

**SECRET**

**ROUTING AND RECORD SHEET**

**SUBJECT:** Minutes of Special Executive Committee Meetings on the  
 Glass Ceiling Study Action Plan for 19 October 1992 (U)

**FROM:** Hythia D. Young  
 Director of Equal  
 Employment Opportunity

EXTENSION

NO. ER

DATE 27 October 1992

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

DATE  
 FCD

DATE  
 FWD

INITIALS

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

1  
 Executive Director  
 [redacted] DHB

2

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ER [redacted]  
27 October 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: Hythia D. Young  
Director of Equal Employment Opportunity

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

1. The third in a series of special meetings of the Executive Committee (EXCOM) was held on 19 October 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 Director for Intelligence; Associate Deputy Directors for Administration (ADDA) and Science and Technology; Director and Deputy Director of Public and Agency Information (PAI); Comptroller; General Counsel; Directors of Training and Education and of Equal Employment Opportunity (EEO); Deputy Director of Personnel; Chief, Human Resources Staff; DO; members of the Glass Ceiling Study Task Force and of Agency multicultural programs and network groups; staff members from the Offices of EEO and EXDIR; and other interested observers. (C)

2. The DDCI mentioned a new format would be used for this meeting to help focus the discussion on two key issues raised by the study: the assignments process and promotions and awards. Working from a list of questions related to assignments (Attachment A), the DDCI commented that two areas in which the process goes awry in terms of equal opportunity are 1) evaluating and counseling employees and developing a rescue system for those having performance difficulties and 2) making assignments and giving promotions and other forms of reward. He then asked what system defects we are trying to correct. Members said one problem is vacancy notices and that many job openings are not advertised

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or are not known to employees in time to be acted on. The EXDIR added that a vacancy notice system works best in a rank-in-position system but in the Agency case is superimposed on a rank-in-person system. He offered a proposal to improve the fairness and effectiveness of the process by creating an Agency-wide roster registering employees' interest in career experiences suited to their backgrounds and skills. Several members said they liked the proposal, and the EXDIR asked the ADDA to scope out a design that would include sufficient skill and job descriptors to map a given employee's five or six top job preferences against appropriate available positions. (e)

3. Members agreed a problem existed in assigning women and minorities to key advancement positions but believed the critical grade range varied from directorate to directorate. Top performers tended to succeed despite shortcomings in the system, but the next level down needed assistance, such as female and minority representation on assignment and promotion panels to ensure fair discussions. Employees need to receive feedback from panel discussions, and supervisors and managers should be held accountable for giving this feedback. Employees also need assistance in formulating a career plan. The EXDIR noted that some employees fail to develop their skills and competitiveness for higher grades by staying in jobs too long. To encourage movement at lower grade levels, he proposed a policy that would force reassignments at reasonable time intervals and require written justification when a minimum time in job is exceeded. The EXDIR also suggested separating assignments panels from promotions panels. The DA was tasked to explore these suggestions. Chief, Human Resources Staff, DO, said he would make available to the other directorates a description of a new DO assignments process incorporating suggestions of female category B officers. (e)

4. Turning to promotions and awards (Attachment B), the members described the two main types of career boards in the Agency: those dealing with a large overseas cadre as in the DO or the Office of Communications and those where the board members work near and know the employees, as in the DI. The EXDIR noted that, despite the differences, the two types operate similarly. Several members underscored the importance of both the written performance record and supplementary input in panel discussions, which should be documented and shared with the employee and the employee's supervisor. (e)

5. The EXDIR commented on the relationship between the Glass Ceiling activity and other studies, including the PAR Task Force and the ongoing Organizational Review. He suggested holding off

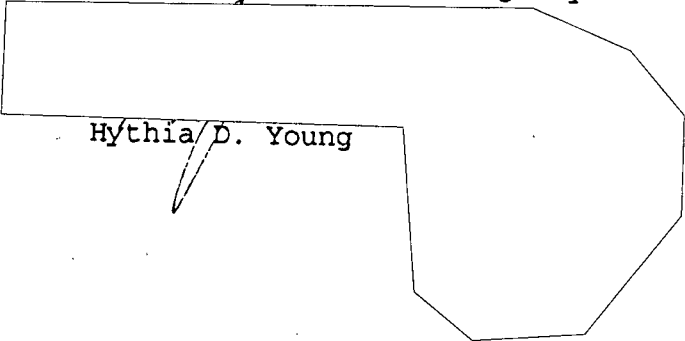
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on major decisions on the assignments and promotion processes until all these study recommendations can be considered together, by December. The DDCI noted he did not want to neglect the remaining action items from the Glass Ceiling Study. To continue that review the members agreed to hold another Glass Ceiling EXCOM on 26 October 1992. They are to come prepared to discuss specific actions they have agreed to take on those items based on today's discussion. After the EXCOM completes the review of the action items, a progress report on followup will be given to the Agency.

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Hythia D. Young

Attachments:

- A. Assignment Process
- B. Promotions and Awards

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27 October 1992

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Executive Director  
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Item B: How can employees learn more about panel operations that promote, recognize and reward people?

- A) What measures are in place that will assure a "level playing field"?
- B) How can employees be sure that their achievements are understood by a panel?
- C) What metrics are kept to show panel performance on diversity issues?
- D) How can employees get feedback on how to improve their competitive standing?
- E) How can awards given outside a panel system be made consistently and fairly?

Item A: How can employees play a more active role in their own career development?

- A) How can they learn of assignment opportunities?
- B) How can they communicate their interests to the proper people in the assignments process?
- C) How can they be assured that they received active and fair consideration?
- D) How can they be assured feedback on this aspect of the career development process?