

~~SECRET~~

ROUTING AND RECORD SHEET

SUBJECT: Minutes of Special Executive Committee Meetings on the
 Glass Ceiling Study Action Plan for 4 & 17 September 1992 *(BT)*

FROM: Hythia D. Young
 Director of Equal
 Employment Opportunity

EXTENSION

NO. ER

DATE 30 September 1992

TO: (Officer designation, room
 number, and building)

DATE
 RCD

DATE
 FWD

INITIALS

COMMENTS (Number each comment to show from
 whom to whom. Draw a line across column after each
 comment.)

1 Executive Director
 OHB

30 SEP 1992

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CONFIDENTIAL

ER
29 September 1992

MEMORANDUM FOR: Deputy Director of Central Intelligence
Executive Director
Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Director, Public and Agency Information
Comptroller
Director of Congressional Affairs
General Counsel

FROM:
Director of Equal Employment Opportunity

SUBJECT: Minutes of Special Executive Committee Meeting
on the Glass Ceiling Study Action Plan,
4 September 1992 ~~(U)~~

1. A special meeting of the Executive Committee (EXCOM) was held on 4 September 1992 to discuss implementation of the action plan proposed by the Glass Ceiling Study Task Force. The meeting was chaired by the Deputy Director of Central Intelligence (DDCI). Also present were the Executive Director (EXDIR); Deputy Directors for Intelligence (DDI) and Science and Technology (DDS&T); Associate Deputy Directors for Administration and Operations; Comptroller; Deputy General Counsel; Directors of Public and Agency Information, Congressional Affairs, Equal Employment Opportunity (EEO), Personnel, and Training and Education; members of the Glass Ceiling Study Task Force; representatives of Agency multicultural programs and network groups; Executive Secretary; Executive Assistants to the Director of Central Intelligence and DDCI; staff members from the Offices of the EXDIR and EEO; and other interested observers. ~~(U)~~

2. The DDCI welcomed all participants to the special expanded EXCOM. He said that, in addition to the regular EXCOM members, their deputies, the Glass Ceiling Study Task Force members, and representatives of Agency ethnic and work groups were in attendance to ensure an open and thorough discussion. Noting that additional sessions would be held as necessary to address all the Task Force proposals, the DDCI thanked the Task Force members and others who had assisted the effort. He expressed strong support for creating a more equitable work

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SUBJECT: Minutes of Special Executive Committee Meeting on
Glass Ceiling Study Action Plan, 4 September 1992 (S)

environment, stressing its importance to the Agency's future effectiveness. Recalling his experiences with this same issue in his previous position as Director of the National Security Agency, he emphasized the need for senior managers to go beyond general statements of support to specific actions that improve opportunity. (S)

3. In responding to the DDCI's opening remarks, EXCOM members echoed his commitment to making progress on the issue. They expressed concern about bureaucratizing the implementation process and about failing to address the resource implications of the process or to take all employees' needs into account. They said managers needed to show leadership to create a more open and fair work climate and needed to improve their evaluation, development, and communication with employees. Responding to concerns members expressed about ensuring implementation and holding managers accountable, the EXDIR said his staff, working with the EEO Office, would take the action to track implementation and to develop measures of implementation progress. (S)

4. The discussion of the individual action items from the study report began with those judged straightforward and thus relatively easier to implement. The EXCOM approved or endorsed six actions related to demonstrating the commitment of senior management to enhancing diversity (see attachment). A decision was deferred on a recommendation to create a position equivalent to a deputy director for human resources pending completion of an ongoing study on Agency reorganization. To ensure effective implementation and a central role for line managers, the EXCOM deferred two actions related to ensuring accountability until (1) the EXDIR provides the directorates a strawman plan and timetable for addressing specific items and (2) the EXDIR and DDCI consult with the Inspector General (IG) on guidelines for reviewing glass ceiling issues in IG inspections. The EXCOM agreed that Agency employees should receive both interim reports and a final wrapup on EXCOM decisions on the study recommendations. (S)

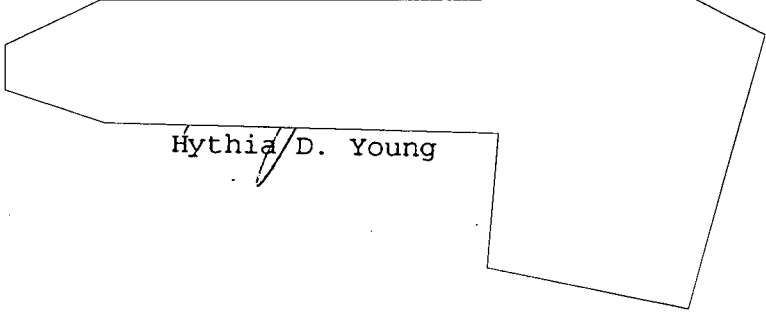
5. The EXCOM approved three actions related to improving feedback and communications, endorsing issuance by directorates of employee and supervisor handbooks and of criteria for awards. To ensure a clear understanding of the Task Force's concerns and intentions regarding a recommended yearly review by each component of its promotion, assignments, and awards process, EXCOM asked the Task Force to discuss that item further and come back with clarification. The EXCOM deferred action on a recommendation that each directorate publish its management tenets, requesting that already published tenets be given to the current Agency Task Force on Performance Appraisals to evaluate and to use in recommending

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SUBJECT: Minutes of Special Executive Committee Meeting on
Glass Ceiling Study Action Plan, 4 September 1992 ~~(u)~~

improvements to employee management, evaluation, and feedback. The DDI and DDS&T agreed to send the DDCI their directorates' handbooks for supervisors. The members agreed that, at the next special glass ceiling EXCOM--scheduled for 17 September 1992--the discussion would start where it ended today, on the item recommending semiannual supervisor feedback to employees. ~~(u)~~



Hythia/D. Young

Attachment:
As Stated

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SUBJECT: Minutes of Special Executive Committee Meeting on
Glass Ceiling Study Action Plan, 4 September 1992 ~~107~~

Distribution:

- Orig - DDCI (w/att)
- 1 - Executive Director (w/att)
- 1 - DDA (w/att)
- 1 - DDI (w/att)
- 1 - DDO (w/att)
- 1 - DDS&T (w/att)
- 1 - D/PAI (w/att)
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- 1 - DD/PAI (w/att)
- 1 - D/OEEO (w/att)
- 1 - D/OP (w/att)
- 1 - D/OTE (w/att)
- 1 - AS Chrono (w/att)
- 1 - AS Subject (w/att)
- 1 - AS/EXDIR (w/att)
- 1 - Executive Registry (w/att)

D/EEO (29 Sep 92)

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SPECIFIC PROPOSALS FOR APPROVAL

COMMITMENT FROM SENIOR AGENCY MANAGEMENT

Page	Action	Action Office	Comment
2	Statement from DCI--Intelligence Excellence Through Diversity	DCI	Use of common theme would tie diversity to mission of Agency
3	Communicate commitment through town meetings	Sr Mgmt	
3	Demonstrate commitment through assignments and awards for those employees with an established record of achievement	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 is charged with assessing the pros and cons. Expand TOR to address this specific issue
4	Disseminate report to all employees on the decisions made by EXCOM	OEEQ/AS	
4	Establish task force to address glass ceiling barriers for the disabled and hearing-impaired employees	CEEO	Implemented

ACCOUNTABILITY

5	Directorates provide plan that addresses specific items in appendices	DDs	On approved actions only
5	Include in IG inspections a review of glass ceiling issues in component and other applicable inspections	IG	This would help alert management on areas needing further attention

ASSIGNMENTS PROCESS

5	This topic will be addressed under specific proposal likely to require further discussion		
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FEEDBACK AND COMMUNICATIONS

<u>Page</u>	<u>Action</u>	<u>Action Office</u>	<u>Comments</u>
1	Each directorate will issue and periodically update an Employee Handbook	DDs	Some Directorates have already implemented
1	Components will review the promotions, assignments, and awards process yearly to determine objectivity and effectiveness	DDs	Annual review would ensure that the processes are clear, easily understood, and fair to all employees
1	Components will publish criteria for awards and names of recipients	DDs	This action would ensure that all employees know the procedures associated with awards. Some components have implemented
2	Each directorate will distribute a Supervisor's Handbook that includes section on performance feedback	DDs	A useful tool for new and more seasoned managers. Directorates have implemented or working on
2	Each directorate will publish Management Tenets	DDs	Such tenets broadly state terms the expectations for managers at all levels of the directorates. Endorsing this would clearly signal the importance of this information being known to all employees. DI has implemented
2	Conduct semi-annual feedback sessions with employees	DDs	
3	Career services will include effective diversity management as part of the evaluation of line managers	DDs	This would be a means of ensuring that managers are accountable for progress in implementing action plans
3	OTE will distribute basic feedback and communications tools	OTE	Tools are available but are not known This would ensure that they would become known
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	DDs	
3	Periodic information will be issued about the EEO and Grievance process	OEEO	Not enough truth is known about these processes and are too often viewed negatively

Page	Action	Action Office	Comments
4	Periodically publicize the importance, purpose, and value of mentoring experiences	DDs	This action would allow learning about the unwritten rules that hinder success within the Agency
4	Directorates include mentoring in Management Tenets	DDs	
4	Components sponsor mentoring programs	DDs	This action would aid the EOD process and improve the performance of all employees
4	Components establish an annual mentoring award	DDs	OSWR and DO has a similar type of award This would reward those who give their time to aid in the growth of others
4	Recognize mentoring in performance evaluations	DDs	Means of accountability

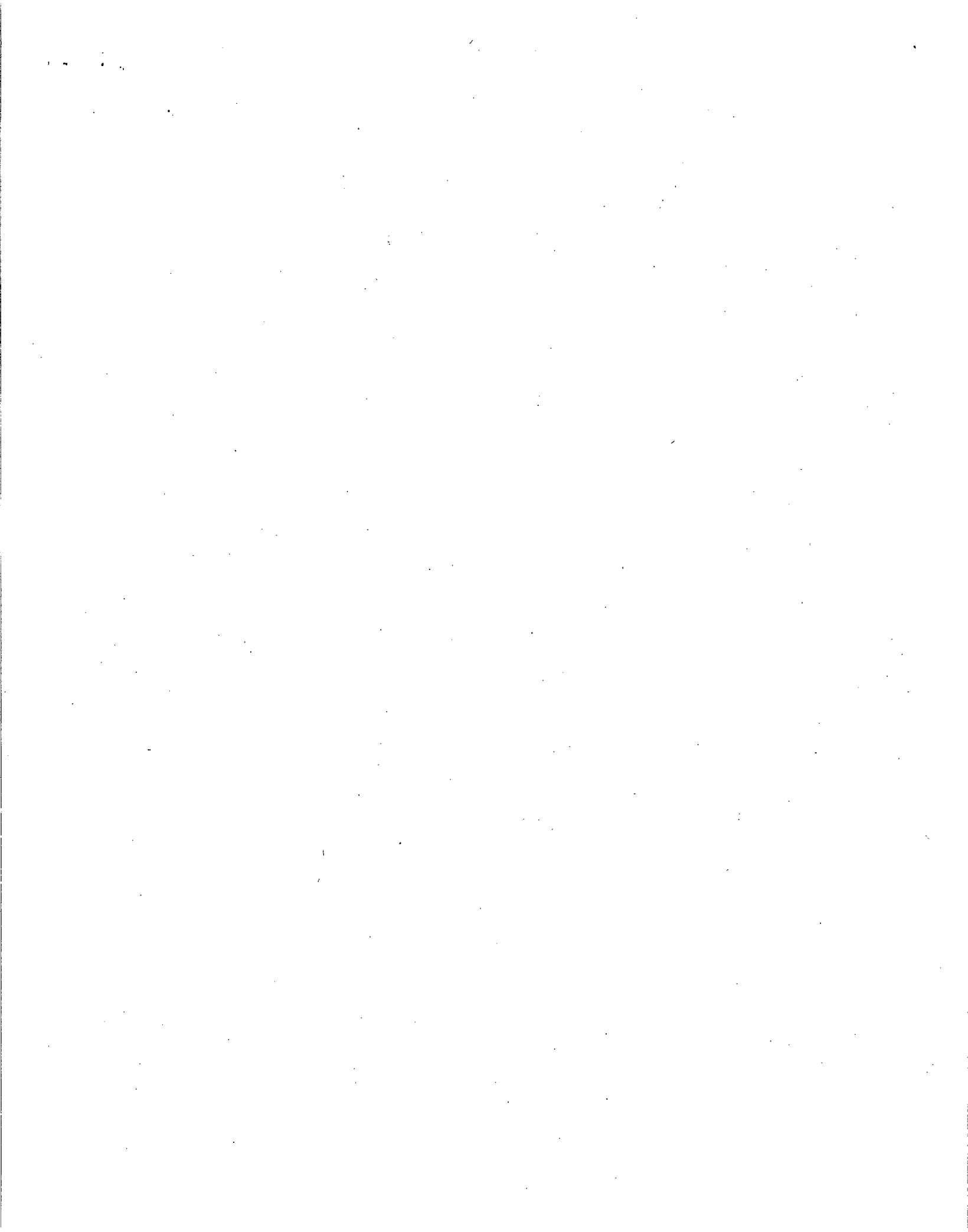
DIVERSITY ISSUES

1	Issue a formal policy addressing racial harassment and communicate DCI's personal message on this subject	OEO	OEO implementing
1	Directorates develop mandatory training segment on harassment	DDs	Some directorates have already implemented, but duration and type of training is inconsistent today
1	Directorates develop mandatory training segment on managers responsibility in responding to harassment in the workplace	DDs	Same as above
2	Career panels take necessary steps to ensure that stereotypical biases held by members do not affect decisions	DDs	Remind them of this responsibility and challenge decisions that appear to have been influenced by such biases
2	Heads of career panels develop precepts/guidelines for all panel members on their role and responsibility	DDs	Some directorates have developed these
2	Career panels or appropriate bodies take a more proactive approach to placing men, women and minorities in positions that will break stereotypical mold	DDs	Perception is that a proactive approach to placing men, women and minorities does not occur or is even considered. Need to monitor and report on this issue
3	Ensure a basic program exists to accommodate harassment and diversity training for all employees at Hqs and in the field	EXDIR/DDs	Most have implemented diversity training

Page	Action	Action Office	Comments
3	Each DD ensure all employees maintain heightened understanding of the importance of diversity issues through training	DDs	Expand diversity training programs as appropriate
3	OTE serves as clearing house for information about internal and contractor run courses that Directorates can use to develop their programs	OTE	Implemented
3	Directorate focal points share information about training programs	DDs	Need mechanisms to facilitate
3	Discuss status of directorate diversity training issues at annual DCI offsite	DDs	

WORK AND FAMILY POLICIES

2	DDs 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	DDs and Heads of Independent Offices	Gives additional "permission" to use these programs in each Agency culture
2	Update Work and Family Handbook annually	CP	Plans are to update annually
2	Develop and update nonattributable information packages on work/family programs for distribution through satellite office and in the field	CP	Sterile copy of handbook will be available and sent to the field. This will allow all employees and families to have the information.
3	Maintain contact with OPM, other IC agencies, and organizations in the private sector to maximize successful policies and programs and tap external sources of employment for spouses	CP	Ongoing. Take advantage of work done outside of Agency on these issues and help spouses make contact for employment
3 - 4	Develop and implement uniform policies on work-family issues such as allowing dependents access to Agency buildings, treatment of part-time employment, the use of annual/sick leave and/or LWOP following childbirth with respect to minimum TIG guidelines for promotion purposes, and to ensure sufficient resources are allocated for part-time assignments	OP, OS, CGC, OTE	Ensures equality of treatment for employees throughout the Agency
4	Ensure key developmental and core courses are occasionally offered in the DC area	OTE	Especially helpful to accommodate single parents
4	Maintain close links with Family Advisory Board	CP	Ensures two-way communications with representatives of Agency families



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ER [redacted]
29 September 1992

MEMORANDUM FOR: Deputy Director of Central Intelligence
Executive Director
Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Director, Public and Agency Information
Comptroller
Director of Congressional Affairs
General Counsel

FROM: [redacted]
Director of Equal Employment Opportunity

SUBJECT: Minutes of Special Executive Committee Meeting
on the Glass Ceiling Study Action Plan,
17 September 1992 (u)

1. The second in a series of special meetings of the Executive Committee (EXCOM) was held on 17 September 1992 to continue consideration of the action plan proposed by the Glass Ceiling Study Task Force. The meeting was chaired by the Deputy Director of Central Intelligence (DDCI). Also present were the Executive Director (EXDIR); Deputy Directors for Intelligence (DDI) and Science and Technology (DDS&T); Associate Deputy Directors for Administration, Operations, and Science and Technology; Director and Deputy Director of Public and Agency Information; Deputy Comptroller; Deputy General Counsel; Deputy Director of Equal Employment Opportunity; Directors of Congressional Affairs, Personnel, and Training and Education; members of the Glass Ceiling Study Task Force; representatives of Agency multicultural programs and network groups; Executive Secretary; Executive Assistant to the DDCI; staff members from the Offices of Equal Employment Opportunity (EEO) and EXDIR; and other interested observers. (u)

2. The DDCI began by noting he had seen the DI and DS&T supervisors' handbooks and found them excellent models for other directorates. He suggested an Agency-wide handbook might be useful. (u)

3. Picking up the discussion of action items (see attachment) where the previous session ended, the EXCOM approved an action requiring semiannual feedback sessions by supervisors

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SUBJECT: Minutes of Special Executive Committee Meeting on
Glass Ceiling Study Action Plan, 17 September 1992 (U)

with employees. Several members called feedback critical to effective employee management. The EXDIR, noting that the strongest managers give feedback constantly, said the value of the semiannual requirement was in eliciting regular feedback from managers averse to such interactions. Discussion followed of what that feedback should include (employee strengths, developmental needs and correctives, and relative standing). Members also outlined their view of the essential elements of an effective performance appraisal and promotion panel system. (U)

4. The EXCOM approved 10 other actions related to enhanced feedback and communications. These provide managers with additional feedback tools and with enhanced training in general feedback skills and in cross-cultural communication. Other actions approved concerned increasing employees' knowledge and understanding of the EEO and grievance process and making greater use of mentoring. (U)

5. Turning to diversity issues, the members approved three actions addressing racial harassment and two related to preventing bias in promotion panels. The EXCOM deferred action on a requirement that panels give women and minorities more stereotype-breaking assignments until the EXCOM has discussed the more challenging set of action items, including several on improving the panel process. The members approved five actions related to enhanced diversity training. (U)

6. Expressing commitment to Agency-endorsed work and family policies, the EXCOM approved seven actions in this area. These included requiring Office directors to express support for such policies in covering memorandums to accompany the new Work and Family Handbook when it is disseminated throughout the Agency. (U)

7. Responding to members' expressions of concern about the significant amount of time consumed in discussing each action item individually, the DDCI stated that the importance of the issues warranted the time. He nonetheless agreed to consult with the EXDIR to try to devise a faster review process for the next session that would emphasize the five or six most important action areas identified in the study. (U)

Attachment:
As Stated

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Glass Ceiling Study Action Plan, 17 September 1992 ~~(U)~~

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D/EEO/ (29 Sep 92)

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SPECIFIC PROPOSALS FOR DISCUSSION

COMMITMENT FROM SENIOR AGENCY MANAGEMENT

<u>Page</u>	<u>Action</u>	<u>Action Office</u>	<u>Comment</u>
2	Statement from DCI--Intelligence Excellence Through Diversity	DCI	APPROVED Statement to include expectations, education, and progress; verbally and in writing
3	Communicate commitment through town meetings	Sr Mgmt	ENDORSED Continued implementation
3	Demonstrate commitment through assignments and awards for those employees with an established record of achievement	Sr Mgmt	ENDORSED Must be on everyone's docket
3	Hold periodic discussions and annual meetings between senior management and various minority and women's network groups	Sr Mgmt	ENDORSED DD's and Sr mgrs to hold meetings semi-annually Forum TBD by each directorate OEO to assist in scheduling meetings
4	Creating a position equivalent to a deputy director for human resources	EXDIR	Hold action until Reorg TF has completed its study (Jan 93)
4	Disseminate report to all employees on the decisions made by EXCOM	EXDIR	ENDORSED PAI newsletter, Glass Ceiling update bulletins, town meetings
4	Establish task force to address glass ceiling barriers for the disabled and hearing-impaired employees	OEO	APPROVED

ACCOUNTABILITY

5	Directorates provide plan that addresses specific items in appendices	EXDIR/DDs	EXDIR to provide strawman for directorates. EXCOM to revisit timing for completion of directorate plans
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BOLD = EXCOM Decision/Changes

Page	Action	Action Office	Comments
5	Include in IG inspections a review of glass ceiling issues in component and other applicable inspections	IG	DDCI and EXDIR will discuss with IG. EXCOM to revisit

ASSIGNMENTS PROCESS

This topic will be addressed under specific proposal likely to require further discussion

FEEDBACK AND COMMUNICATIONS

1	Each directorate will issue and periodically update an Employee Handbook	DDs	APPROVED Some directorates have implemented or are working on
1	Components will review the promotions, assignments, and awards process yearly to determine objectivity and effectiveness	DDs	Referred back to TF for additional discussion and clarification
1	Components will publish criteria for awards and names of recipients	DDs	APPROVED implement as written
2	Each directorate will distribute a Supervisor's Handbook that includes section on performance feedback	DDs	APPROVED Some directorates have implemented or are working on
2	Each directorate will publish Management Tenets	D/OP	Performance Management TF (PAR) to include in their charter
2	Conduct semi-annual feedback sessions with employees	DDs	<i>Begin discussion with this topic</i>
3	Career services will include effective diversity management as part of the evaluation of line managers	DDs	This would be a means of ensuring that managers are accountable for progress in implementing action plans
3	OTE will distribute basic feedback and communications tools	OTE	Tools are available but are not known This would ensure that they would become known
3	OTE will include eliciting/requesting feedback from managers in new employee orientation training	OTE	

Page	Action	Action Office	Comments
3	Include cross-cultural communication skills in management training courses	DDs	
3	Periodic information will be issued about the EEO and Grievance process	OEE0	Not enough truth is known about these processes and are too often viewed negatively
4	Periodically publicize the importance, purpose, and value of mentoring experiences	DDs	This action would allow learning about the unwritten rules that hinder success within the Agency
4	Directorates include mentoring in Management Tenets	DDs	
4	Components sponsor mentoring programs	DDs	This action would aid the EOD process and improve the performance of all employees
4	Components establish an annual mentoring award	DDs	OSWR and DO has a similar type of award This would reward those who give their time to aid in the growth of others
4	Recognize mentoring in performance evaluations	DDs	Means of accountability

DIVERSITY ISSUES

1	Issue a formal policy addressing racial harassment and communicate DCI's personal message on this subject	OEE0	OEE0 implementing
1	Directorates develop mandatory training segment on harassment	DDs	Some directorates have already implemented, but duration and type of training is inconsistent today
1	Directorates develop mandatory training segment on managers responsibility in responding to harassment in the workplace	DDs	Same as above
2	Career panels take necessary steps to ensure that stereotypical biases held by members do not affect decisions	DDs	Remind them of this responsibility and challenge decisions that appear to have been influenced by such biases
2	Heads of career panels develop precepts/guidelines for all panel members on their role and responsibility	DDs	Some directorates have developed these

Page	Action	Action Office	Comments
2	Career panels or appropriate bodies take a more proactive approach to placing men, women and minorities in positions that will break stereotypical mold	DDs	Perception is that a proactive approach to placing men, women and minorities does not occur or is even considered. Need to monitor and report on this issue
3	Ensure a basic program exists to accommodate harassment and diversity training for all employees at Hqs and in the field	EXDIR/DDs	Most have implemented diversity training
3	Each DD ensure all employees maintain heightened understanding of the importance of diversity issues through training	DDs	Expand diversity training programs as appropriate
3	OTE serves as clearing house for information about internal and contractor run courses that Directorates can use to develop their programs	OTE	Implemented
3	Directorate focal points share information about training programs	DDs	Need mechanisms to facilitate
3	Discuss status of directorate diversity training issues at annual DCI offsite	DDs	

WORK AND FAMILY POLICIES

2	DDs 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	DDs and Heads of Independent Offices	Gives additional "permission" to use these programs in each Agency culture
2	Update Work and Family Handbook annually	CP	Plans are to update annually
2	Develop and update [] information packages on work/family programs for distribution through satellite office and in the field	CP	[] copy of handbook will be available and sent to the field. This will allow all employees and families to have the information.
3	Maintain contact with OPM, other IC agencies, and organizations in the private sector to maximize successful policies an programs and tap external sources of employment for spouses	CP	Ongoing. Take advantage of work done outside of Agency on these issues and help spouses make contact for employment

<u>Page</u>	<u>Action</u>	<u>Action Office</u>	<u>Comments</u>
3 - 4	Develop and implement uniform policies on work-family issues such as allowing dependents access to Agency buildings, treatment of part-time employment, the use of annual/sick leave and/or LWOP following childbirth with respect to minimum TIG guidelines for promotion purposes, and to ensure sufficient resources are allocated for part-time assignments	OP, OS, OGC, OTE	Ensures equality of treatment for employees throughout the Agency
4	Ensure key developmental and core courses are occasionally offered in the DC area	OTE	Especially helpful to accommodate single parents
4	Maintain close links with Family Advisory Board	CP	Ensures two-way communications with representatives of Agency families

SPECIFIC PROPOSALS LIKELY TO REQUIRE FURTHER DISCUSSION

COMMITMENT FROM SENIOR AGENCY MANAGEMENT

Page	Action	Action Office	Comments
2	Hold annual DCI offsite to evaluate the progress made to overcome barriers identified in Glass Ceiling Study	DCI	Consider for this year. Unable to commit for future DCIs
3	Expand the role and resources of the EEO in order to monitor glass ceiling actions		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 of 96
5	OMS expand employee opinion survey and conduct survey on a yearly basis		Resource implications, survey takes about 1 year from beginning to end to complete and would require one full time person to have report done on a yearly basis
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

ASSIGNMENTS PROCESS

Page	Action	Action Office	Comments
1	Directorates publicize those assignments that are key and/or developmental in nature. Review list on an annual basis, and circulate to employees (Key assignments should include all management positions and identification of the types of professional experiences that are considered key		Employees need to know what assignments are considered key/developmental. This would eliminate the veil of secrecy about such assignments, consistent with Agency openness policy, and fosters communications about career goals between employees and managers
2	Establish selection panels (include a female and minority) to consider applicants for key/development assignments. Where appropriate and feasible, interview teams (include women and minority) should interview applicants for these positions and recommend and justify in writing rank order of applicants		This would demonstrate that there is an assignment process to assist decisionmaker and that there is a record of their actions. Female and minority reps are consistent with Agency policy concerning career panel membership
2	Prepare procedures and guidelines for selection panels. Make procedures available to employees		This would be consistent with Agency openness policy and helps remove the perception that assignments are made in secret and at the whim of a single decisionmaker--usually a white male
2	Selection panels will recommend and justify in writing the rank order for those positions for which a DD is the final decisionmaker. Recommendations will be provided to DD. If panel recommendations are not accepted by final decisionmaker, rationale for the selection will be provided to selection panel		Consistent with statement made on previous action and covers case where the selection panel is not the deciding body. Provides feedback to selection panels and creates a written record and later review/accountability

Page	Action	Action Office	Comments
2	Selection panels will address in writing what consideration was given to female and minority representation		Address the concern addressed in Study that women and minorities are "overlooked" when it comes to key assignments, fosters accountability and would assist in preparation of annual directorate reports on diversity issues
2	The SPRB, chaired by EXDIR and including a female and minority rep, will nominate candidates, at least one of whom will be from outside the selecting Directorate whenever appropriate, for assignments at or above deputy component chief or for staff chief assignments. Selection process should include name check with OEEO. SPRB will provide DCI with recommendation, written justification of rank order and record of consideration given to minority and female officers		This issue addresses fact that deputy component and staff chief positions are likely to be main entry points into most senior positions, written record is for accountability for DCI's assistance, name check with OEEO is needed since OIG no longer has cognizance over EEO issues
3	Each directorate will establish a career development panel consisting of line management		This panel will examine and guide the career development of each directorate employee, with special emphasis on ensuring women and minorities are treated fairly (DO has begun using such a system). Perception is that Agency components do a poor job concerning career development
3	Career development panel will set up procedures for each employee to provide substantive input for his/her own 5-year career development plan and goals		Procedures would foster understanding and promote accountability

Page	Action	Action Office	Comments
3	Career development panel will establish a timetable for monitoring progress and be accountable to each individual employee for the validity of the plan		Same as above
3	Career development panel will prepare an annual report for DDs. Progress of minority and female officers must be covered in report		Designed to promote accountability, keep DDs informed, assist in preparation of directorate annual report on diversity issues
4	Directorates will take steps to assist women and minorities to break out of stereotypical assignments. Rotational/exchange assignments within and across directorates will be encouraged		The outlined steps are designed to offer the possibility of breaking or at least bending the pattern that women and minorities appear to be clustered and/or assigned to certain categories of positions
4	Each directorate and E career service will identify positions for rotational/exchange assignments		
4	Exchanges will be arranged for high-performance officers from components with relatively large numbers of minorities in linguistic/cultural/technical specialities		
4	"Shadowing" assignments will be offered to women and minority officers, especially at the GS-13 through GS-15 level.		Shadowing assignments are worthwhile for all promising officers, but given the numbers involved and the relative paucity of women and minority feeder groups, the greatest gain would be made by concentrating on women and minorities
5	Managers will solicit input from the network groups on assignments; minority and female employees will use network groups as informal conduits; network groups will serve as facilitators for management and employees in assignment process		Intent is to solicit input from these groups on efficacy of assignments procedures, encourage employees to use groups to obtain clarification on opportunities, requirements and procedures concerning assignment process and other related matters. Objective is to make greater use of these groups for managers and employees to bridge ethnic and gender characteristics and misunderstandings

Page	Action	Action Office	Comments
5	Encourage senior women and minority officers to assist in providing names of interested women and minority employees to designated points of contact		
5	Vacancy notices will state specific requirements for the position with weight given to desired and required criteria. Whether the assignment is key/developmental will be indicated		The vacancy notice issues aim at making possible assignments and requirements for them known. Agency lacks anything approaching this norm, and this fuels the perception that assignments are filled in backrooms and based on old-boy networks. In a sense, the vagaries of, and at times disregard for, the vacancy system undermines the credibility of Agency managers
5	Vacancy notices will include notations about whether alternative work arrangements such as job sharing could be accommodated		
6	Use of "already has a qualified candidate" or other comments will be eliminated on vacancy notices		
6	All employees will have easy access to vacancy notices, especially those for key/developmental assignments		
6	Establish a tracking system that measures the impact of improvements made in the assignments process to assess effectiveness		The Glass Ceiling Study and our own data clearly indicate that women and minorities are not represented equitably at senior and managerial levels within the Agency. The size and relatively unchanging nature of the feeder groups do not suggest that time alone will rectify this situation. To address or measure this issue, a process is needed, relevant data must be maintained, and managers must be held accountable for what they have or have not accomplished
6	Each directorate will determine the number and percentage of women and minorities considered/chosen for the top 50 (line) vacancies during the most recent fiscal year		

<u>Page</u>	<u>Action</u>	<u>Action Office</u>	<u>Comments</u>
6	Each component will determine the percentage of women and minority candidates considered/chosen for first-line managerial positions in a similar manner as above		
6	Statistics will be reported at annual DCI offsite		

FEEDBACK AND COMMUNICATIONS

Issues may be addressed pending 4 September EXCOM discussion	DDs	Some directorates have already implemented
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DIVERSITY ISSUES

Discussed under specific proposals for approval

WORK AND FAMILY POLICIES

2	Develop and conduct annual survey of work/family policy needs in order to focus the Agency's limited resources on those that are the most pressing	Determine which programs/issues are most important to majority of employees and properly focus on efforts
2	Develop central data base on tandem couples and assignment opportunities	Size the population and improve assignments process. Resource implications
3	Develop central data base on flexible work arrangements used in each directorate	Collect and give access to information and encourage more usage of flexible work arrangements. Resource implications
3	Develop central data base on skill of contract spouses to match with employment requirements for staff positions when they return from O/S	Give credit to contract spouses for Agency contributions by helping and placing them in staff positions. Resource implications

Page	Action	Action Office	Comments
3	Broaden scope of Emergency Leave Bank and broaden other benefit programs		Recognize we cannot make change but can work with OPM and private sector to encourage change for programs of importance to Agency employees. 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		Ensures that managers know about the programs and policies, their flexibility to use them, and the experiences of others who have used them. Resource implications
4	Provide high-level support to the Work/Family Center		Demonstrates Agency commitment and work/family issues, ensure broad Agency participation and communication, centralize related activities, and give clout to the manager. Resource and budget implications
4	Use Family Day or another appropriate forum to announce the establishment of the center		
4	Head the center with an SIS officer		
4 - 5	Draw core staff from OP with appropriate resources from other offices such as OMS, OTE, OEEQ, and OGC		
4	Include a representative from each directorate (home based in that directorate and with supervisory experience) to serve on rotation with a slot supported by the home directorate		This would add broad Agency experience and representation to the center, would aid communications between Center and directorates, and would serve as a visible commitment by each directorate to the Center
5	Ensure center has heterogeneous staffing		
5	Establish a Work/Family Executive Council of line managers and human resource specialists		Council would provide advice and guidance to the Work/Family Center, would serve as soundingboard for new ideas, and would aid in the implementation of new programs and policies