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**ROUTING AND RECORD SHEET**

**SUBJECT:** Minutes of Special Executive Committee Meetings on the  
 Glass Ceiling Study Action Plan for 17 November 1992 (U)

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

EXTENSION

NO. ER

DATE 23 November 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  
 OHB

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ER   
23 November 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,  
17 November 1992 (U)

1. The fifth in a series of special meetings of the Executive Committee (EXCOM) was held on 17 November 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 Administration and Science and Technology; Associate Deputy Directors for Intelligence, Operations, and Science and Technology; Director and Deputy Director of Public and Agency Information; Comptroller; General Counsel; Director of Equal Employment Opportunity (EEO); Deputy Directors of Personnel (DD/OP) and of Training and Education; 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. *let*

2. Resuming the discussion of action items on the list of more difficult issues (attachment), the EXCOM discussed at length recommended changes to the assignments process. The EXDIR summarized taskings given at previous meetings to the Directorate of Administration (DA) to develop proposals for a roster of employee interest in assignments and for separating promotion and assignment panels. The DD/OP noted that OP was preparing a paper on job competencies that could be used as a template by directorates in identifying their key competencies and related job experiences. The former tasking will be held in abeyance pending decisions on key competencies. *let*

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3. Action items 2-4 under the Assignments Process relate to establishing selection panels for key assignments. Some members expressed concern about requiring directorates that do not now separate promotion and selection panels to do so. The DDCI emphasized the need for some change to the status quo to correct problems with assignments identified in the Glass Ceiling Study and stated that separating the panels might be a good way to shift the dynamic. After considerable discussion, the members agreed to establish common Agency principles for selection panels that, within the bounds of those principles, could be implemented according to local needs. The principles would include (1) identifying key competencies needed for advancement to senior positions and examples of assignments needed to acquire and demonstrate those competencies; (2) separating the meeting dates, if not the memberships, of promotion and selection panels; and (3) requiring that panels interview all applicants for positions who request interviews or who are not known to all members of the panel. The question of requiring interviews for all applicants to ensure equity was raised and elicited concerns about creating busy work and an unnecessary burden on managers. The EXDIR stressed that equity could be achieved by allowing any applicant or panel member who wished to request an interview. He also noted the importance of notifying those considered but not selected for positions that they were considered and of affording them an opportunity to request feedback on the selection process. The DDCI said the barriers to women and minorities indicated some changes to the present system were necessary and requested the O/EXDIR, O/EEO, and DA to work together to implement some of the suggested changes on at least a trial basis to determine how well they work. To help bring focus to the assignments process, the DD/OP agreed to develop a strawman assignment/selection process for presentation at a future meeting. (C)

4. Action items 4 and 5 under the Assignments Process relate to written records of selection panel proceedings. The members agreed it was reasonable to document such proceedings and to provide feedback on selection decisions both to applicants and to nominating panels. The General Counsel questioned the usefulness of written, as opposed to oral, feedback for selection decisions, stating that written justifications create the possibility of litigation. The members agreed the key point was for those not selected to have an opportunity to know what selection criteria were used and which of those they did not meet. Action was assigned to OP to suggest a policy for providing feedback to applicants. (C)

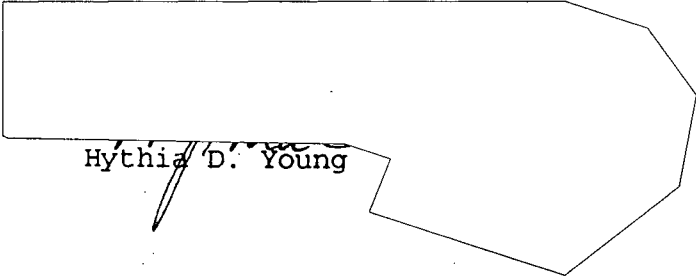
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5. With regard to the next action item, some members felt adding deputy component chiefs and heads of directorate plans staffs to positions for which the Senior Personnel Review Board (SPRB) provides nominee lists to the DCI would add unduly to the board's workload. Other members said the benefits of doing so outweighed the disadvantages: those positions are key breakthrough posts or launching pads for component chief positions and need to receive greater attention and visibility. The members agreed the SPRB would add those positions to its purview. (C)

6. In closing the meeting, the DDCI noted that an additional meeting would be necessary to consider action items not yet discussed. (C)



Hythia D. Young

Attachment:  
As Stated

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*SPECIFIC PROPOSALS LIKELY TO REQUIRE FURTHER DISCUSSION*

COMMITMENT FROM SENIOR AGENCY MANAGEMENT

<u>Page</u>	<u>Action</u>	<u>Action Office</u>	<u>Comments</u>
2	Hold annual DCI offsite to evaluate the progress made to overcome barriers identified in Glass Ceiling Study	DCI	<b>APPROVED</b>
3	Expand the role and resources of the EEO in order to monitor glass ceiling actions		<b>APPROVED</b>
3	Senior management support increased training program designed to increase multicultural and gender awareness	Sr Mgmt	<b>ENDORSED</b> Continue Agency commitment. Training Steering Group tasked to determine who is doing what in Multicultural Training and identify areas or approaches to such training common to all directorates. Report due to EXDIR in six months

ACCOUNTABILITY

5	Independent follow-on to Glass Ceiling Study be repeated in Fall of 1994 to determine level of progress	OEO	<b>APPROVED</b> timing. Whether the follow-on study will be independent or conducted internally is TBD
5	OMS expand employee opinion survey and conduct survey on a yearly basis	OMS	<b>APPROVED</b> OMS survey to be expanded to include Glass Ceiling issues and conducted every two years. Directorates are encouraged to conduct more frequent surveys

BOLD = EXCOM Decision/Changes

Page	Action	Action Office	Comments
5	All employees must be given opportunity to evaluate management and unit performance, including diversity issues. In an effectively managed organization, employees must have the opportunity to express their views and perceptions on the mgmt performance of their managers in general, particularly diversity, and on how the programs and plans implemented to address diversity are working in their units	Sr Mgmt	ENDORSED Performance Mgmt TF to summarize current means by which employees evaluate management and unit performance and recommend uniform Agency policy and standards imposing some type of upward evaluation to include issues such as diversity

ASSIGNMENTS PROCESS

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	DDs	MODIFIED DDs to task office directors to develop a list of competencies and skills needed to advance to middle-level and senior management positions and of jobs or types of jobs in which these competencies could be gained
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	DDs	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	DDs	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	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

Page	Action	Action Office	Comments
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	DDs	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
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	EXDIR	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	DDs	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
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

Page	Action	Action Office	Comments
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	DDs	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	DDs	
4	Exchanges will be arranged for high performance officers from components with relatively large numbers of minorities in linguistic/cultural/technical specialties		
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	DDs	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	Sr Mgmt	
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	Sr Mgmt	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	Sr Mgmt	
6	Use of "already has a qualified candidate" or other comments will be eliminated on vacancy notices	Sr Mgmt	
6	All employees will have easy access to vacancy notices, especially those for key/developmental assignments	Sr Mgmt	
6	Establish a tracking system that measures the impact of improvements made in the assignments process to assess effectiveness	CEEO	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	DDs	

Page	Action	Action Office	Comments
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	DDs	
6	Statistics will be reported at annual DCI offsite	DDs	

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	OP	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	OP	Size the population and improve assignments process. Resource implications
3	Develop central data base on flexible work arrangements used in each directorate	OP	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	OP	Give credit to contract spouses for Agency contributions by helping and placing them in staff positions. Resource implications
3	Broaden scope of Emergency Leave Bank and broaden other benefit programs	OP	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	OIE	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

Page	Action	Action Office	Comments
4	Provide high-level support to the Work/Family Center	DDs	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	CP	
4	Head the center with an SIS officer	CP	
4 - 5	Draw core staff from OP with appropriate resources from other offices such as OMS, OTE, OEEQ, and OGC	DA	
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	DDs	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	CP	
5	Establish a Work/Family Executive Council of line managers and human resource specialists	CP	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