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A STUDY OF 57 JOT MEMBERS

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### I. Introduction

Facts gained from study of a group in this Agency under "control conditions" are difficult to obtain. Because the members of the Junior Officer Trainee program fulfill the "control" requirements better than most groups, a study was undertaken on some of its members in the hope that some facts or trends in career planning for women could be brought to light. There are several factors which contribute to the advantages of studying this group.

These JOT members are carefully selected according to specific standards and tests. They are kept as a group until training is completed and each one goes through the same assessment program. They are under the control of one Office while they are fulfilling their interne responsibility and thus comparisons between individuals can more easily be studied. Conditions of placement too are capable of being judged by one individual and the comparability between situations noted.

The program has been in effect for over two years and as of 24 September 1953 there had been in the entire program these Junior Officer Trainees:

- 43 permanently assigned to Offices
- 2 in process of being assigned
- 33 temporarily attached to OTR, pending assignment
- 17 recently returned from OCS and still on TO of OTR
  - 1 recently returned from OCS who resigned and became a civilian employee of the Agency
- 39 presently on military duty
- 17 resigned (3 of these coming from the military or OCS)

It seemed significant in this study to consider only the 43 permanently assigned to Offices and the 14 non-military members who resigned. This, then, will be a study of 57 JOT's, and conclusions will be based mainly on promotion and resignation figures.

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## II. Findings

A. Statistical

1. <u>General background figures</u>	<u>Men</u>	<u>Women</u>
a. <u>Number of men and women</u>	39	18
b. <u>Ages</u>		
Median	26	26
Youngest	22	21
Oldest	36	32
Average age	26.8	25.5
c. <u>EOD Grades</u>		
(At time of entrance to Program.)	<u>Men</u>	<u>Women</u>
GS-5	10	5
GS-7	17	11
GS-9	9	2
GS-11	2	0
GS-12	1	0
d. <u>Assignments</u>	<u>Men</u>	<u>Women</u>
DDP	11	10
DDI	24	6
Other	4	2
e. <u>Resignations</u>	<u>Men</u>	<u>Women</u>
DDP	2	6
DDI	2	2
Other	1	1

2. Figures on promotions

## a. Study of the 15 GS-5's

(1) 10 were men

(a) 6 were promoted to GS-7

3 of these received promotions in 3 months (DDI)

2 of these received promotions in 8 months (DDI and DDP)

1 of these received a promotion in 9 months (DDP)

(b) 1 has received no promotion after 12 months (DDI)

(c) 3 resigned with no promotions granted after working 8, 12, and 16 months respectively. (DDP)

(2) 5 were women

(a) 3 were promoted to GS-7

1 after 8 months (DDP)

1 after 10 months (DDI)

1 after 11 months (DDP)

(b) 2 have resigned with no promotion - 10 to 16 months (DDP)

(3) Median number of months: 8 months

	<u>Men</u>	<u>Women</u>
Number promoted before median	3 (DDI)	0
Number promoted after median	1 (DDP)	2 (DDP, DDI)
Number resigning after median (no promotion)	1 (DDP)	2 (DDP)

## b. Study of the 29 GS-7's

(1) 17 were men

(a) 16 were promoted to GS-9

3 received promotion in 6 months (2 DDI, 1 DDP)

2 received promotion in 7 months (1 DDI, 1 DDP)

2 received promotion in 8 months (DDI)

2 received promotion in 9 months (1 DDI, 1 DDP)

3 received promotion in 10 months (DDI)

1 received promotion in 14 months (DDI)

1 received promotion in 15 months (DDI)

1 received promotion in 16 months (DDI)

1 received promotion in 17 months (DDI)

(b) 1 has not been promoted after 21 months (TSS)

(2) 12 were women

- (a) 5 were promoted to GS-9
  - 1 was promoted in 8 months (DDI)
  - 1 was promoted in 11 months (OTR)
  - 1 was promoted in 12 months (DDP)
  - 1 was promoted in 13 months (DDP)
  - 1 was promoted in 14 months (DDI)
- (b) 1 has not been promoted after 12 months (DDP)  
 1 has not been promoted after 23 months (DDI)
- (c) 5 resigned before being promoted:  
 1 month, 13 months, 15 months, 18 months, and  
 28 months (1 OTR, 2 DDI, 2 DDP)

(3) Median number of months: 10 months

	<u>Men</u>	<u>Women</u>
Number promoted before median	9 (6 DDI; 3 DDP)	1 (DDI)
Number promoted after median	4 (DDI)	4 (1 OTR; 1 DDI; 2 DDP)
Number resigning after median (No promotion)	0	4 (3 DDP; 1 DDI)

c. Study of the 10 GS-9's

(1) 9 were men

- (a) 4 were promoted to GS-11
  - 1 in 10 months (DDI)
  - 1 in 11 months (DDI)
  - 1 in 12 months (DDI)
  - 1 in 13 months (DDI)
- (b) 2 have received no promotion after 16 and 23 months (DDP)
- (c) 3 have resigned with no promotion  
 5, 8, and 16 months (OTR, 2 DDI)

(2) 1 was a woman

She was promoted to a GS-11 in 18 months (DDI)

(3) Median number of months: 12 months

	<u>Men</u>	<u>Women</u>
Number promoted before median	2 (DDI)	0
Number promoted after median	1 (DDI)	1 (DDI)
Number resigning after median (no promotion)	1 (DDI)	0

- d. Study of the 3 above GS-9
  - (1) All were men, 1 GS-12 and 2 GS-11's (3 DDI)
  - (2) Both GS-11's have been promoted after 14 and 15 months respectively.
  - (3) The GS-12 was promoted after 11 months.

3. Figures on resignations

a. General Statement

Of 152 men and women who have been a part of the JOT program in some way, 14 people have resigned. 9 of these were women; 5 were men.

b. Among the women:

- (1) 7 were permanently assigned.
  - 2 left because they were dissatisfied.  
(Both felt a lack of challenge and opportunity and both felt a frustration over the organization and management of their component.)
  - 3 left to be married.
  - 2 left because of pregnancy.
- (2) 2 were temporarily attached.
  - 1 left because she was dissatisfied.  
(She felt her ability was not being used and was not willing to wait for things to materialize.)
  - 1 left because of poor health.

c. Among the men:

- (1) 2 were permanently assigned.
  - 1 was dissatisfied.  
(Following a reorganization there was not a suitably challenging position for him.)
  - 1 was in ill health.

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(2) 3 were temporarily attached.

1 was dissatisfied.

(He was extremely capable and mature but found when he got into the program that a job here would not offer what he wanted.)

2 gave personal reasons.

d. Resignations in terms of percentages:

Percentage of JOT's who resigned:	9%
Percentage of women (of women in program):	50%
Percentage of men (of men in program):	4%

B. Observations and conclusions

It was not possible to draw inevitable conclusions from the preceding figures without going into a detailed study of individual cases. For this reason the Panel depended also on [REDACTED] Chief JOT Division, for his comments and statements about this program.

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1. Summary facts and figures

a. Promotions

Median number of months for promotions from 5-7 -- 8  
Median number of months for promotions from 7-9 -- 10  
Median number of months for promotions from 9-11--12  
Number of women promoted before the median, 1 - 5.5%  
of all JOT women  
Number of men promoted before the median, 14 - 36%

b. Resignations

Number of men and women assigned to DDI -- 33  
Number of men and women who resigned from DDI -- 4  
(12% of those assigned)  
Number of men and women assigned to DDP -- 21  
Number of men and women who resigned from DDP -- 8  
(38% of those assigned)

2. Conclusions to be drawn from these figures:

- Women were promoted more slowly than men.
- DDP promoted more slowly than DDI.
- Despite the high quality of women in the program, 3 out of 18 were unable to find positions and grades of sufficient challenge and career possibility to keep them in the Agency.

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- d. Out of the 18 women, 5 - or 28% - left because of marriage or pregnancy - indicating that those who feel there is an inevitable risk in planning careers for women of this age group are justified in their viewpoint.

3. General conclusions gleaned from [REDACTED] comments:

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- a. Women can handle the jobs assigned to them but the Offices feel there is a greater risk in accepting them rather than men because of probable marriage and family obligations. Therefore, Offices tend to give the women positions of less responsibility.
- b. Women in the JOI program have to be more highly qualified than most of the men in order to be well placed after initial training. [REDACTED] takes particular interest in placing the JOI women in hope that it may help the receptiveness of the Agency towards them.
- c. Women may be promoted more slowly than men partly for the reason that they are more acceptive and less aggressive in applying for a raise.
- d. There is no discrimination against women in the salary scale in this program. However, credit is occasionally given for military experience, which gives men the advantage for two reasons:
- (1) They may then receive a higher entrance grade.
  - (2) They have had practical experience in working in a bureaucratic organization.
- e. It is difficult to place a woman in a liaison position.
- f. Women may suffer promotionally in the higher brackets because of a traditional feeling that men don't like to be "bossed" by women.
- g. Some men have been placed in positions with administrative potential where a qualified woman would have been accepted. Women with Public Administration majors are evidently not numerous.

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