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ROUTING AND RECORD SHEET				
SUBJECT: Minutes of Special Executive Committee Meeting on the Glass Ceiling Study Action Plan, 21 December 1992 (8)				
FROM: Hythia D. Young Director of Equal Employment Opportunity			EXTENSIO N	NO. ER <input type="text"/> DATE 14 January 1993
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.)
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14 January 1993

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,
21 December 1992 (U)

1. The sixth in a series of special meetings of the Executive Committee (EXCOM) was held on 21 December 1992 to continue consideration of the action plan proposed by the Glass Ceiling Study Task Force. The meeting was chaired by 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; Directors of Equal Employment Opportunity (EEO), Personnel, and Training and Education; the Executive Assistant to the Deputy Director of Central Intelligence; 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. Resuming the discussion of action items on the list of more difficult issues (attachment), the EXCOM considered together three actions related to improving career development. Members discussed a career development mechanism for GS-13 and 14 women and minorities used in the Directorate of Operations. After considering whether each directorate should create a career development panel or that function should be part of the duties of

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assignments panels, the EXCOM asked the Director of the Office of Personnel (OP) to provide options and recommendations on this issue. The EXCOM also asked the Performance Appraisal (PAR) Task Force to include in their report access by employees to career counseling and the preparation of a five year career development plan. Pending a decision on creation of a career development panel, the members approved an action requiring an annual report for the Deputy Directors on progress of minority and female officers. (C)

3. In discussing four action items related to rotational assignments, the members emphasized the need to break stereotypical molds in identifying such assignments for women and minorities. The EXDIR noted that, except for the Directorate of Intelligence, few employees serve in rotations outside their directorates. The D/EEO noted that this was even more true for women and minorities. The EXCOM added these four items to issues OP should address in its career development recommendations. Regarding an item on shadowing assignments, the members stated that shadowing could be for periods of varying length. They agreed that the policy of the Agency should be that career services should participate in the development of individuals, in cooperation with other career services. Career services should be prepared, especially in the case of women and minorities seeking stereotype-breaking developmental rotational assignments, to provide the position as necessary for the first year of the assignment. OP will draft a policy statement to this effect and circulate it among the members for approval. (C)

4. After discussing the next action item, on input from network groups on assignments, both the EXCOM and representatives of the Glass Ceiling Task Force agreed that the intent of the item is for both management and employees to make greater use of the network groups in bridging ethnic and gender characteristics and misunderstandings. The members approved an item encouraging senior women and minority officers to assist in identifying interested and qualified women and minority candidates for assignments. The members judged that four items concerning vacancy notices had been dealt with sufficiently in previous discussions and that improving procedures regarding vacancy notices will be part of the career development procedures addressed by OP. The members approved an action item on establishing ways to measure improvements in the assignments process and tasked it to O/EEO, which has work under way. Items requiring directorates to compile statistics on women and minorities considered/chosen for key vacancies and to report those to the annual DCI offsite were also approved. (C)

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5. Turning to work and family policies, the members modified the first action item to add questions on work/family needs in the Agency to the existing biannual general employee opinion survey. Follow-up will be conducted by the Work and Family Center. At the next Glass Ceiling meeting, Chief, Human Resources Staff, DO was tasked to open a discussion on tandem couple assignments. (e)

Hythia D. Young

Attachment:
As Stated

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Distribution: (ER)

- Orig - DDCI (w/att)
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- 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 (14 Jan 93)

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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	APPROVED
3	Expand the role and resources of the EEO in order to monitor glass ceiling actions		APPROVED
3	Senior management support increased training program designed to increase multicultural and gender awareness	Sr Mgmt	ENDORSED 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	APPROVED 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	APPROVED 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	MODIFIED 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	APPROVED 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	APPROVED

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	MODIFIED 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	MODIFIED 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

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	CEO	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	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	OTE	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