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**ROUTING AND RECORD SHEET**

SUBJECT: (Optional)  
Glass Ceiling Study

FROM: Frank J. Ruocco  
DDA, [ ] OHB

EXTENSION NO. DDA [ ]

DATE 24 August 1992

TO: (Officer designation, room number, and building)

DATE RECEIVED    FORWARDED    OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

	DATE		OFFICER'S INITIALS
	RECEIVED	FORWARDED	
1. Executive Registry [ ] OHB	24 AUG 1992		
2.			
3. Executive Director [ ] OHB			
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DDA   
24 August 1992

MEMORANDUM FOR: Executive Director

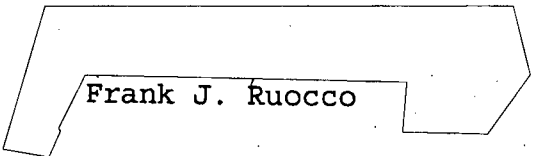
FROM: Frank J. Ruocco  
Deputy Director for Administration

SUBJECT: Glass Ceiling Study

1. There are many recommendations in the report from the Glass Ceiling Study Task Force which are now in practice, are currently being worked, or can be easily (at relatively low costs) implemented. In fact, our preliminary review shows that there are relatively low costs associated with the implementation of at least half of the recommendations. At the same time, about 25 percent of the recommendations would have, in our view, high price tags to implement. Our subjective assessments of resource impacts do not consider the value or need for a particular recommendation. Moreover, the cumulative costs of implementing many even low-cost items would be substantial.

2. High-cost items in the report generally fall into two areas--training and assignments. The Task Force Report places significant importance on extensive training programs for all employees, programs which if implemented would have major resource implications. Most of the recommendations regarding assignments impose a degree of administrative overload on the Agency which as far as I can tell would create a bloated and inefficient bureaucracy producing few real benefits.

3. There is much in the Glass Ceiling Task Force Report, in my view, to endorse and implement. In the final analysis, however, accountability of managers must be the most important element of any new initiatives we undertake to create an equitable work environment.

  
Frank J. Ruocco

SUBJECT: Glass Ceiling Study

Distribution: DDA [redacted]

Orig-Executive Director

1-Executive Registry

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DDA: [redacted] [redacted] 08/24/92)