers feel pressured to favor women and minority employees regardless of ability in order to show they can "manage diversity." This attitude is already evident, as some Agency recruiters and managers consider finding a marginal minority candidate more important than finding a highly-qualified candidate who doesn't "diversify the racial mix." The inevitable result will be that "majority" employees will feel slighted and minority employees (regardless of individual competence) will be seen as the beneficiaries of set-aside programs.

~~SECRET~~

Dwayne [redacted]

[redacted] OHB

[redacted] secure

[redacted]

MEMO: August 20, 1992

TO: Office of Equal Employment Opportunity

FROM: Dwayne [redacted]

RE: "Implementation of the Glass Ceiling Study: Intelligence Excellence Through Diversity"

This memo responds to the re document. I received and read this yesterday and felt I should respond.

I agree with the majority of what you are trying to accomplish. The report, however, was one of the worst examples of writing I have ever seen from a professional organization.

I have had over thirty papers appear in national publications. I could not believe the complexity and convolution of the re paper. You have a good message, but you are burying it in long, loose, twisted sentences.

Why did you triple space the report?

[redacted]

Dwayne [redacted] Ph.D.

An employee of DDS&T/OSO/[redacted]

This memo reflects my views alone and should not be interpreted as the views of my organization.

My Comments on the Glass Ceiling Study: Update No. 3, 10 August 1992

I was rather troubled to find that throughout the process of the Glass Ceiling Study that one group of workers was left out -- single parents. Though the issues that are most important to us -- Family and Work Place -- was covered, we, as a group with special needs was not.

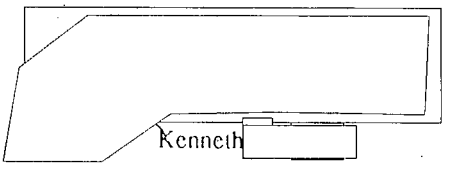
My first concern was when I called EEO to talk to someone about the Work/Family Issue Focus Group. I raised my concern about no single parents being a part of the focus group. I was told by the EEO person, '"that I'm sure those on the group understand your problems and are sympathetic to them." As far as I know the focus group was made up of several older women, meaning they probably didn't have any children at home or if they did the kids were older and child care was not a worry for them, and a Hispanic male with no children. I submit to you that the focus group should have had at least one single parent with child care concerns and other worries that many of us have to deal with on a daily basis. I further submit that if the Harassment Focus Group had been made up of white males and a woman brought up a similar concern and was told "we understand and are sympathetic," that that would not have been allowed. The make up of the focus group and its attitude of not needing to have a single parent as a member implies that single parents and their concerns are not a high priority.

This implication is also evident with the lack of having a Single Parent Task Force being formed to examine the troubles we encounter and the concerns we have. The Agency is being directed to form one for another minority group that was left out of the initial Glass Ceiling Study -- Disabled and Hearing-impaired. Given that single parents are a fast growing population in the country and in this area, and given that divorce is higher then normal within the Agency because of the type of work we do, I believe that the Agency must confront the issues that are important to single parents. I believe that if the Agency looked at its population, it would find that this group is really very large, and the problems encountered by its members many.

It seems that because we don't have a network group to watch out for our interests, we've been forgotten.

As a footnote I must inform you that when issues have been brought to the attention of my Office Director, she has been very good at taking action to address the concern.

If I can answer any questions that arise from this memo, please contact me on secure [redacted] or open line [redacted]
Thank you for seeking my input and for taking the time to read this memo.



OIA [redacted]

August 17, 1992

To: Office of Equal Employment Opportunity

Subj: Comments concerning update #3 of the Glass Ceiling Study

1. In Appendix A, Objective I, the language seems a bit discriminatory. To ensure that specific groups are included "..including a female and a minority representative.." without citing other groups is in fact discriminatory. Perhaps non-discriminatory language could be used.

2. Continuing with Objective I - to require the panels to comment on consideration given to female and minority applicants, without also commenting on consideration given to Caucasian males, is discriminatory. Again, any policy favoring or highlighting a particular group is a discriminatory policy. These comments also apply to Objective II.

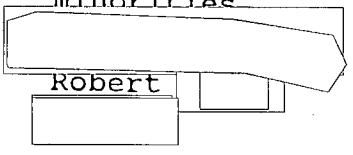
3. Objective III - "Each Directorate will offer woman and minority development training." Is this training to be implemented only for those groups? Or are all groups to have leadership development training?

4. Objective III - "Shadowing", again, another discriminatory practice to offer a program only to select groups of people.

5. Objective IV - to state that "..minority and female employees will use the network groups as informal conduits;..." while requiring managers to solicit input from the groups is in fact transforming the groups into a formal conduit. Discriminatory.

6. Objective V - Wonderful!

7. Objective VI - The proposed tracking system will force managers to give greater weight to woman and minorities. While this may be the goal, it certainly is not fair for all. If the goal is to ensure that woman and minorities receive fair representation, then assignment panels should be tasked with the function of documenting everyone who is considered - not just females and minorities.



MEMORANDUM TO: OEEO -

SUBJECT: Comments on Glass Ceiling Study TF

FROM: Arthur [redacted] FBIS

1. I fully believe that the CIA must ensure an equitable work environment for all of its employees. However, I feel that the bureaucratic solutions devised by the task force will overburden managers and the administrative system itself, with relatively little payback in greater equity for all employees. The report is far too prescriptive - eliminate most of the "musts" in the report, and it would be far easier to swallow: As noted in the report, positive initiatives to meet the glass ceiling challenge have begun in many areas of the agency. Women and minorities do not occupy their just share of SIS positions, but they are increasingly prominent in the pipeline leading to SIS status. There are certainly individuals and work units remaining among the unconverted, and managers must have incentives, tools, and the will to root them out. But I feel that the task force far overstates the case when it says that "It is imperative for Agency officials to sustain the effort if there is to be any hope for its success." This implies that the dominent Agency culture is hostile to equity for women and minorities. I do not feel that this is the case, though it certainly was so in the past.

2. An historical perspective never really supplies balm to current problems, but having seen the changes wrought over the past 25 years (mostly in the past 15) and having sat on panels for many years I have some feel for the problem as it was and as it is. I saw women and minorities consciously disadvantaged prior to the mid-'70's, with little thought that this was not the natural order of things. As I was fortunate enough to have female bosses during much of this period, it helped me get the point that perhaps something was wrong. Some of the sixties consciousness began to creep into the Agency in the '70's, encouraged by the congressional oversight legacy of Watergate and civil rights legislation. There was some improvement in numbers, but anyone sitting in a panel could see that these changes were not integral to Agency culture. Most of us still had to be reminded that we should rate women irrespective of family status or that blacks didn't have to be superstars to deserve promotion.

3. After a few years overseas, I returned to the States in the mid-'80's to find that the ideal of equity was mouthed by many, but discussions often revealed that conversion was exactly skin deep. When I returned to work in HQ in early '91 after another overseas tour, however, I was struck by the impression that we as an Agency had finally inculcated ideas of equity into our base culture. I cannot prove this impression, but the growing number of women and minority GS-15 officers around me offer some confirmation. As cultural change does not occur quickly, I feel that momentum is now working in the direction of equitable treatment for all. Agency management should continue to monitor progress, foster diversity, and reward achievements in this

area. They do not need to take heroic efforts in order to maintain "any hope for success".

4. Re the section on Commitment of Senior Agency Management, I agree with most of the points raised, but suggest we remove some of the bureaucratic imperatives, stressing the carrot rather than the stick. The DCI is and must be the focus for strssing equity, but each DCI has his/her own workstyle and I would not commit future DCI's to annual offsites on a glass ceiling study that will in the next few years be overtaken by new studies. This would leave a future DCI who didn't want to have such an offsite faced with the choice of continuing a ritual he/she didn't believe in or sending an unwanted signal that equality is not important. For similar reasons, I would not want to create an EXCOM-level deputy director for human resources, though OEEO might be renamed and its director given some additional duties. Senior management should continue meeting with disabled and visually and hearing-impaired employees to determine their problems and requirements, but I am not sure what would be accomplished by a glass-ceiling type study to address their situation.

5. On Accountability, the detailed action plans are too detailed and too prescriptive. Followup studies on glass ceiling issues should be made part of IG investigations, OMS surveys, and other studies as required. The question of employee rating of managers is a complex issue, and if it is undertaken it should probably be limited to certain areas of managerial performance.

6. A few specifics on the appendix:

* Assignments Process- publishing all key or developmental assignments will lead to bureaucratic impasse and eventually to much employee disillusionment. Generally, offices try to promote from within to provide opportunites for those inside their organizations. This actually helps employees without formal training and degrees to learn specific jobs around them and compete for those jobs--they would be disadvantaged if a completely open system were implemented. It is, of course, likely that the system would continue to favor in-house candidates while paying lipservice to open recruitment. This would result in discouragement and bitterness among those who tried and failed to get a job and a huge waste of time for applicants, personnel offices, and managers.

* Interview teams consisting of future colleagues are often a good idea in assessing applicants, but they should not have to justify and rank order applicants. I have also found that such peer teams can be extremely intolerant when applicants differ from group norms, and I would not recommend that they supply the only assessments

*Selection panels should not have to justify in writing how they placed each applicant or even each female and minority applicant. It would take too much time and quickly degenerate into an exercise in rhetoric.

*I am not sure what a selection board namecheck with OEEO would accomplish. In general, avoid red tape whenever possible.

*As noted above, the use of "already has a qualified candidate" should be permitted

*A tracking system to measure progress in women/minority equity is needed, but I would limit it to tracking those actually chosen for assignments in specified grades (why track consideration? - you can consider everybody). This should not be restricted to line assignments. We do not want to discourage minority assignments to highly visible and important staff jobs.

Feedback:

* Objective I - not all awards have set criteria, so would eliminate this phrase.

Diversity Issues:

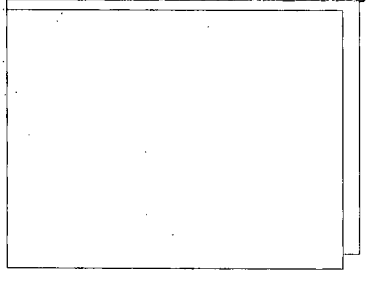
* Racial harassment is clearly unacceptable, but there may be legal issues here which differentiate it from sexual harassment, many forms of which are criminal and subject to local law. No problem with the idea of a policy being enunciated and employees trained to deal with it.

* Stereotyping must be discouraged, but I do not feel that heads of career panels are always in a position to see that it never affects decisions. Nor would I put these activities on the level of mandatory reporting to deputy directors.

Work/Family Issues

* A handbook is a good idea, but eliminate the presciptive language about mandatory annual updates and senior manager cover notes. Some of the activities suggested in this section have clear legal or security implications or require congressional approval. Others, such as increased parttime employment and the work/family center, require resource allocations difficult to identify during downsizing.

Thanks for your attention.



UNCLASSIFIED

MEMORANDUM FOR: Office of Equal Opportunity Employment
Glass Ceiling Study Task Force
Room [redacted] NHB

FROM: David [redacted]
Chief, Intelligence Training Division
Office of Training and Education

SUBJECT: Comments on Glass Ceiling Update No. 3

1. Thank you for making the Glass Ceiling Study Update No. 3 available for employee comment. It is a fine piece of work that captures the spirit and the intent of the initial findings. Its implementation recommendations are sound and potentially effective.

2. I have but one general comment and one specific comment about the implementing recommendations. First, the implementation plan appears to have taken on a scope far broader than that perhaps envisioned by the original drafters of the Glass Ceiling Study. That is all to the good, because it recognizes that the observations and concerns raised in the study are universal. Indeed, the title of the implementation plan, "Intelligence Excellence Through Diversity," recognizes that fact. My concern arises because the Glass Ceiling inquiry and process, in the minds of many connected primarily with gender issues, has been forging ahead so strongly and so capably that it appears to have superseded other efforts in the Agency to assess and implement workforce diversity issues.

3. If my observation is correct, I believe that someone in authority, whether from OEEO, the EXDIR, or the DCI himself, needs to state unequivocally that this is the defining document on the Agency's diversity efforts. I fear that not to do so raises the prospect of a multiplicity of well-intended goals promulgated at the Agency, Directorate, and Office level that employees and managers will have to meet and on which they will have to report. This can only lead to confusion.

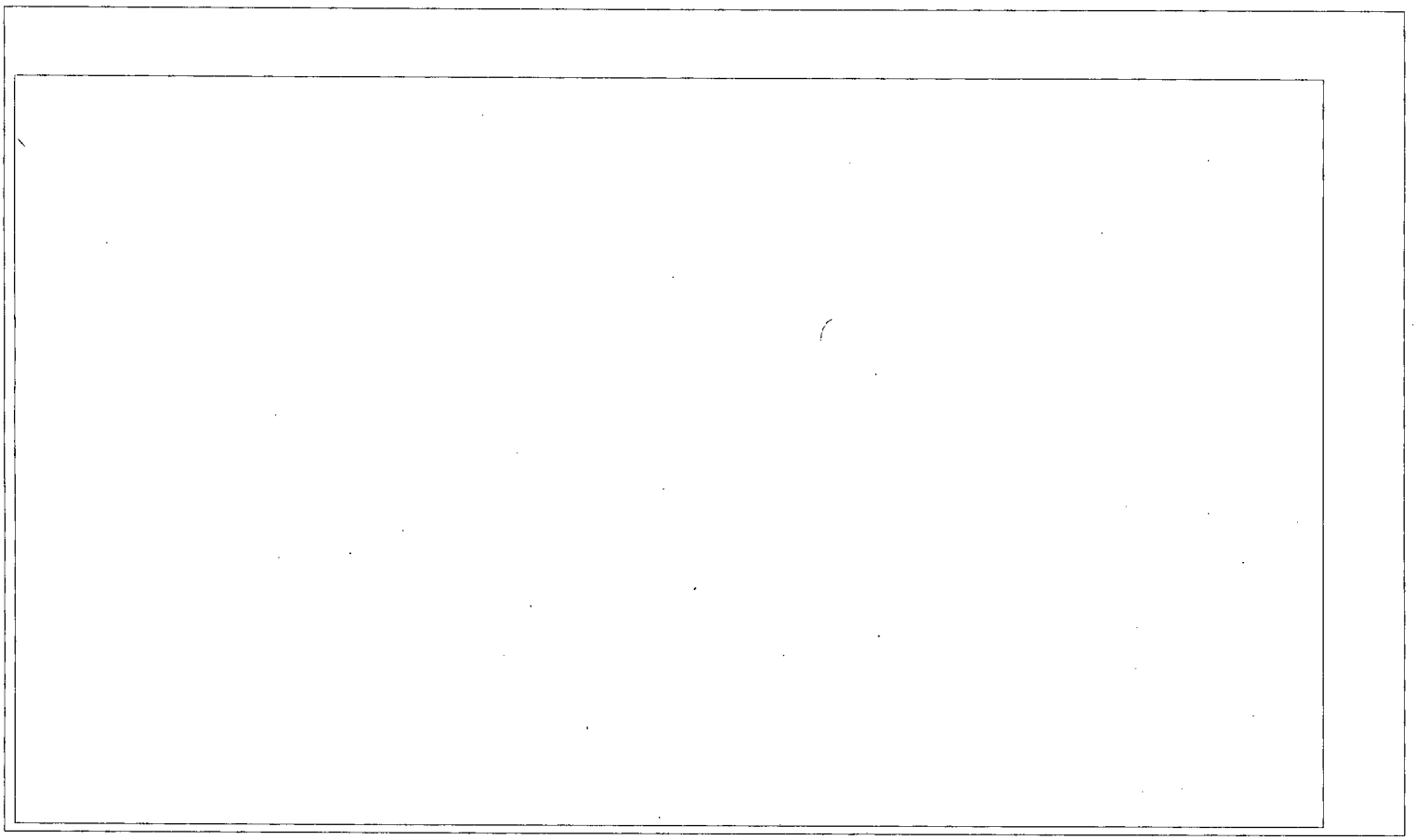
4. My second, more specific concern is the recommendation in Appendix A (Assignment Process) that "Selection panels will address in writing what consideration was given to female and minority applicants" and that "The Senior Personnel Review Board will provide to the DCI its recommendation, a written justification of its rank order of nominees, and a record of consideration given to minority and female officers." (Appendix A, pages 2 and 3.) I understand the intent of the recommendation, which is to assure that women and minorities are given the same opportunities for consideration for assignments as white males. The implementation of such a recommendation, however, implies reverse discrimination when none is intended, and can only lead to suspicion, skepticism, and distrust.

UNCLASSIFIED

5. The earlier recommendations (beginning on Page 1 of Appendix A) already contain appropriate safeguards to assure that women and minorities are considered equitably for assignment to developmental and managerial positions. Specifically, they recommend that selection panels must include a female and a minority representative; interview teams must include minority or female representatives; and teams and panels must recommend and *justify in writing* the rank order of applicants. I fear that to go beyond obvious concerns for equity and fairness to force an exceptional process specifically for women and minority applicants will be counterproductive and corrosive. To do so makes race and gender an explicit consideration for some applicants but not for others. Indeed, as a manager, I would be more concerned that we have a system that assures that the applicant pool for an assignment will be filled with the most diverse collection of capable people as possible, rather than one that chooses (or is perceived to choose) from among the applicants on the basis of race or gender.

6. I would be happy to discuss these comments further. Please call me on [redacted] or via [redacted] to userid [redacted]

[redacted]



19 August 1992

COMMENTS ON GLASS CEILING STUDY,
Update No. 3, dtd 10 Aug 92

Comments are as follows:

MAIN TEXT

P. 3 2d bullet. The EEO should not be expanded. We need case officers, computer programmers, analysts, etc., not more bureaucrats. This smacks of empire-building at a time when the rest of us are facing budget cut-backs.

P. 4, 1st bullet. We do not need a deputy director for human resources. This is another SIS position. Adding more fat in a time of austerity is not what we need.

P. 4, 3d bullet. Excellent idea. Handicapped employees--unlike other special interest groups--face a number of legitimate, special obstacles. It is ironic that they were originally excluded.

P. 4 Add bullet: "Implement a yearly survey of white males to track the scope and effects of reverse-discrimination. The results should be briefed at the yearly DCI-EXCOM off-site."

P. 5 Bottom para. Delete second sentence. I do not have an obligation to work for your objective because it is based on a lie--that our current environment is inequitable and needs to be fixed with a radical political agenda.

APPENDIX A

P. 2, 4th bullet. Delete this recommendation. It is red tape that is not needed if female and minority members are on the panels.

P. 2, 5th bullet. Explain what "a name check with EEO" is and why it is needed. This sounds as if it may be for quotas, or some other list of who is appropriate or not. Also, Delete the last phase "and a record of the consideration given to minority and female officers". It is red tape that is not needed if female and minority members are on the panels.

P. 3, Objective II, 1st para. Delete the phrase "with special emphasis to ensure that women and minorities are treated fairly." Obviously, any "special emphasis" for select groups of people is, by definition, unfair.

P. 4, 3d bullet. Delete this. There is no such training for white males, thus it is unfair and

contradicts the alleged principles of multiculturalism--inclusiveness and a comfortable workplace for all.

P. 4, 4th bullet. This too should be deleted or at least opened up to include white males. What is the reason for denying white males this opportunity?

P. 5, Objective IV. This is the most repulsive idea in the entire implementation package, and is totally unacceptable. Special interest groups have no place in the assignments process. To do so would put radicals with self-serving political agendas in positions of authority with absolutely no mechanism for accountability. You have not explained why special interest groups should have this authority, while I have no mechanism for input. These assignment decisions should be made by managers--that is what they get paid to do. If this is unfair, then why not open the whole thing to free elections so everybody has a say?

P. 6, Objective VI. Delete this. The US Army is being sued in federal court over precisely this kind of promotion and selection system. No matter what words you use, this is still a quota system: "... determine the number and percentage of women and minorities..." is a quota; "...will determine the percentage of women and minorities..." is a quota; and "These statistics..." refers to a quota.

APPENDIX B

P. 3. Objective III. Training alone will not eliminate "the fear that giving negative feedback to a woman or minority might result in an EEO complaint." Please explain how you will protect managers with the guts to do this? Unfortunately, this idea goes against real-world experience, and the threats by upper-level managers against both supervisors and line personnel who question some of the aspects of multiculturalism.

P. 4, 4th bullet. Once again you have excluded white males. If mentoring is a good idea, as most of us believe, then everybody should be included. Otherwise, delete this. Favoritism and cronyism for any group is wrong.

P. 4, 5th bullet. Change "will" to "should consider". It reads a little less arrogant.

P. 4, 6th bullet. Excellent idea, and long overdue. We should however, keep performance evaluations to those who mentor employees who are new in their positions (one or two years). Somewhere there has to be a break in the mentor-mentee relationship. Otherwise this recommendation could be interpreted as evaluating an SIS for mentoring a GS-15 who has been in the same job for years. Sounds like the alleged "good old boy network" that the agency is trying to eliminate.

APPENDIX C

P. 2, 3d bullet. Delete this. Placement should be based on matching employees talents and

interests with the needs of the service, NOT on breaking some "mold".

P. 3, 3d bullet. Delete the reference to contractor-run courses. Those that I have attended have been an expensive waste of time and money. The taxpayers do not need their money spent on this kind of fraud.

APPENDIX D

P. 1, line just above Objective I. Replace "the best" with "good". The best employees are not necessarily those with families. This sentence as written reads as a slam against single (no family) employees.

P. 2, 1st bullet. Replace "cultures" with "components". The only culture at the agency should be the American culture.

P. 2, bottom bullet. The tandem couple and contract spouse stuff sounds very good, but how do you ensure that such couples do not have an unfair advantage? Often, these kinds of programs end up creating a disadvantage for singles, singles parents, and one-wage earner households.

P. 3, bottom bullet. Change "develop and implement" to "Consider developing". In the first tick, referring to dependents' access to buildings, we have had good reasons in the past not permit this. There are good legal, security, and safety reasons against this. Maybe the proponents of this policy should have a popcicle melted on their keyboards.

P. 4, Objective III, 2d bullet. This should not be headed by another SIS position. You have recommended enough of them. At best this should be a collateral duty for an SIS.

P. 5, 1st bullet. Delete. This is another reference to quotas. Only a radical would care about what mixture the staff is.

24 August 1992

Office of Equal Opportunity, Room [redacted] NHB

Comments re Glass Ceiling Study Update 3:

For a report dated only 10 August and received a week later in our office, there was insufficient time to study the document in detail and provide a thorough set of comments on it by the indicated deadline. Nevertheless, a few remarks are in order.

After hearing the briefing on the Glass Ceiling study I came away with the strong conviction that there are ceilings that apply to *all* employees--not just women and minorities. Though I recognize there are extraordinary measures that must be taken to correct injustices and inequities regarding those employees, the glass ceiling issue can, and should, be defined to reflect the interests of all employees. The rules of conduct, decency, common sense and fairness must apply to everyone. There were two instances in the report where I felt that the suggestions were important enough that they should *not* be qualified and the text should be changed:

> Each Directorate will establish a career development panel consisting of line management to examine and guide the career development of each Directorate employee, ~~with special emphasis to ensure that women and minorities are treated fairly~~. [Appendix A, page 3]
>
> Components will sponsor mentoring programs for current employees ~~with emphasis on women and minorities~~. [Appendix B, page 4]

With regard to the first of these items, if the desire is to get management to play an active role in guiding the careers of its employees, then why do the subsequent bullets reflect a passive, bureaucratic role? These panels should do more than merely "set up procedures to accept inputs" from the employees or to "establish timetables for monitoring progress." What, where, and when will steps be taken to force management to play a more active and aggressive part in guiding its employees?

With regard to the second point, I would have expected a much stronger statement regarding mentors. We shouldn't just "offer" mentoring to new employees--we ought to ensure that each and every new employee is *assigned* a mentor.

And why aren't "shadowing" assignments offered to employees other than women or minorities? (See Appendix A, page 4)

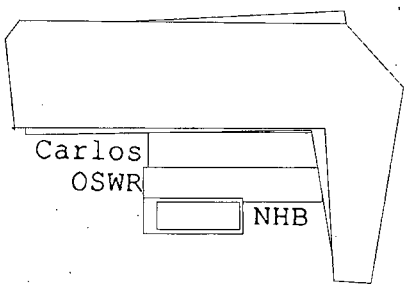
Feedback and communications improvement is extremely important, but it should apply to day-to-day affairs of a general or substantive nature, as well as personnel matters having to do with individual careers and performance. With regard to the statements in the report, I would hope that information passed to an employee is honest and candid, as well as accurate. With regard to the provision of career service evaluations, I would suggest that this be made mandatory, even to the point of supplying an employee with his evaluation and ranking on an annual basis in a sealed envelope that the employee can open or destroy as he/she wishes.

There is a lack of specificity and directness in many of the recommendations in this update. I was disappointed to see that some of the actions merely relegated the problem to the obscurity of yet another study or group evaluation for further work or review.

But there is, perhaps, one (and maybe only one) statement in this report that is *very* direct, and I take issue with it. That statement, regarding vacancy notices, appears at the top of page 6 of Appendix A:

> *The use of "already has a qualified candidate" or other comment that discourages qualified candidates from applying* ***will be eliminated.***

This violates the statement--made on the previous page--that the vacancy notice must include more information. Given that many openings can and do have qualified a-priori candidates (it's a fact of life), it is only fair to advise applicants of their existence. It does not seem to me that this will discourage qualified applicants at all, and to fail to announce this fact would improperly represent the situation. Finally, it is incumbent on the issuing office to ensure that all applicants are treated fairly and equitably. Including this qualifier serves as a spotlight and will help force the selection process to be carried out properly.



UNCLASSIFIED

3:16 PM Friday, August 21, 1992

NOTE TO: Melissa [redacted]
FROM: Deborah [redacted]
SUBJECT: glass ceiling study

I want to offer a comment on one of the issues raised in the glass ceiling study. One of the appendices discusses the question of parents bringing children into the building late in the day when they are waiting to read off on a piece of current intelligence. I gather that OS is considering its policy on this issue. I would simply like to state that many parents, both men and women, would benefit greatly if the policy allowed them to bring children in late in the day. In my case, I have a daughter in the day care center here at headquarters. The center closes at six. On days when I have to stay late to finish a NID, it would be enormously helpful to me if I could pick her up and bring her into the building. I would be able to supervise her adequately, because at that time of day, I am usually simply waiting to "read off" with the NID staff. My only alternative is to bring her home and then return to read off, which is disruptive to both work and family life. Both would benefit if she could come into the building for those brief periods of time. Deborah [redacted]

UNCLASSIFIED

MEMORANDUM FOR: Office of Equal Employment Opportunity

FROM: Pat [redacted]
DI [redacted]

SUBJECT: Reactions to Glass Ceiling Study Recommendations

1. My initial reaction to the study is that it lacks specific goals. If the Agency is to make progress in creating an equitable work environment, then I believe the recommendations of the group should include goals that clearly state increased percentages of women and minority officers in higher graded positions over the next five years. The goals should assign annual increases until women and minorities reach proportional representation in upper management.

2. The report states that "...progress will be achieved only if senior Agency managers visibly demonstrate their commitment by both words and deeds." Yet, this report offers recommendations for each Directorate's **consideration**. I believe Mr. Gates needs to demonstrate by his words and deeds that the time for "consideration" is passed, and now is the time for specific action.

3. The study also does not address real accountability. Although it requires the Deputy Director of each Directorate to report on the progress made during the previous year and to present a strategic plan for the following year, those plans and goals can focus on awareness training and expanding the vacancy notice system. The Directorates can spend years on training and have no measurable improvement in the numbers of women and minorities breaking the glass ceiling. The Directorate of Intelligence has spent the last three years on diversity awareness training; yet the number of women and minorities in key managerial positions has not improved markedly. A token female or minority is not enough. Maintaining the status quo is not enough.

4. One of the specific objectives recommended that offices empower employees to play a more active role in their career development planning and ensure systematic feedback from managers on career development. I believe the Directorate of Intelligence's Career Development Branch plays a major role in helping individuals develop a plan. However, there needs to be a central career development center, staffed by individuals from each of the Directorates, that can service the needs of the entire Agency and broaden the opportunities for all employees.

[redacted]
Pat [redacted]

Memorandum for: Office of Equal Employment Opportunity,
Room, [redacted] NHB

Subject: Comments on Glass Ceiling Study

From: Joanna [redacted]

1. I am impressed by the intent of the glass ceiling study, but disturbed that the agency appears to ignoring issues of religious diversity within the workforce. I believe that to convince minorities that the agency really seeks to eradicate stereotyping, the organization must do more than establish working groups and task forces. It must look closely at day-to-day behavior and consider the type of messages that are being sent.

2. This past December, several weeks after attending my second multicultural seminar, I entered the new headquarters building--on the same floor as the EEO office--to the sounds of the Keynotes singing religious songs about the arrival of the savior. For Jews, who believe that the messiah has not yet come, it is unsettling to encounter such a message in the work place--particularly a government workplace. Over the last eight years, I have been invited to innumerable office "Christmas Parties" and have met with resistance or scorn when I suggested that this is insensitive to non-Christian agency employees. I also find it intriguing that while the agency is unable to serve matzoh during the Passover season, the cafeteria has been able to serve up fish every Friday, corn beef and cabbage on St. Patrick's day, and to decorate and put out candy canes at Christmas.

3. Non-Jews consider these type of incidents trivial and most Jews within the agency have adopted an attitude that these things will never change and must be accepted. I see them as a reflection of the agency's lack of concern about this particular area of multicultural diversity. Religious diversity is an issue that is skimmed over--or virtually ignored in agency-sponsored multicultural seminars. At my first multicultural seminar, I arrived several minutes late--and was told by the leader of the seminar that "late-comers have to sit in front...just like in church." At my second multicultural seminar, I read an appallingly sweeping description of "Jewish Americans" in the informational handouts. I was not surprised to find that when questioned, the instructors unable to elaborate on this category; I have never met a Jew who defined him/herself in this way. As with other religious groups, most Jews define themselves according to their ethnic background, i.e. German, Polish, Russian. Moreover, I found it offensive that Jews were singled out in this manner--there was no mention of categorizing other religious groups as Protestant Americans, Episcopalian Americans, Islamic Americans, or Buddhist Americans.

4. By focusing only the most obvious multicultural differences--those of race and gender--and ignoring more subtle issues such as diversity of beliefs, I believe the agency fosters an environment where discrimination can continue to flourish. Two years ago, I participated in a recruiting drive with the Washington area recruiter. I was shocked to hear the recruiter describe candidates as "Jew-types" and "fruity-types." The recruiter went further, noting that in the case of "fruity types," "the agency is supposed to admit gays, but has ways of making sure they do not get through the application process." I wonder how many other groups still receive similar "special" screening attention.

5. I recognize that this is a sensitive and difficult issue to tackle, but I believe that it is a necessary part of the agency's commitment to improving the multicultural workplace. In particular, I think it is important that the agency demonstrate that its interest goes deeper than periodic studies and surveys, or temporary task forces. I think there are some small things the agency can do to show its commitment to these issues. Why not include in the career counseling letter, a section devoted to multicultural issues that arise in the workplace. These could be drawn from situations your staff handles, and you might also invite people to write in. You might include a question/answer section that would provide advice on how to handle or be more sensitive to multicultural communication problems. Similarly, you might consider creating a multicultural issues electronic conference in [redacted]. It may be that by creating an avenue for these issues to be discussed more openly, the agency can discover new ways to improve the work environment for us all.

Response to Glass Ceiling Study, Update No. 3, 10 August 1992.

Even though I believe views like mine will probably not be taken into account by the Glass Ceiling Task Force because of the Task Force's likely political motivation, I will submit them anyway in order that I can say that I tried to stem the flow of bad decisions by the agency concerning personnel policies.

Page 1, para 1, 1st sentence.

The intention to create an 'equitable work environment' is good, but implies that one set of values will be imposed - in this case that, to use a phrase well-known to anyone in the EEO field, that only politically correct values are to be imposed. Why not state this and stop the hypocrisy?

Page 1, para 2, 2nd sentence.

The claim that 'There is no trade-off between this objective and the business of intelliegence' is wrong because it overlooks that standards for favorable personnel actions i.e. hiring and promotion are lowered in order to meet de facto quotas.

Page 1, para 2, 3rd sentence.

'Diversity' is not essential to the successful implementation of the agency's mission. Only intelligent, highly motivated employees are essential, regardless of whether or not these employees.

Page 2, Commitment of Senior Agency Management, bullet 1.

The DCI must not emphasize the claims put forth concerning diversity here because it implies that quotas are more important than job performance and will hurt the agency by affecting all employees in two ways. Those helped by quotas may lose incentive to work hard because favorable job actions will be given to them regardless of performance. Those not favored by quotas will lose incentive to work hard because they may feel that they can't get favorable personnel actions regardless of performance.

Page 2-3, Commitment of Senior Agency Management, bullets 2&3.

This is more bad policy because it pressures agency managers to enact quota policies for favorable personnel actions in order to avoid negative pressure from the D/OEEO.

Page 3, Commitment of Senior Agency Management, bullet 4.
Do not expand role or resources of EEO office. This is a transparent move toward empire-building.

Page 3, Commitment of Senior Agency Management, bullet 5.
No more training on multi-cultural or gender awareness. The agency's so-called training program in thses matters to date has consisted of various attempts at brainwashing all employees into accepting politically correct, left wing dogma. Except for those who stand to gain by quota policies, this training is regarded as a complete waste of time by those forced to participate. Also, in an era of diminishing budgets, the agency has better things to do than support the livelihood of those in the Multi-cultural/Gender Awareness cottage industry.

Page 3, Commitment of Senior Agency Management, bullet 6.
Absolutely a good policy if enacted as stated.

Page 3-4, Commitment of Senior Agency Management, bullet 7.
The DCI should only meet with 'network groups' if there are groups to represent all agency employees.

Page 4, Commitment of Senior Agency Management, bullet 8.
Deputy Director of Human Resources? We have a DDA and need no one else. As for the argument that corporations have vice-presidents for human resources, corporations typically have vice-presidents for 10-20 areas of responsibility, and the vice-president for human resources is never regarded as a real 'player' in the corporate world or a contender for the CEO slot. The argument appears to be for a deputy director for quotas - more empire-building.

Page 5, Accountability, bullets 1 & 2.
More bad ideas leading to policies forcing quotas.

Page 5, Accountability, bullet 3.
Employee opinion surveys are fine idea, but need to be evaluated by unbiased personnel i.e. an office such as EEO is going to disregard opinions such as mine in favor of the opinions employees who, rather than admit thier own shortcomings, complain that they are not being promoted because of gender or ethnicity.

Page 5, Accountability.

Do not use the phrase 'equitable work environment'. Say what you mean i.e. only politically correct opinions may be voiced and rewarding good work is inherently sexist-racist policy.

Appendices.

Appendix A

Page 2, Assignments Process, bullets 1 & 5.

Selection panels should be assembled at random, regardless of the number of female or minority menbers. I trust senior agency managers to be able to select the best qualified applicants. To require female or minority membership implies enforcement of quotas.

Page 2, Assignments Process, bullets 4 & 5.

If panels are address in writing what 'consideration was given to female and minority applicants' they should do the same for all applicants.

Page 4, Create a system to permit minorities and females to break out of stereotypical assignments, all bullets.

All of these ideas are bad because it is clear favoritism, will cause rancor among more deserving employees, and reinforces the growing trend that gender and ethnicity are all it takes to advance, and that hard work and competence are irrelevent.

Appendix B

Page 1, Employees receiving information.

Generally good ideas, except for 'diversity management as part of the evaluation of line managers'. Unscrupulous people will use that tired old 'my branch chief is picking on me because I'm a woman/minority' excuse that we are all thoroughly sick and tired of hearing in recent years. Consequently, managers will be afraid to provide any negative feedback to women/minorities, which is unfair to other employees and gives poor-performing women and minorities an inflated opinion of their performance and will lead to problems if they get a manager with the moral courage to evaluate their performance in a fair manner.

Page 3, ..Coaching a diverse workforce, bullet 1.

Cross-cultural skills are a vague, meaningless term. Emphasis should be on ensuring all employees are familiar with traditional American values and norms that all of our forebears from across the world had to learn. To do otherwise encourage the 'Balkanization' of the workforce into hyphenated Americans, each trying to get special breaks for their group.

Appendix C

Page 1, Eliminating Harassment, all bullets.

Eliminating harassment is a worthy goal. However, will this include the politically correct whining about 'white males this, white males that'. If not, don't expect the goals to work if one group has carte blanche to say bad things about another.

Page 2-3, Multicultural and gender training, all bullets.

Training must be carefully monitored by agency managers to avoid the contracting of bombastic clowns who take multicultural and gender training as an opportunity to lambast white males and only have the effect of further alienating groups.

Appendix D

General comments.

The agency is not supposed to be another federal welfare program. Employees must not be allowed to use family as a crutch for special treatment. This discriminates against single people e.g. if person A is at an overseas base and persons B and C apply for the sole remaining vacancy at the base, the fact that person B is person A's spouse must not be a factor in the decision on who gets the slot.