

Adelaide Hawkins eligible as cryptanalyst (2p.) | 06 Mar 1942

This memo gives approval, pending FBI clearance, to make Adelaide Hawkins a Junior Cryptanalyst in the Office of Coordinator of Information, a precursor to CIA.

Agnes B. Collins personnel file (119 p.) | 27 Jan 1946

Agnes Collins's Official Personnel File begins with her time in OSS as a clerk typist. She was approved for service overseas because she had lived abroad and spoke fluent French, Italian, and Spanish. Contents of her OPF include Personnel Evaluation Reports which describe her job duties and include a manager's commentary on her performance; Notifications of Personnel Action, information on her reassignments and promotions; and memos and other documents detailing her career plans.

Adelaide Hawkins affidavit (4 p.) | 28 July 1947

Hawkins's signed Oath of Office and affidavits affirm her loyalty to the U.S. and her agreement to abide by the Hatch Act.

Adelaide Hawkins Statement of Federal Civilian and Military Service (3 p.) | 12 Dec 1951

This standard form acknowledges Hawkins's length of service in the CIA.

Adelaide Hawkins Personnel Evaluation Report 1952 (2 p.) | 14 Nov 1952

Although Hawkins's supervisor acknowledges her success as acting branch chief, he recommends that she continue her studies before she is ready to be made branch chief permanently: "Mrs. Hawkins [*sic*] performance of her duties as Branch Chief has always been excellent. The position of Chief of the branch is being held open for a man with the mathematical background required for the most sophisticated cryptanalytical techniques."

Adelaide Hawkins letter from DCI Walter B. Smith (1 p.) | 14 Jan 1953

"For the first time in the history of the United States, the service of intelligence in the interest of national security has been recognized as a profession in its own right. You...can take pride in the knowledge that the CIA career program and the present stature of the organization itself are in large measure due to the character and quality of your service."

Evangeline Cawley Personnel Evaluation Report 1953 (2 p.) | 18 Feb 1953

Cawley's supervisor advises that she spend less time on "individual cases that arise from day to day" and spend more time on developing her program. He assesses that she is ready for more responsibility and recommends another area where she might gain more experience.

CSB meetings Kirkpatrick presiding (25 p.) | 27 July 1953

Transcribed minutes from meetings of the Career Service Board (CSB) in July 1953. Topics discussed include streamlining the separate CSBs and their policies, promotions, and nominations, and the Director's request to Kirkpatrick that he convene "a panel of women to talk about careers for women in the Agency."

CSB transcript of steering group (24 p.) | 10 Aug 1953 (a)

Kirkpatrick begins the meeting with a summary of the Panel on Career Service for Women's recent activity, specifying that their aim is to "study the problems of professional and clerical advancement to determine for themselves

whether they believe there is any discrimination as such against women for advancing.” Panel representatives had the chance to briefly update DCI Allen Dulles on their work, and a conversation ensues about getting the Panel information they need for their report. There is some uncertainty about providing the panel with statistics.

CSB meeting transcript addressing women's panel (2 p.) | 10 Aug 1953 (b)

The Steering Group agreed that the Personnel Office will provide the Panel with the statistics requested in order for the Panel "to examine the career advancement problems of professional and non-professional women throughout the Agency."

Clerical Committee study, distribution of men and women by career tracks (15 p.) | 13 Aug 1953

This is one of the earliest studies to show comparisons of men and women in different positions. The committee posits a number of reasons why turnover is high and promotions slow in certain jobs, and they offer some ideas on how the CSB can expand on this study later.

Panel on Career Service for Women meeting (1 p.) | 17 Sep 1953

The Panel makes plans to gather more statistics and discuss what will be included in the final report.

Chairman of Women's Panel on Career Service on legislation recommendations (1 p.) | 23 Sep 1953

The Inspector General requests "that the Women's Panel react to the problem of needed legislation for a career service plan in CIA." Two of the suggestions are that the legislation include no distinction between men and women in a career service and that "no specific percentage of career positions be allocated to women by the Director, and that the requirements for career service be based solely on the individual's qualifications."

Panel on Career Service for Women Chairman's meeting (1 p.) | 25 Sep 1953

The Panel discusses "phasing of preparation of the final report."

Panel on Career Service for Women minutes for seventh meeting (1 p.) | 01 Oct 1953

The Panel discusses draft reports prepared by their committees and the presentation of their final report.

Alleged Discrimination Against Women (1 p.) | 07 Oct 1953

The chairman of the Women's Panel writes to the Inspector General regarding his request that they provide any information they come across which might indicate discrimination against women.

***Panel on Career Service for Women final report to CSB (77 p.) | 01 Nov 1953 (a)**

The final report of the Women's Panel summarizes their findings, makes recommendations to the CSB to conduct further studies, and describes how they can currently act to increase career opportunities for women.

Report of the Committee on Professional Women in the Overt Offices (14 p.) | 01 Nov 1953 (b)

This report looks at the utilization of—and career opportunities for—women in "the overt components of the Agency which include the Offices of the Deputy Director (Administration), the Deputy Director (Intelligence), the Director of Training, and the Assistant Director (Communications)."

Adelaide Hawkins Personnel Evaluation Report 1953 (2 p.) | 16 Nov 1953

Hawkins's supervisor gives the same recommendations as the previous year, this time emphasizing management skills. Her performance as acting branch chief continues to be "highly competent," and her supervisor adds a note at the end to clarify why she has not been promoted.

CSB agenda (29 p.) | 23 Nov 1953

The last few pages of this document address the Women's Panel. A couple of CSB members are particularly doubtful about some of the challenges to women's advancement outlined in the report. Although they admit the possibility that some talent isn't being used, the general belief is that if supervisors are more sensitive to employees' dissatisfaction, "a lot of these personnel problems will dissipate."

Inspection of the Personnel Office (23 p.) | 30 Nov 1953

The purpose of the inspection is to "determine its efficiency, and to examine the relationships between the Personnel Office and other offices of the Agency in handling personnel problems."

CSB meeting agenda (26 p.) | 28 Jan 1954 (a)

The CSB chairman, Mr. Kirkpatrick, suggests that the last step for the Women's Panel's final report is for it to go to the Personnel Office where they can "see what can be done toward improving the situation of women, if such needs be done."

CSB meeting minutes (2 p.) | 28 Jan 1954 (b)

Besides a few sentences the CSB elected to omit from the Women's Panel's final report, they also decide that further study would be unnecessary because the statistics in the "current semiannual personnel reports [give] the Board adequate information on the status of women within the Agency."

Adelaide Hawkins commendation from Kirkpatrick (1 p.) | 01 Mar 1954

This formal letter written by Mr. Kirkpatrick recognizes Adelaide Hawkins's participation on the Panel on Career Service for Women so that the acknowledgement will be included in her official personnel folder.

Other significant findings on subject of women's status (4 p.) | 20 Apr 1954

The chair of the Women's Panel reaches out to the other members to share a *Harvard Business Review* article on a management training program at Radcliffe: "In case this looks to you like an attempt to keep the status issue alive, let me ask you to perish the thought. I merely thought you might enjoy comparing the two sets of findings."

Adelaide Hawkins Personnel Evaluation Report 1954 (2 p.) | 27 Aug 1954

Hawkins's supervisor rates her interest in her work as "particularly outstanding," and positively evaluates "her excellent control of the position she holds." To improve, he recommends that broader experience with clandestine communications would be beneficial. A handwritten note at the end indicates that Hawkins is being considered for a possible rotation as an area communications security officer.

Adelaide Hawkins commendation from TSS (2 p.) | 31 Jan 1955

Hawkins is commended for a presentation she gave about analyzing code.

Adelaide Hawkins rejection of course proposal (1 p.) | 05 July 1955

The CIA Incentive Awards Committee writes to Adelaide Hawkins to decline her proposal for a course in creative thinking and problem-solving within the Agency's training program.

Margaret McKenney Fitness Report 1955 (2 p.) | 07 Nov 1955

"The current Fitness Report...reflects a high quality of work performance and outstanding competence in handling Placement Officer responsibilities. In recognition of these facts and having demonstrated competence in acting

for DD/I Branch Chief in his absence and in having served in excess of forty months in grade, favorable consideration of [her promotion] is recommended.”

Adelaide Hawkins Fitness Report 1956 (2 p.) | 06 Aug 1956

“Subject’s sex and family circumstances make her a difficult rotation assignment problem in the communications field. Although Subject is highly respected for her professional competency she does not command the confidence of others in matters other than her specialty. This I believe is not particularly abnormal for a person who devotes almost all of her time to one field, but it does limit her usefulness to the Organization to that one field.”

Adelaide Hawkins consideration of possible assignment (1 p.) | 17 Aug 1956

Hawkins is considered for a Security Officer position, despite certain perceived shortcomings due to her sex and the fact that her expertise is very narrow. She is recommended for the position because “she can both make a contribution because of her specialty and experience... [and because] she can be exposed to the broader problems which confront those people she normally supports through her specialty.”

Margaret McKenney Fitness Report 1956 (3 p.) | 23 Nov 1956

“Subject has a mastery of the duties of a journeyman placement officer to a degree which is unexcelled by others knowledgeable to the rater. She combines personable characteristics, wide contacts, technical know-how and breadth of experience to make her performance of uniformly high level.” McKenney’s supervisor also mentions that her skills make her “sufficiently versatile to perform well in other offices” in the Office of Personnel, but that losing her would be a “significant loss” to her current group.

Helen E. Hansen personnel file (97 p.) | 10 Oct 1957

Hansen served in the WAC before joining the CIA as a librarian. Later, as an administrative officer, she eventually became chief of the administrative staff in her office. She consistently earned outstanding reviews on her fitness reports: “It is difficult to overstate the case for Miss Hansen. Her devotion to duty and hard work in continually assessing the people and programs of the Office to make its contribution to the Agency maximal, and to ensure its regular re-vitalization, are without precedent.” This and similar reviews make the following comment stand out all the more: “She is capable of handling any administrative job which is appropriately assignable to a woman.”

Adelaide Hawkins Fitness Report 1959 (2 p.) | 16 Feb 1959

“Subject is mature, capable, and imaginative. She is exceptionally well qualified in crypto analytical matters where her experience and imaginative capabilities blend to near perfect effect.... She is an excellent employee of considerable value to our organization.”

Evangeline Cawley Fitness Report 1960 (3 p.) | 14 Nov 1960

“Great initiative, unique knowledge of entire community of intelligence customers. Has been a trail-blazer in setting up channels and machinery for translating highly complex and sensitive consumer requirements into meaningful collection tasks. Her work in close support of operations components in both headquarters and field has attracted numerous commendations from branch and station chiefs. Her stature among colleagues is reflected in the fact that several senior officers, including GS-15 branch chiefs, have expressed the desire to work under her supervision as the best means of mastering the most complex aspects of collection tasks and techniques.”

CSI - A Dim View of Women (4 p.) | 1962

In this interview with a “prewar European intelligence chief,” the chief describes the paradox in what he feels is the only way to use women in intelligence: as lures. “You have to remember that the woman who accepts the role of lure must have some moral or mental defect and so brings a built-in hazard to the operation.”

Adelaide Hawkins Fitness Report 1962 (2 p.) | 31 Jan 1962

“I feel that Mrs. Hawkins is now in the position from which she can best serve this Agency and recommend that she continue in this capacity indefinitely. In this position she is qualified and recommended for promotion to the next higher grade.”

Margaret McKenney Fitness Report 1962 (2 p.) | 06 Aug 1962

Despite facing some office reorganizations and strength reductions, McKenney’s supervisor writes that she “demonstrated...a remarkable degree of skill, understanding, patience and just general professionalism. Her performance could not have been matched by any other Area Division Personnel Officer known to me. ... Long overdue and by any standard, exceptionally qualified, she should be promoted soon.”

Evangeline Cawley Fitness Report 1963 (2 p.) | 10 Apr 1963

Cawley’s supervisor writes: “Mrs. Cawley has consistently displayed her vast and unique knowledge of the intelligence community. By conscientiously applying her excellent knowledge of the USSR, she has done an exceptional job in converting complex intelligence requirements into meaningful collection tasks. ... She is an effective supervisor and has the respect not only of her employees but of others throughout the intelligence community.” The reviewing official adds that Cawley is “one of the finest requirements officers with whom I have been associated in nearly twenty years of intelligence experience.”

Adelaide Hawkins Fitness Report 1963 (2 p.) | 05 Apr 1963

“Mrs. Hawkins continues to produce excellent results from every element on her Branch. She is one of those female officers who has the ability, rarely encountered in women, to effectively supervise a group of men of near equal ability, without the slightest trace of resentment in any respect.”

Adelaide Hawkins Fitness Report 1964 (2 p.) | 31 Mar 1964

“Mrs. Hawkins continues to give an excellent performance in every respect.... She is a recognized authority in certain fields of analysis, both within this Agency and at the National Security Agency.... I continue to feel that she is properly placed in the Agency and should remain in her present position indefinitely.”

Adelaide Hawkins memo of appreciation (1 p.) | 17 July 1964

Hawkins is commended for her contribution to an operation.

Virginia Hall Goillot Fitness Report (2p.) | 22 Apr 1965

In her job answering correspondence and seeking assistance required by the field stations she supports, Goillot receives positive remarks, but her reviewing officer also states that her lack of recent field experience is a weakness that sometimes makes her too conservative: “It must be noted however that her conservatism has in no way affected the efficient management of the field stations for which she is responsible.”

Evangeline Cawley Fitness Report 1967 (2 p.) | 28 June 1967

Cawley’s wide experience in various parts of the Agency serves her office well because of her contacts with analysts and desk officers, especially in the Directorate of Plans (today the National Clandestine Service). As an Army

reservist, Cawley uses her active duty tours to “provide a working insight into a number of areas not directly related to her normal duties but complementary to them.”

Bertha H. Bond personnel file (143 p.) | 01 Aug 1969

Emmett Echols, Bond’s supervisor and the Director of Personnel, writes of her performance: “Miss Bond’s performance has that rare, almost unique, quality of excellence which merits appraisal at the highest point of the evaluation scale. Through selflessness, wholehearted identification with program goals, and an alert and intuitive grasp of incipient problem situations which call for new solutions, Miss Bond’s role in advising and assisting the Director of Personnel and members of his Staff represents a contribution of inestimable value for the functioning of the Agency’s personnel management program.” This praise is characteristic of Echols’s consideration of Bond’s work.

Adelaide Hawkins Certificate of Distinction (2 p.) | 16 Sep 1969

“Mrs. Adelaide Hawkins is hereby awarded the Certificate of Distinction in recognition for her superior performance in a highly specialized field. Her responsibilities are in a most sensitive area of analysis, requiring a high degree of self discipline, skills, and knowledge.”

Adelaide Hawkins memo of appreciation (1 p.) | 08 Apr 1970

Hawkins is recognized for her work on the Employee Cafeteria Committee.

Recruitment Division report on the status of women (8 p.) | 06 July 1971

Agency recruiters have “few if any specific directives either encouraging or discouraging the recruitment of professional women.” They often rely on general impressions “as to which components of the Agency, a) positively encourage the professional women, b) tend to discourage the professional woman, and c) are apparently indifferent as to whether candidates for their positions are male or female.”

EEO Program and Related Data Concerning Female and Minority Employees (4 p.) | 17 Mar 1972

This memo summarizes recent developments in the Office of Equal Employment Opportunity. An attached document of recommendations points out some of the actions taken to “heighten [women’s] sense of participation in [their] work,” including appointments to various panels and boards.

Agency Report on Women Federal Employees in Higher Level Positions (22 p.) | 30 Sep 1972

This report addresses the disparity between men and women in the Agency, noting in particular the percentage of women at the GS-12 level and above as compared to the percentage of total women in the workforce. A few introductory points make some comparison to the previous year.

Women employees enhancement concepts (6 p.) | 22 Nov 1972

After a meeting with DCI William Colby, a concept paper on women’s enhancement was produced and these attachments are some further materials for consideration on the topic. Included are an article from the *New York Times* and a table from the *Federal Times*.

Adelaide Hawkins recommendation for award (4 p.) | 05 July 1973

In this nomination for a Career Intelligence Medal, the recommender offers highlights from Hawkins’s “truly unique” career and emphasizes her dedication and ambition: “Of particular significance in Mrs. Hawkins’ career is the fact that her formal education ended with high school but by taking NSA extension courses over a period of 14 years and through self-study in mathematics she developed into the Agency’s best cryptanalyst.”

Adelaide Hawkins Career Intelligence Medal (1 p.) | 31 July 1973

“Mrs. Adelaide M. Hawkins is hereby awarded the Career Intelligence Medal in recognition of her exceptional achievement throughout her career.... Mrs. Hawkins has made significant contributions to the mission of the Agency and her entire career reflects credit on her and the Federal service.”

Memo for Dir. of Communications re Hawkins medal (1 p.) | 22 Aug 1973

The Director of Communications is requested to inform Hawkins of her award.

Comparison of Grade Distribution of Men and Women (4 p.) | 11 Dec 1973

A memo to the Women’s Advisory Panel delivers the results of statistical tests comparing the grade distribution of men and women. Tests were also done excluding the clerical grades (which were mostly filled by women), which showed highly pronounced differences between the grade distribution between men and women: “These latter analyses show that grade distribution differences can not [sic] be accounted for by the fact that clericals occupy the lower grades and that most clericals are females.”

Margaret McKenney letter from DCI William Colby (1 p.) | 24 Jan 1976

DCI Colby’s memo to McKenney commends her for her leadership of the Women’s Advisory Panel: “Through your efforts, the interests and concerns of women have been advanced, and although we both know that advancement has not been as great as we would wish, it is a forward step.”

Margaret McKenney Retirement Fitness Report (2 p.) | 24 Feb 1976

At the end of her career, McKenney served as the Federal Women’s Program Coordinator while in her position as the Deputy Director for Equal Employment Opportunity. As the Equal Employment Opportunity office underwent an expansion, McKenney “became one of the ‘old hands,’” providing mature wisdom and guidance. “In Ms. McKenney’s retirement the Agency will be losing a valued and dedicated employee who will not be easily replaced.”

Margaret McKenney Career Intelligence Medal (4 p.) | 12 Mar 1976

“Miss Margaret E. McKenney is hereby awarded the Intelligence Medal of Merit in recognition of her especially meritorious service to the Central Intelligence Agency for more than 28 years. A charter member of the Agency, Miss McKenney has held a series of increasingly important administrative positions. In each assignment, her performance has been consistently characterized by imagination and achievement. ... Miss McKenney’s wisdom, leadership, initiative and sincere devotion to duty have resulted in significant contributions to the mission of the Agency, reflecting great credit on her and the Federal service.”

***Nominations for 1976 Federal Woman’s Award (14 p.) | 19 June 1976**

In a letter nominating three officers for consideration of the 1976 Federal Woman’s Award, DCI George H.W. Bush writes: “Throughout the history of this Agency, women have had a significant role in all phases of intelligence activity. Our candidates this year reflect this diversity of background and experience.... In an organization such as the CIA, it is all too seldom that our employees can be given the public recognition for their accomplishments which many of them so richly deserve. I am convinced that [these three officers] are particularly deserving of such honor and am, therefore, very pleased to nominate them for the Federal Woman’s Award.”

CSI - Field Station of the Future excerpt (3 p.) | 01 Sep 1976

Despite some obvious areas for improvement, women in the Agency are generally optimistic that “in tomorrow’s world, individual success will depend entirely on the maturity, common sense, and all-around ability of the

woman herself.... The implied plea simply is for the widest possible use of women as operations officers and objective performance evaluation, promotion, and selection out, without regard to sex.”

Summary of the problems of women for DDCI’s discussions with managers (14 p.) | 27 May 1977 (a)

At the DDCI’s request, the Federal Women’s Program Board sends him some notes on the problems women experience in the workplace in order for him to discuss these issues with Agency managers.

Eloise Page named chairman of a DCI committee (7 p.) | 27 May 1977 (b)

Page is made chairman after serving as acting chairman for several years: “Under her leadership, the Committee has grappled with a number of problem areas and has produced comprehensive, useful studies on critical items....”

DOJ Task Force on Sex Discrimination (24 p.) | 06 Jan 1978

President Carter charges the Attorney General with reviewing all federal laws, regulations, and policies for sex discrimination, and the Department of Justice creates a task force to which each department or agency would assign a representative. This file includes memos about the Agency’s involvement with the task force, guidelines on indentifying the regulations for review, and a document defining “sex-based terminology.”

Upcoming meeting of DCI with Congressional Women’s Caucus (4 p.) | 06 July 1978 (a)

Chief of the Review Staff of the Office of Personnel addresses a few points the Congressional Women’s Caucus plans to discuss. He provides statistics from the last ten years on CIA women in grades GS-09 and above and describes how the Agency seeks out and promotes talented women. He also notes that although CIA has a lower overall percentage of women employees, their average grade is higher and other agencies’ women employees are found in “exceptionally large percentages” in clerical work.

Meeting of DCI with Congressional Women’s Caucus (4 p.) | 06 July 1978 (b)

In a successful meeting between DCI Stansfield Turner and eleven members of the Congressional Women’s Caucus, almost all the Caucus’s questions were satisfactorily answered and the Agency received some very specific questions from the members about the recruitment of women. The Caucus expressed a desire that the Director return in a year for an update. DCI Turner is “the first Administration member of his rank to appear before the Women’s Caucus,” for which they were very appreciative.

Suggestions for DCI from Congressional Women’s Caucus (1 p.) | 21 July 1978

It is brought to DCI Turner’s attention that sometimes when a woman interviews for a position at the Agency, she is told, “We can’t tell you exactly what you will do or exactly where you will work or exactly what skills you will require, but do you type?”

Memo re Congressional Women’s Caucus suggestions (4 p.) | 16 Aug 1978

DCI Turner writes a memo to the Deputy Director for Administration about suggestions from the Congressional Women’s Caucus on better recruitment of women. Some of the things he wants to focus on are identifying areas of need in the Agency to determine which academic programs they might recruit from and which schools would be the “best sources of women professionals.”

Memo for DCI re Congressional Women’s Caucus suggestions (6 p.) | 23 Aug 1978

The Federal Women’s Program manager writes to DCI Turner with a list of suggestions, at the DCI’s request, on how to recruit, retain, and promote women more effectively in the CIA.

Memo following up on Congressional Women's Caucus suggestions (6 p.) | 11 Sep 1978

DCI Turner earlier requested additional information on recruitment of women. This response focuses on occupational groups and identifying colleges where women are recruited.

Memo for DCI from DDA regarding Congressional Women's Caucus suggestions (5 .p) | 15 Sep 1978

This is the DDA's response to the DCI's memo described above. He describes the directorate's efforts to hire more women recruiters, the challenges of finding women candidates for positions in certain fields of expertise, and the progress made in developing women for management positions.

Security Inspection Program (18 p.) | 19 Dec 1978

A program to inspect briefcases, purses, and packages causes widespread negative feeling that there is an inherent unfairness to women "who consistently carry one or more items" because they must wait in long lines for their bags to be searched "while the majority of men depart without questioning." While the Federal Women's Program Board explicitly supports the need for the program, they contend that the current search procedures are flawed and can be easily modified to make them fairer and more consistent.

***Memo re final Agency decision on discrimination complaint case (20 p.) | 01 Mar 1979**

The Director of the Office of Equal Employment Opportunity writes a memo to the DCI about a recently closed discrimination complaint case. The woman who brought the case against the Agency argues that "her promotions became much slower than her male colleagues performing similar work" and, previously, the possibility of appealing her declined promotions was considered and rejected.

Invitation to Career Awareness in the DDA Program (1 p.) | 21 Mar 1979

The Directorate of Administration Federal Women's Working Group is hosting a program to discuss careers for women in the DDA and the career planning needed to pursue them. This memo is an invitation to DDCI Frank Carlucci to attend the program to talk about the role of women in the Agency.

Proposed Course, Women and Leadership (14 p.) | 30 July 1981

A proposal for a new course, "Women and Leadership," is declined on the basis that there are other courses "currently offered and under development...[that] substantially address the needs you identified." There are also other concerns about having a course that is aimed only at women. Included in this document are the course proposal and other memos regarding the submission to the Office of Training and Education.

Memo re Federal Women's Program Board Update (4 p.) | 26 Feb 1982

The chair of the Federal Women's Program Board reaches out to Executive Director John McMahon to offer its services and update him on some of their recent activities. The topic of a training course for developing women managers is brought up again, as well as a review of the need for a day care center.

Projected Activities for CIA Federal Women's Board for 1984 (5 p.) | 15 Dec 1983

The DDCI writes to the Executive Director that, after looking at recent statistics on women in senior grades, he is not only "appalled," but also "embarrassed" by them. Attached to the memo is a list of activities the Federal Women's Program Board will undertake to continue their commitment of expanding training and development of women officers.

Restructuring the Federal Women's Program Board (12 p.) | 19 Jan 1984

The Director of Equal Employment Opportunity writes to Executive Director Chuck Briggs: "All of the changes are intended to unify the Federal Women's Program, the Board and other women's working groups in the Agency in order

that we can work together toward resolving problems. The most significant changes are the roles of the Federal Women's Program Manager, who will now serve as chairperson, and the Directorate EEO Officers, who will now serve as full members of the Board. Before, these individuals were only observers, a situation that occasionally led to conflict between the Board and my office."

***Memo on Career Opportunity for Women (1 p.) | 26 Mar 1984**

"The ultimate route to achieving a proportionate share of responsibility for women lies in an assignment process which will give women throughout their careers the same kind of opportunity to demonstrate ability, gain experience, and win peer acceptance that has been the basis of the male career ladder. Progress is being made in this area, but it remains a long-term solution that does not address the current problem of image discrimination."

Memo re Federal Pay Equity Act of 1985 (3 p.) | 08 Mar 1985

In this memo, the Deputy Chief of Legislation Division summarizes the Federal Pay Equity Act of 1985: "[The act] is designed to eliminate any discriminatory wage setting practices between male dominated jobs and female dominated jobs. ...Studies have found that certain female dominated occupations generally receive lower pay compared to male dominated occupations. Most notably the female dominated categories are nurses, teachers and clericals. Because women have been traditionally clustered in these fields there has been a tendency to pay them less. Supporters of the legislation maintain that the lesser wage is paid because these occupations are female dominated and not because these jobs have less intrinsic worth."

CSI - The Story of Herma Plummer (8 p.) | 1991

Plummer was an OSS veteran and one of the most prominent women in the history of the CIA's Directorate of Operations: "One colleague from the early 1950s perhaps summed up Herma Plummer best when he said she had a passion for truth. This is the essence of the woman and of the profession she represented so well."

***Glass Ceiling Study Summary (37 p.) | 1992**

In March 1991, DCI William Webster approved the recommendation by a group of Senior Intelligence Service (SIS) women that "the CIA conduct a study to determine if career advancement barriers exist for Agency professional employees, particularly women and minorities." The study concluded that "glass ceilings do in fact exist for the gender and racial/ethnic groups studied. The study outlines general and systematic barriers to success for these groups, fairness of career panels, and issues specific to each group; it also provides some recommendations to "continue [efforts to address these barriers], enhance them, and ensure that the results are communicated to all employees."

DCI Gates, Glass Ceiling Assessment (1 p.) | 21 Apr 1992

In this memo to all employees, DCI Robert Gates encourages everyone to read the report, and he announces that the Executive Director will establish a task force to carry out the recommendations made in the study.

Implementation of the Glass Ceiling Study (28 p.) | 10 Aug 1992

This update on the task force to implement the Glass Ceiling Study's recommendations charges each deputy director to "review the detailed action plans in the appendixes to this report and provide a Directorate plan that addresses the specific items." The appendixes address assignments processes, feedback and communications, diversity issues, and work and family policies.

Moffett Comments on Implementation of Glass Ceiling Study (4 p.) | 21 Aug 1992 (a)

Moffett, Deputy Director of Congressional Affairs, focuses his feedback on challenges in resource allocation and legal and fairness issues. Overall, though, he agrees with most of the recommendations and believes they “should and can be implemented with the expenditure of minimal resources.”

Twetten Talking Points on Glass Ceiling Implementation (4 p.) | 21 Aug 1992 (b)

Twetten, Deputy Director for Operations, offers his comments by posing a few questions aimed at better defining some of the objectives laid out in the Glass Ceiling Study. Twetten is doubtful about being able to “detect, eliminate or report mental stereotypes” and points out that the input of more officers does not necessarily guarantee that “stereotypical” assignments will not take place. He also mentions that there are no penalties for managers who do not take new mandatory training.

Ruocco Comments on Glass Ceiling Study (3 p.) | 24 Aug 1992 (a)

Ruocco, Deputy Director for Administration, is mostly concerned about the “administrative overload” that would be caused by some of the training and assignment initiatives and believes that some of the recommendations will be more costly than anticipated.

Helgeson Comments on Report of Glass Ceiling (3 p.) | 24 Aug 1992 (b)

Helgeson, Deputy Director for Intelligence, has practical concerns about employee feedback to superiors and exactly how that process should happen. He has some reservations about defining assignments as “key” or “developmental” and devising a career development plan for every employee.

Hirsch Comments on Implementation of Glass Ceiling Study (3 p.) | 25 Aug 1992

Hirsch, Deputy Director for Science and Technology, encourages further consideration of how the Glass Ceiling Implementation is monitored and evaluated. Like most of the other deputy directors, he takes issue with the recommendations put forth on assignment selection.

Glass Ceiling Action Discussions (61 p.) | 27 Aug 1992

A list of “Actions Requiring Further Discussion” includes suggestions for encouraging accountability and a reminder that the proposed changes to assignments processes be reevaluated. These are two of the most commonly repeated themes in feedback solicited from senior leaders. Lists of points where respondents agreed and what they were most concerned about also help summarize the direction of the discussion. Additional feedback from office-level managers and their employees gives a much broader perspective of the impact of the report.

Special EXCOM meetings on Glass Ceiling Study Action Plan (24 p.) | 30 Sep 1992

At this meeting of the Executive Committee, six actions related to enhancing diversity were approved, as were three actions related to improving feedback and communications. The committee deferred on publishing the directorates’ management tenets and rejected two actions aimed at increasing accountability in order for the members to gather more information.

Special EXCOM meeting minutes for Glass Ceiling Study Action Plan (7 p.) | 27 Oct 1992

The DDCI comments that the “areas in which the [assignments] process goes awry in terms of equal opportunity are evaluation and counseling employees and developing a rescue system for those having performance difficulties and making assignments and giving promotions and other forms of reward.” The Executive Director suggests holding off on major decision on the assignments and promotion processes until other studies currently underway can be completed and considered together.

Special EXCOM meeting minutes for Glass Ceiling Study Action Plan (14 p.) | 12 Nov 1992

Regarding accountability, one proposal of the Committee is to conduct a follow-on Glass Ceiling study in two years to check on progress. Regarding the assignments process, the Executive Director “tasked each directorate to develop lists by Office of competencies needed to advance to middle-level and senior management positions and of jobs or types of jobs in which those competencies could be gained.” The EXDIR reworded this action item “to shift the focus from specific key positions to key competencies and associated job experiences.”

Special EXCOM meeting minutes for Glass Ceiling Study Action Plan (11 p.) | 23 Nov 1992

The Study’s suggestions for establishing selection panels sparks concern, but “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 Committee also agrees to adopt the suggestion in the Study to document panel proceedings and to “provide feedback on selection decisions both to applicants and to nominating panels.”

EXCOM agenda (13 p.) | 21 Dec 1992

This table shows “Specific Proposals Likely to Require Further Discussion” and “Action Items Previously Discussed,” which are specific proposals approved or endorsed by the EXCOM (with a couple exceptions that are deferred for action by the EXDIR, for example).

Special EXCOM meeting minutes for Glass Ceiling Study Action Plan (12 p.) | 14 Jan 1993

The EXCOM asks the Director of the Office of Personnel to provide options and recommendations on whether each directorate should create a career development panel or that function should be part of the duties of the assignments panels. The EXDIR also notes that opportunities for rotational assignments for women and minorities must be expanded. Regarding work and family policies, the Committee decides 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.”

Executive Summary from a report of the Federal Glass Ceiling Commission (23 p.) | 01 Mar 1995

This summary is taken from a report, *Good for Business: Making Full Use of the Nation’s Human Capital*, conducted as a fact-finding study of the Federal Glass Ceiling Commission. The report confirmed that women and minorities did encounter glass ceiling-type barriers to their career advancement and that these barriers were encountered earlier in their careers than previously thought.

Executive Director Nora Slatkin speech (4 p.) | 15 May 1996

Slatkin speaks to the Chicago Council on Foreign Relations about women in the CIA, starting her speech by dispelling common stereotypes about what it’s like for women to work at the Agency. She highlights a few renowned women officers from OSS and CIA, and she addresses some of the personnel policy changes that were made to improve diversity. One of her key points is to remind the audience that “the status of women in the CIA has generally been a reflection of the status of women in American society” and that “we cannot afford to waste the talents of women or minorities now any more than we could in the days of Donovan and the OSS.”

***CSI - The Petticoat Panel A 1953 Study of the Role of Women in the CIA Career Service (53 p.) | 01 Mar 2003**

“The 1953 women’s panel is an early, if not the first, example of [the CIA’s] efforts to analyze the female component of its work force... . The women chosen to serve on the panel were picked because they had worked for the CIA since its earliest days and thus had a good understanding of the business of intelligence. They were representatives of a relatively new phenomenon in the federal government—career women. ...The panelists are excellent examples of

the types of women hired by CIA at that time, a period when the ethos of the organization was first beginning to evolve. The panels' deliberations offer a fascinating window into 1953 attitudes toward women in the workplace. Although it took decades for full fruition, the seeds of today's diversity were first nurtured by this 1953 panel."

CSI - One Woman's Contribution to Social Change at CIA (10 p.) | 14 April 2007

Harritte Thompson was the first person to file a discrimination lawsuit against the CIA. Thompson filed the suit because she believed that the Agency "would be better served by effectively utilizing and appropriately rewarding the talent and contributions of its entire workforce. ...She put her own peace of mind and career on the line to make that statement. Based on the rights bestowed by the Equal Pay Act and the Civil Rights Act, her case in the late 1970s undoubtedly helped to focus Agency senior managers on the bow wave of social change coming toward them."

CSI - *The Wolves at the Door The True Story of America's Greatest Female Spy* (5 p.) | 15 Apr 2007

"If ever a career in intelligence cried out for a biography, Virginia Hall's qualifies. Yet, in the 60 years since World War II, most histories of OSS fail to mention her. Parts of her intriguing career have emerged gradually in articles and memoirs as official records became available. In the process, she has become something of a legend. When the British and American World War II intelligence archives were finally released in the 1980s and 1990s, it became possible to clarify contradictions and separate fact from fable. Author Judith Pearson has done that in *The Wolves at the Door*."

The People of the CIA: Ames Mole Hunt Team (3 p.) | 12 Mar 2009

This article briefly summarizes the work of the team that discovered CIA officer Aldrich Ames was spying for Russia. It describes some of Ames's motives for selling secrets to the KGB, and how Jeanne Vertefeuille (the counterintelligence officer who led the team that caught him) became involved. The eight-year-long effort to discover the mole is distilled into just three pages, but it highlights the key points in the investigation and how Ames was finally caught.

The People of the CIA: Stephanie O'Sullivan (2 p.) | 02 Apr 2009

"Throughout her career at the CIA, Stephanie O'Sullivan's eagerness to learn has taken her from one exciting engineering job to the next. And in 2005, that drive and dedication took her to her...position as the Director of Science and Technology. ...'I would pick jobs because I wanted to learn something new or I wanted to work for someone that I could learn something from,' she said. 'I was mostly just trying to learn new and different things, and get up every day feeling like it made a difference that I came in to work.'" O'Sullivan is currently serving as the Principal Deputy Director of National Intelligence (PDDNI).

The People of the CIA: Cindy Bower (2 p.) | 16 Apr 2009

During her 31-year career at the CIA, former Chief of Human Resources Cindy Bower held a variety of positions in almost every directorate. Her own positive experiences with her mentors inspired her, later in her career, to develop young officers. Some of the advice she offered included thinking about long-term career choices instead of what earns quick promotions, working hard and becoming known for something, and laughing at your mistakes and learning from them.

The People of the CIA: Eloise Page (2 p.) | 05 May 2009

"Eloise R. Page was a prominent and well-respected Central Intelligence Agency (CIA) officer who shattered several glass ceilings during her remarkable intelligence career. Her journey began in May 1942 when she worked as a secretary to Gen. William J. Donovan, the head of the Office of Strategic Services (OSS)—the predecessor agency to CIA. Page worked for Donovan for several intense and exciting years, learning the business of espionage. It was during this time she developed a passion for intelligence work."

Workforce trends in grade distribution 1980-2009 (3 p.) | 01 Sep 2010

“Over the last thirty years, the Agency has made significant progress in diversifying the workforce. Female representation in the Agency has grown steadily with the percentage of female increasing from 35% in 1980 to 44%—close to the Civilian Labor Force (CLF) benchmark of 46%—in 2009.” The following tables also look at minorities other than women.

SIS Promotions (2 p.) | 2012

In a message congratulating the newest SIS officers, DCIA David Petraeus says he feels “proud and privileged to promote these talented officers into the Senior Intelligence Service. I would be remiss, however, if I did not take a moment to observe that we still are not where we should be in terms of the number of women reaching the point where they would be considered competitive for promotion to SIS. I know that our senior leadership team and many of you share this concern. As a result, I have asked a prominent member of my External Advisory Board—former Secretary of State Madeleine Albright—to lead a review focused on women in the leadership pipeline and to develop recommendations for me.”

Director’s Advisory Group [DAG] on Women in Leadership (1 p.) | 2012

“I have tasked the DAG with the following mission: to answer the overarching question of why women at CIA from the GS-13 level and above are not achieving promotions and positions of greater responsibility in proportion to their overall representation in the workforce. ... Although the focus will be on women, I am confident all Agency officers will benefit from the DAG’s efforts.”

Update on the Director’s Advisory Group on Women in Leadership (2 p.) | 2012

DCIA Petraeus outlines a few actions related to the DAG report that he has begun. He directs that all GS-15 officers know “the criteria for and philosophy on promotion to the Senior Intelligence Service”; that HR “disseminate complementary guidance to all Agency GS-15 panels” to ensure they have the same guidance and expectations when they conduct their reviews; and that the Executive Leadership Review Board (ELRB) ensures “tailored, corporate feedback to each GS-15 officer” reviewed by the Board.

CIA Organization Chart (1 p.) | 2013

Taken from the public website in January 2013.

***DAG Report on Women in Leadership (21 p.) | 19 Mar 2013**

In her foreword, Secretary Albright explains that the recommendations contained in the report “are based on the thoughtful and candid contributions of a large portion of the CIA workforce—including both male and female officers of all levels and disciplines. ... Employees want and deserve the opportunities to develop and achieve throughout their careers, be judged fairly, and rewarded equitably; they also want to understand how and on what basis decisions that affect their careers are made. In the CIA, the mission is paramount, which is precisely why the Agency requires a personnel system that brings out the best in each of its people.”

***Madeleine Albright at CIA Women’s History Month celebration (9 p.) | 22 Mar 2013**

Former Secretary of State Madeleine Albright spoke at the CIA’s 2013 Women’s History Month celebration. She offered some of her thoughts on the DAG report and on leadership, emphasizing the importance of recognizing and making the most of opportunity: “You may have ambitions that go beyond what others expect. These desires may surprise your friends and inconvenience some who are close to you. But you have to make the choice. ... My only advice is to act out of hope, not fear, and to take responsibility for whatever you decide.”

Comments on Positions for Women (1 p.) | ND

The writer provides examples of discrimination including one woman who was denied a promotion “on the grounds that her husband was also employed by the agency,” and another who did work previously done by two GS-11s, “but it was two years before she was promoted to GS-9.” As examples of a lack of discrimination, the writer quotes an official as saying that any woman “qualified for an operational job can get and hold it,” that women do not always stand up for themselves, and that women are more successful in “detailed work requiring concentration on minutiae.”

***Four Senior Women in the DO Discuss Their Careers (23 p.) | ND**

This is a transcript of four SIS (Senior Intelligence Service) women talking about the course of their careers and the challenges they faced during a time when “any female you met in the hallway was a secretary or a clerk.” Notably, all four women cultivated mentor relationships (and benefited from them greatly) long before the Agency institutionalized mentorship programs.

Memo for chairman of CSB on career employment of women (1 p.) | ND

“Women have been discriminated against in many fields of employment by many employers, including the Central Intelligence Agency. The Panel feels that opportunities for women are broadening generally and that an additional controversial document on the subject is not an appropriate vehicle for a constructive discussion as to the contributions which women may make to the mission of this Agency.”

Selected Statistical Data on Male and Female Personnel in the Agency (2 p.) | ND

This memo summarizes the kinds of statistical data that the Panel on Career Service for Women was able to collect on Agency personnel.

| photos |

Photo of clerks and typists 1 (1 p.) | 15 Jan 1952 (a)

This photo, taken at the E Street location, shows a room full of clerks and typists at work in an office at the E Street location.

Photo of clerks and typists 2 (1 p.) | 15 Jan 1952 (b)

Another photo of clerks and typists at work in an office at the E Street location.

Photo of typing class (1 p.) | 15 Jan 1952 (c)

In this photo of a typing class, note that there only seems to be one man present.

Photo of make-up compact concealment device, open (1 p.) | ND

A code is concealed inside the mirror of a woman's make-up compact. By tilting the mirror at the correct angle, the code is revealed. This photo can also be found on the CIA's Flickr page.

Photo of make-up compact concealment device, closed (1 p.) | ND

The outside of the make-up compact concealing a code. This photo can also be found on the CIA's Flickr page.

Photo of bodyworn surveillance equipment (1 p.) | ND

From the CIA Museum's "well-dressed spies" exhibit. Surveillance equipment can be hidden in the pendant, brooch, purse closure, and in the pack of cigarettes. This photo can also be found on the CIA's Flickr page.

Photo of Eloise Page badge (1 p.) | ND

Eloise Page's "Honorary" badge. Issued to certain Agency leaders, honorary badges afforded officers like Page access to CIA Headquarters after retirement. This photo can also be found on the CIA's Flickr page.

* denotes a collection highlight