

**Executive Committee**

**Agenda**

**21 December 1992**

**1330 - 1530**

**Conference Room**

**Implementation of the Glass Ceiling Study:  
Intelligence Excellence Through Diversity**

Item A

- Specific Proposals Likely to Require Further Discussion (Beginning on Page B-3, Item 4)

Background

Action Items Previously Discussed  
at the 4 and 17 September  
Glass Ceiling Excoms

*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	CEEO	<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	OVS	<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	<b>ENDORSED</b> 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	<b>MODIFIED</b> 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	<b>MODIFIED</b> Selection panels will be established according to common Agency principles that can be implemented according to local needs
2	Prepare procedures and guidelines for selection panels. Make procedures available to employees	DDs	<b>APPROVED</b> Principles will include: 1) identifying key competencies needed for advancement to senior positions; 2) separating the meeting dates, if not the memberships, of promotion and selection panels; 3) requiring that panels interview <i>*all applicants for positions who request interviews or who are not known to all members of the panel</i>
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	<b>APPROVED</b>

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	<b>MODIFIED</b> Selection panel proceedings will be documented and feedback provided on selection decisions both to applicants and nominating panels. OP to suggest policy for providing feedback to applicants
2	Selection panels will address in writing what consideration was given to female and minority representation		See above action
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	<b>MODIFIED</b> SPRB to include in selection process assignments at or above deputy component chief
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

*Selection panel = career dev panel?*

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

*metric*

*balanced program*

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 cfsite	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	CP	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	CP	Size the population and improve assignments process. Resource implications
3	Develop central data base on flexible work arrangements used in each directorate	CP	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	CP	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	CP	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, OEEO, 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



*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	<b>APPROVED</b> Statement to include expectations, education, and progress; verbally and in writing
3	Communicate commitment through town meetings	Sr Mgmt	<b>ENDORSED</b> Continued Implementation
3	Demonstrate commitment through assignments and awards for those employees with an established record of achievement	Sr Mgmt	<b>ENDORSED</b> 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	<b>ENDORSED</b> DD's and Sr mgrs to hold meetings semi-annually Forum TBD by each directorate OEE0 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	<b>ENDORSED</b> PAI newsletter, Glass Ceiling update bulletins, town meetings
4	Establish task force to address glass ceiling barriers for the disabled and hearing-impaired employees	OEE0	<b>APPROVED</b>

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
---	---	-----------	---

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	<b>APPROVED</b> 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	<b>APPROVED</b> Implement as written
2	Each directorate will distribute a Supervisor's Handbook that includes section on performance feedback	DDs	<b>APPROVED</b> Some directorates have implemented or are working on
2	Each directorate will publish Management Tenets	D/OP	Performance Management TF to include in their charter
2	Conduct semi-annual feedback sessions with employees	DDs	<b>APPROVED</b> Performance Mgmt TF to address; feedback/evaluation to reflect PAR-like issues including peer ranking
3	Career services will include effective diversity management as part of the evaluation of line managers	DDs	<b>ENDORSED</b> Performance Mgmt TF to address including using diversity mgmt as a discriminator in the PAR

Page	Action	Action Office	Comments
3	OTE will distribute basic feedback and communications tools	OTE	<b>ENDORSED</b> Agency Trng Steering Group action including determination of appropriate distribution levels
3	OTE will include eliciting/requesting feedback from managers in new employee orientation training	OTE	<b>APPROVED</b> and underway
3	Include cross-cultural communication skills in management training courses	DDs	<b>APPROVED</b> OTE to include in new mgmt trng program. Recommend local organization reinforce trng through mentoring
3	Periodic information will be issued about the EEO and Grievance process	OEEO	<b>APPROVED</b> OEEO Publication of notices and handbook underway
4	Periodically publicize the importance, purpose, and value of mentoring experiences	DDs	<b>APPROVED</b>
4	Directorates include mentoring in Management Tenets	DDs	<b>APPROVED</b> Broadened to include resource people for new employees
4	Components sponsor mentoring programs	DDs	<b>APPROVED</b>
4	Components establish an annual mentoring award	DDs	<b>APPROVED</b>
4	Recognize mentoring in performance evaluations	DDs	Performance Management TF to address

DIVERSITY ISSUES

1	Issue a formal policy addressing racial harassment and communicate DCI's personal message on this subject	OEEO	<b>APPROVED</b> Message in draft
1	Directorates implement mandatory training segment on harassment and on managers' responsibility in responding to harassment in the workplace	DDs	<b>ENDORSED</b> OTE to develop, including video, and provide quality control

Page	Action	Action Office	Comments
2	Heads of Career Panels must clearly define roles and responsibilities for panel members. Written precepts/guidelines should include each member's responsibility to ensure that the stereotypes identified in the Glass Ceiling study are not a factor in panel decisions (This reflects a combination of two specific recommendations from the 17 Sept EXCOM table.)	DDs	<b>ENDORSED</b>
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	<b>DEFERRED</b> to discussion on assignment panels (4th Item on B - 2)
3	Ensure a basic program exists to accommodate harassment and diversity training for all employees at Hqs and in the field	EXDIR/DDs	<b>EXDIR/OTE</b> action
3	Each DD ensure all employees maintain heightened understanding of the importance of diversity issues through training	DDs	<b>ENDORSED</b>
3	OTE serves as clearing house for information about internal and contractor run courses that Directorates can use to develop their programs	OTE	<b>APPROVED</b> and implemented
3	Directorate focal points share information about training programs	DDs	<b>Mechanisms in place are working effectively</b>
3	Discuss status of directorate diversity training issues at annual DCI offsite	DDs	<b>APPROVED</b> to be placed on agenda

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	<b>ENDORSED</b>
2	Update Work and Family Handbook annually	CP	<b>APPROVED</b>
2	Develop and update nonattributable information packages on work/family programs for distribution through satellite office and in the field	CP	<b>APPROVED</b>
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	<b>APPROVED</b> Ongoing

<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 JIG guidelines for promotion purposes, and to ensure sufficient resources are allocated for part-time assignments	DDA	<b>APPROVED</b> Ongoing
4	Ensure key developmental and core courses are occasionally offered in the DC area	OTE	<b>ENDORSED</b> OTE has done and will continue their efforts
4	Maintain close links with Family Advisory Board	CP	<b>ENDORSED</b> Ongoing