

27 March 1979

MEMORANDUM FOR: Director, EEO

FROM :

[REDACTED]
Federal Women's Program Manager

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SUBJECT : NAPA Report

The following comments are made on the recommendations of the NAPA report as they impact on women:

Executive/Managerial (p.91 - 96)

The feeder group to executive positions must include a good representation of women and minorities if the future profile of the Agency is to show any improvement. At the GS-15 level (as of Feb 79) there are only 23 women. It is therefore essential that specific developmental experience be designed for women and minorities in grades GS 12-14 to ensure they are competitive for executive selection.

Agency-wide occupational systems (p. 97)

I strongly urge the earliest consideration be given to a central career service for senior secretaries GS-8 and above. At the present time, the E Career Service has a larger number of senior secretarial positions than the directorates but these positions are available only to those already in the E Career Service. The complaint I have received most often has been the lack of opportunities for skilled secretaries to progress beyond the GS-07 level and remain in the secretarial field. A competitive career service for secretaries would not only provide a career ladder based on merit, but also ensure that senior secretarial positions are filled by the best qualified secretaries in the Agency.

Vacancy notices (p. 97-98)

The NAPA report states that the desired results are "competition on the basis of merit...and not solely on the basis of organizational or career service boundaries." However, some of the suggestions made would exacerbate the perception of inequity which many of employees already have. For example, "vacancy notices should be used when there are no candidates" and "distribution should be limited to those in the same occupation who appear to be qualified." An open vacancy notice system would be preferable.

The suggestion of some type of listing of anticipated future vacancies in field stations is an excellent one. The State Department has adopted this practice and is giving the list wide distribution to Foreign Service Officers. This suggestion has been surfaced also to the Working Couples Task Force from DDO Officers.

Employees returning from overseas or LWOP (p. 98)

I agree with the recommendation that these employees be given absolute priority on all vacancies. Those who have a serious problem being placed after returning from LWOP to accompany a spouse overseas are secretaries GS-07 and above. Adopting a priority for vacancies plus the creation of a senior secretarial career service would help this situation.

Equal Employment Opportunity (p. 105)

I agree in the recommendation to retain the component grade level goals for women and minorities in the APP process and the annual review of accomplishment. I am planning an annual review with each Directorate and an annual Agency "Status of Women" report as a part of this review process.

"E" Career Service

Careful thought should be given before creating "mini-career services". For example it may not be in the best interest of the Agency to establish narrow specialized career tracks for DCI offices such as the Comptroller, OLC,

IG, and EEO. Not only could the advancement of the employees be impeded, the Office requirements for employees with a broad perspective of the Agency may suffer. Many positions in the DCI area could be viewed as developmental assignments for executive/ managerial talent.



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