

23 May 1974

MEMORANDUM FOR: EEO Director

SUBJECT : Recruitment Program

1. After closely examining the CIA's campaign to hire more black employees, particularly at the professional level, the EEO Black Advisory Panel has concluded that the campaign appears to be weak in three essential areas: the establishment of credentials among blacks as a potential source of employment, the identification of schools most likely to contain students with the academic experience the Agency requires, and the promotion of internal changes that could ensure the success of its recruitment effort.

2. Perhaps the highest hurdle the Agency has to clear in this area is the reputation it has earned over the years as a lily white organization, one that continued long after racial barriers had come down in other government agencies and most private businesses. As a result, most blacks even today, do not see the Agency as a source of employment. Even in the past year when intense concern has been shown over the low number of blacks within the Agency, there has been little done to erase this publicly held image. For example, the Recruitment and the Domestic Contacts Staffs, the Agency's two most highly visible components, still do not have a representative number of blacks. This panel believes that the CIA could significantly improve its public image if it were to hire or assign a meaningful number of blacks to these offices throughout the country.

3. In addition, the past year's high rate of rejection among black applicants is likely to have an adverse affect on recruitment in the black community. Such

wholesale rejection will lend itself to be interpreted, rightly or wrongly, as a sign that the Agency is only going through the motions to justify using the stock-in-trade excuse used by the most recalcitrant civil rights violators that "I would hire more blacks, but I can't find any who are 'qualified'".

4. Since many Agency components prefer to hire graduate students, it is difficult to accept any plan that leans heavily on traditionally black colleges. These colleges are generally hamstrung by limited amounts of money in establishing broad undergraduate programs, much less graduate programs. It is not suggested, however, that the Agency neglect to establish adequate recruitment programs on black campuses, for there are good students to be found in any school. It is urged, though, that the Agency take into account these limitations in building an effective recruitment plan. The cooperative education program already underway seems ideal for selected black schools.

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5. If 72 percent of all black students attend predominantly white universities, which are generally better endowed than many black schools, then more of our recruitment time should be spent in these schools. The recent heavy emphasis on black schools can be justified only because they are easy targets.

6. Admittedly recruiters would have to work harder to find potential black recruits in the larger integrated universities where the black enrollment represents only a small percentage, but the task is not insurmountable. Routine visits to these schools could be supplemented with approaches to black fraternities, sororities, black study centers and other organizations that are prevalent on most campuses today. We understand that the potential for using department chairmen and other university officials as spotters for identifying students with potential is already being explored, both in the mixed and traditionally black schools.

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7. Even if college recruitment should prove relatively successful, it probably could not single-handedly

change the ratio of blacks to whites within the Agency. To do so, without creating a bulge of black employees in the low GS grades, more hiring probably will have to be done in the technical areas. For example, military veterans appear to be an ideal source of persons who are skilled in communications, and other technical knowledge required to perform some military related intelligence work in OSR and the DDS&T. Along these lines, the Agency might consider intense recruitment among some of the private but modest secretarial schools to hire persons who are trained in shorthand and similar skills and who can be moved swiftly into office positions at the directorate level.

8. No matter how elaborate the Agency's recruitment program becomes it probably will come to naught unless the agency works to assure that division-level supervisors, where the hiring is actually done, are objective in evaluating black applicants. It would be absurd to assume that there are no anti-black feelings among this group or that the DCI's commitment to EEO has stilled those who dislike blacks. Already one division or branch chief has discussed with his subordinates the qualifications of a black soon to be hired and stating that the black is not qualified for the job but is being hired because of pressure to meet EEO goals.

9. EEO's success probably will depend on the establishment of a good monitoring system and the removal of certain personnel management practices that could lend themselves to abuse. Attaching snapshots to personnel folders, for example, could easily be used to judge the qualifications of an applicant in light of his skin color. Granted that today the snapshot probably is used to favor blacks over whites, it still can be used to discriminate when Agency components feel they have filled certain quotas. To protect against this possible unfairness, to both blacks and whites, snapshots ought to be removed from dossiers when they are sent out of the central personnel office. They could be reattached to the dossier later, if there is a good reason for having the snapshot in the first place.

Yes

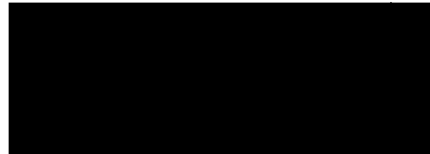
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10. Finally, a man or woman, black or white, who has substantive experience in administering EEO programs should be hired. The structuring of fair employment practices is as exacting as other areas of management and the Agency's overall effort in this area could use some expertise.

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For the EEO Black Advisory Panel