

EEO

AFFIRMATIVE ACTION PLAN  
FOR  
EQUAL EMPLOYMENT OPPORTUNITY

CALENDAR YEAR 1974

  
\_\_\_\_\_  
Director



Director  
Equal Employment Opportunity

STAT

Central Intelligence Agency  
November 1, 1973

CENTRAL INTELLIGENCE AGENCY  
AFFIRMATIVE ACTION PLAN  
for  
EQUAL EMPLOYMENT OPPORTUNITY

Calendar Year 1974

PART A

INTRODUCTION

The Agency EEO Organization - The Director of Central Intelligence provides policy guidance, approves and ensures the implementation of the Agency Equal Employment Opportunity Program. To carry out the day-to-day activities of the program he has designated a senior officer as the CIA Director of Equal Employment Opportunity who is under his supervision for all EEO matters. Each of the five major components of the Agency has a senior official designated as EEO Officer responsible for carrying out the component's portion of the program. Four professional EEO Counselors handle the informal stage in the complaint procedure. The EEO Director and Officers develop, monitor and maintain the technical aspects of the program. Forty-two EEO Representatives, reporting to their component chiefs and the five EEO Officers, monitor the EEO program throughout sub-units of the Agency, ensuring that EEO principles are practiced in a positive manner in connection with recruitment, assignments, training, development and advancement of minority group members and female personnel.

The Federal Women's Program Coordinator, who is also the Deputy Director, EEO, is responsible for all aspects of the Federal Women's Program. She is assisted by the Women's Advisory Panel. The Panel, composed of nine women and the Federal Women's Program Coordinator as the Chairwoman, is responsible for examining the careers of women in the Agency and making recommendations for

improvement. The Federal Women's Program Coordinator also serves as the Sixteen-Point Program Coordinator.

Supervisors at all levels within the Agency are responsible for implementing equal employment principles and practices. They direct and monitor the application and functioning of the EEO program with guidance and advice from the Director, EEO, the Federal Women's Program Coordinator, the EEO Officers and the EEO Representatives.

The Director of Personnel is responsible for the continuous appraisal of the Agency personnel program to ensure that recruitment and placement are compatible with the EEO principles.

The Director, EEO and the Federal Women's Program Coordinator are also members of the Inspector General's staff. This position allows them immediate contact with IG complaint cases which might have discrimination overtones. They also participate in IG management studies which often involve problems of full utilization of employee skills, the employment of good management practices, recruitment, and many other personnel problems with EEO manifestations.

Discrimination complaints are first handled on an informal basis by the four EEO Counselors. They have the direct support of all offices under the Director of Personnel, work closely with the five EEO Officers, and have direct access to all Agency line supervisors. The Counselors offer solutions informally. If the solutions are not accepted by the complainant, a formal complaint can be made to the EEO Officer of the major Agency unit in which the employee works or to the Director, EEO, the DCI, the chief of the major Agency unit, or to the Federal Women's Program Coordinator. The EEO Officer or the Director, EEO assigns an investigator to investigate formal complaints. Senior inspectors from the Agency Inspector General's staff are available to serve as investigators, but the selection of an investigator is not restricted to an IG staff member. When the investigation has been completed and the complainant has reviewed the investigative file, the EEO Officer of the complainant's unit and any other appropriate unit officials provide an opportunity for an adjustment of the complaint on an informal basis. If their efforts do not lead to an acceptable adjustment, the Director, EEO arranges the hearing with the DCI or his designee if the complainant requests a hearing.

The EEO organization depicted above leads to a close interaction between those who have officially designated EEO responsibilities and supervisors at all levels. The fact that all EEO officials have other responsibilities that put them in close touch with all employees facilitates the execution of the EEO program. This is especially true now that 42 EEO Representatives have been added to the EEO ranks and are working at line levels. Other factors that lead to a close interaction include the full involvement of the Office of Personnel in the EEO program and the active interest and support of the Agency's top management. No additional resources are needed to administer the program.

Resources Allocated to the EEO Program - These figures are included in Objective 1 of the Agency Affirmative Action Plan, Part D.

Qualifications Certification of Principal EEO Officials

I certify that the qualifications of all staff officials concerned with administration of the EEO Program including the following:

Director of Equal Employment Opportunity

EEO Officers

Federal Women's Program Coordinator

Sixteen-Point Program Coordinator

EEO Counselors

have been reviewed by competent authority and the incumbent of these positions meet the standards outlined in Qualifications Standards Handbook X-118 under "Equal Opportunity Specialists GS-160" or "Qualifications Guide for Collateral Assignments Involving Equal Employment Opportunity Duties." Evidence that the review has been made and its findings are on file and available for review by Civil Service Commission officials.

STAT

SIGNATURE OF DIRECTOR OF EEO

[Redacted Signature Box]

Date: 1 Nov '73

NAME OF AGENCY

: Central Intelligence Agency

ADDRESS

: McLean, Virginia

Training and Orientation for EEO Officials - CIA has an extensive and long-established training program that includes a number of courses in personnel administration. Basic, intermediate, and advanced management courses are available. All devote a section to EEO principles and practices. Senior management seminars for top Agency officials are also a part of the training program. These are held internally and in other Federal or private institutes. Provisions for personnel administrative training are therefore available and excellent in character.

In addition to EEO training included in the courses cited above, the Agency EEO officials can attend the many EEO courses presented by the Civil Service Commission at nearby locations. These courses serve to train the officials in Federal EEO principles and practices while the EEO sections of Agency management courses are designed to instruct our EEO officials on EEO principles and practices that need special and intense attention within the Agency. Overall, provisions for training and orientation in personnel administration and equal employment opportunity for staffs engaged in EEO work are adequate for our needs.

PART B

REPORT OF ACCOMPLISHMENTS  
Calendar Year 1973

EEO Organization and Resources - The most significant addition to the overall Agency EEO organization during 1973 was the establishment of the CIA Women's Panel. The panel is made up of women from all segments of the Agency and is chaired by the Federal Women's Program Coordinator. Their first effort was to collect data on the status of women employees and organize the data in a manner that will be meaningful and provocative to Agency managers. A considerable portion of this work has been completed, and the panel is now presenting, and in a sense publicizing, what they have found. Their access to Agency managers is excellent, and there is every expectation that their work will lead to positive action by management.

Early in 1973, the Director, EEO, with the cooperation of the Agency's Deputy Directors, established 42 EEO Representative positions throughout the Agency. The Representatives' role is to publicize the EEO program within his element, ensure that EEO principles are practiced in a positive manner in his unit, keep his unit chief apprised of new or modified EEO activities, and keep the Director, EEO informed of EEO accomplishments and/or problems through the Directorate Equal Employment Opportunity Officers. The result of this effort to date has been a wider and deeper understanding of EEO throughout the Agency than has been the case in the past.

Recruitment - In 1973 the Agency increased its effort to recruit minority members and blacks in particular. The black professional recruiter expanded his full-time efforts. Recruiting was done in a greater number of black colleges than before. Special processing procedures were established within the Agency to handle black applications. The Director gave black recruiting his personal attention. As a result the number of blacks put into processing increased 25% over the year before despite a general Agency freeze in hiring except for clericals and highly specialized professionals. Recruitment of

women professionals was similarly restricted but continued at about the same rate in specialized fields as in previous years.

Utilization and Enhancement of Employee Skills - During 1973 the Agency initiated its Personnel Development Program in which present employee skills and potentials are matched against present and future Agency needs with the aim of full utilization of all personnel.

An important part of this program is recognition of talented people at the lower levels who, with experience and training can be expected to move into executive positions. This part has been done to include all employees including minority group members and women. The second, and more difficult step involving training and experience began at the close of the year. The unexpectedly high number of retirees in June gave stimulus to the overall effort.

Despite the marked reduction in force that took place this year, the Agency continued its wide ranging internal and external training programs at the same levels as in preceding years. The internal program offers a wide range of courses designed to enhance skills ranging from typing and shorthand to ADP, management courses, mid-career development, and advanced intelligence seminars. Outside training includes attendance at such service schools as the National War College and advanced education at colleges and universities. An off-campus educational program got underway in the fall of 1973 in cooperation with the Northern Virginia Regional Center of the University of Virginia. Any overt employee can select academic courses from 22 offered. All courses are career enhancing and tuition costs are borne by the Agency if the course is completed successfully or the student withdraws for the convenience of the Agency.

Other off-campus education was carried out by employees at all levels. Two black professionals continued their Agency supported Ph.D. programs. One other black professional began a one-year academic program. Many employees from all levels are attending evening courses at local universities at Agency expense.

A formal upward mobility program conducted at the National Photographic Interpretation Center continued this year with the total number in the program expanded to 14, all minority members and women. Eleven have now been selected, trained, placed and promoted.



The worker-trainee opportunity program for unskilled minority group members hired at the GS-2 level for clerical skill training and placement continued. Routine informal upward mobility progress continued throughout the Agency.

EEO Training, Advice, Incentives, and Performance Evaluations - EEO training continued at the same level as last year. Civil Service Commission EEO courses served as one source of training. Each Agency management course included a session on EEO. The 42 newly appointed EEO Representatives met with the Executive Director, CIA and the Director, EEO early in the year in a general meeting on EEO. On May 17, the Director of the Office of Federal EEO, the Director of the Federal Women's Program, and the Director of the Federal Upward Mobility Program held a half-day session with the Agency EEO Director, Federal Women's Program Coordinator, EEO Officers, EEO Counselors, and EEO Representatives discussing EEO matters. Civil Service Commission EEO literature was given wide distribution within the Agency.

EEO incentive efforts centered largely on the personal interest of the Director, CIA in EEO activities. His interest has been firmly established at his regular morning meetings with his deputies. The success that the National Photographic Interpretation Center has had in its upward mobility plan has been given wide publicity.

EEO performance evaluation was given extensive attention and in 1974 each supervisor will be rated on how he performs this management duty in his annual fitness report. To place EEO performance in the right perspective, it should be noted that in general it will be one of about five or six major duties in which each supervisor will be rated.

Internal EEO Program Evaluation and Reporting - EEO program evaluation efforts were highlighted by the compilation of profiles on the GS grades, training, and supervisory assignments for all blacks and women. The compilation and analysis of these data were one basis for establishing specific EEO goals. Another basis was the analysis done within each unit of the Agency when they made their annual EEO report to the Director, EEO plus the periodic reporting that was asked for on specific areas of EEO such as black recruitment and professional planning for blacks. Regular meetings of the Director and the EEO

Officers and of the Women's Panel served as another means for both program evaluation and reporting.

Processing of discrimination complaints - The Agency mechanics for processing complaints has been established for a number of years. As in previous years, the EEO Counselors worked with the complainants to solve what were relatively few problems informally except for one case which became formal in October. The investigation procedure is well established and this investigation is now underway.

PART C

AN ASSESSMENT  
OF THE CURRENT STATUS OF  
EQUAL EMPLOYMENT OPPORTUNITY IN CIA

Since its origin in 1947, the Central Intelligence Agency has been a dynamic and changing organization. Its mission and functions have always been directed toward the collection and analysis of information on foreign countries and the conduct of intelligence operations outside of the United States. The scope and direction of these activities, however, have been dictated by varying intelligence needs of U. S. Government leaders and policy makers; and as the needs varied, the Agency's personnel requirements have changed. Today, intelligence is becoming more and more technically oriented. Therefore, at a time when we are reducing our total number of employees we must also fill a limited number of positions with highly specialized engineers, scientists, and computer specialists. All Agency EEO plans must be made and carried out with this in mind. Recruitment, upward mobility, full utilization of skills, enhancement of existing skills, etc., must all be directed toward this need thus making the preparation and execution of a realistic and positive affirmative action plan an extremely challenging effort. With this in mind, this is where CIA stands today in EEO.

The EEO Organization and Resources

There are 55 people with assigned EEO duties. While all are on a part-time EEO basis the remainder of their work deals with training, management, career development, personnel placement, etc., and contributes directly to their EEO efforts. The Director, EEO and the Federal Women's Program Coordinator are also members of the Inspector General's staff and so intimately involved in personnel and organization problem solving in the Agency. Most important, the Director of Central Intelligence and his four Deputy Directors are committed to establishing and carrying out a viable and successful EEO program. It follows that they believe that the present EEO organization and resources are adequate as they view the need. It does not mean that the present EEO organization, the personnel numbers and the resources are fixed indefinitely. As the EEO requirements change these will change. For example, in 1974 the Director of Central Intelligence will name a Director of the 16-Point Program for the Spanish Surnamed other than the Federal Women's Program Coordinator and increased efforts will be given this program.

The Status of Minority Groups  
and Women in the Agency Work Force

The status of blacks and other minorities - Blacks now make up 5.27% of the CIA work force. Two percent of the Agency population is Spanish surnamed and the average grade of this group is equal to the Agency average grade. The blacks in GS positions make up 4.7% of the work force. The remaining 0.57% are Wage Board employees. Considering all Agency GS positions, blacks occupy 11.1% of all positions in grades GS-01 through GS-08; 3.11% of all positions in grades GS-09 through GS-11; and 0.6% of all positions in grades GS-12 through GS-18. Nineteen percent of the employees in the black work force are in grades GS-09 and above.

The status of women - Women make up 32% of the Agency work force. Considering all Agency positions, women occupy 70.5% of all positions in grades GS-01 through GS-08; 22% of all positions in grades GS-09 through GS-11; and 8% of all positions in grades GS-12 and over.

These figures indicate that there is considerable room for improvement and the Affirmative Action Program for 1974 contains specific actions to carry this out.

Recruitment to Improve the  
Status of Minority Groups and Women

As already cited, CIA has been reducing its personnel strength over the past few years and will continue to do so in 1974. Recruitment of professionals is limited and the effort concentrated in highly specialized skills which are in short supply. In addition, members of minority groups and women tend to pursue educations in specialties other than those the Agency needs. Nevertheless, CIA now has a strong minority and women recruitment effort. For example, the percentage of employed blacks did increase from 4.93% to 5.25% over the past year. More black applicants were put into process in 1973 than in 1972. The 1973 EOD rate, however, was lower than that planned.

Several things will be done in an attempt to improve the rate. There will be an increase in the recruitment effort at the college level; and changes will be made in the applicant review and processing method in headquarters. There will also be an increased effort on recruiting higher level minority members and women from the private sector. Our student co-op program will attempt to attract more minority members; and our summer intern program will do the same. In addition, our clerical worker-trainee opportunities program will be continued. The combination of all of these efforts should bring improvements.

Full Utilization of Present Employee Skills

CIA takes great care in selecting the most highly qualified specialists available to carry out its many intelligence functions. Employees must also meet strict standards of morality and integrity. Once hired, CIA invests heavily in developing employees' intelligence skills beyond those which he brings to the Agency, and the employee often commits himself to CIA in that intelligence skills are not marketable in the general economy. To these conditions are added the ever-changing intelligence requirements of U. S. Government leaders which necessitates flexibility on the part of the Agency's employees. Skills that were once needed may be made obsolete by the changing requirements or by new methods of intelligence collection or analysis.

Unused or secondary skills may suddenly become important. To meet the changing intelligence demands, the Agency makes every effort to utilize those skills we have or retrain employees in the new required specialties. CIA has been geared to the full utilization of present employee skills over the years as a matter of policy and practical need. More can be done, however.

During this year the Agency administrators have initiated a review of the skills of each professional employee. This effort is aimed specifically at full utilization of present skills across unit boundaries. This start will be expanded upon in the coming year. Within the separate Agency units, career boards and panels make the same reviews on a regular basis and have since the Agency was formed. Again the maximum utilization of present skills has been the specific goal and reassignments have been made as needs have demanded.

#### Upward Mobility

The Agency now has two formal upward mobility programs. In one, which may be more accurately called a worker-trainee opportunity program, 12 to 18 unskilled minority group members are hired annually and trained in clerical skills. When trained they are placed in staff clerical positions as full-fledged employees. In the second formal program, clerical personnel in the National Photographic Interpretation Center are given the opportunity to be trained and move into professional jobs. To this point in time blacks and women have participated, but the program is open to all clerical personnel. Fourteen have entered the program. Eleven have been trained, placed, and promoted and three more have now started training.

In addition to these two formal programs, each separate CIA unit has informal upward mobility programs. Many women, for example, have moved from clerical to professional ranks over the years. Although in fewer numbers, blacks have also made professional status. The shift from informality to formality is an obvious next step. In 1974 one additional formal upward mobility program patterned after the Photographic Center's program will be established.

The Agency has had a long-established and comprehensive training program designed to enhance the skills of all employees. Courses cover the spectrum from typing and shorthand refreshers, to ADP, management courses, mid-career development, advanced intelligence seminars, attendance at outside academic institutes, exchange training at other Government research and development organizations and other courses. These courses are geared to individual needs and relate directly to career progression. The Agency views this entire extensive training effort as directly related to upward mobility of all employees. It will be maintained at its present level of effort in 1974 at a time when total employment is dropping.

#### EEO Training, Advice, Incentives, and Performance Evaluation

Agency supervisors receive training in EEO policies, goals and procedures in two ways. Most training is given in a number of Agency management courses. The Director, EEO and the Federal Women's Program Coordinator brief the classes on EEO assisted by members of the Office of Training. In addition to briefings, EEO literature is disseminated throughout the Agency on a routine basis, and Agency bulletin boards are used to "advertise" EEO. Civil Service Commission EEO courses are also employed as a training approach but, to date, to a lesser degree than Agency training. Frequent meetings of the Agency EEO Officers and the Director, EEO and meetings of the Agency Women's Council are also used as forums for instructive exchanges on EEO policy, plans, and procedures. These same meetings serve as a means of getting EEO advice and ideas passed up and down management lines as well as laterally. The Women's Council, with representatives from all main elements of the Agency, is doing a fine job in this respect.

EEO advice and guidance is also carried out in visits of the Director, EEO and the Federal Women's Program Coordinator to the directors of the separate Agency units; especially those whose EEO participation lags that of the Agency norm. Of course, the most forceful advice and guidance occurs when the Director, CIA takes up specific EEO situations at his regular morning meetings. Recent subjects that have been considered have been a summary of Agency black employment 1972-1973; a comparison of minority employment

between the Agency and the National Security Agency; and the status of female employment in the Agency.

The Agency incentives to encourage positive EEO actions on the part of supervisors center on the Director's own personal interest. The NPIC upward mobility program has received considerable attention by him and his senior managers. His interest in the unskilled minority worker-trainee opportunity program is well known. He has proposed and presses for the participation of all employees in an effort to recruit and employ blacks at high GS levels.

The subject of rating supervisors on their EEO activities is now receiving the attention of the Agency's top managers. When present plans are put into effect in 1974, EEO activities will be cited in each supervisors annual fitness report as a specific duty and his performance will be rated.

Consideration is also being given to the insertion of a paragraph in Agency regulations on the importance of the supervisor's role in EEO and the requirement for rating each supervisor on this duty.

Civil Service Commission EEO training will be utilized to a greater extent in 1974, especially in the area of EEO counseling and discrimination investigation areas in which improvement is required.

#### EEO Community Efforts

The sensitive mission of CIA precludes Agency participation in EEO community efforts as an organization. Employees are participating as private citizens wherever possible.

#### Internal EEO Evaluation and Periodic Reporting to the Civil Service Commission

Statistical data are being collected, organized, and analyzed on the employment of minority groups and women by the Office of Personnel, the Federal Women's Program Coordinator, and the Director, EEO. The data on blacks and women are now being organized for



computer manipulation and readout to facilitate analysis on a regular basis both for internal use and reporting to the Civil Service Commission. Much of what is now being done on the data represents a learning stage. However, significant information is now available and presented in a format that is already very useful in briefing top management on the present status of minority and women employment to include distribution by unit, grade, year of EOD, etc. Computer programming specialists are now considering ways of presenting grades related to job specialties, education, age, relative grades of white males, etc.

Unit reporting on EEO Affirmative Action Plan progress to the Director, EEO by unit EEO Officers is now on an annual basis. Evaluation by the units tends to be qualitative in nature. Reporting stresses the progress of blacks but with increasing emphasis on women. The Women's Panel is largely responsible for this latter development. The panel has and is conducting a variety of studies on the status of women employees and its findings are now contributing to a more firm understanding of the situation than has been true in the past. All reporting is then used in preparing the Agency reports to the Civil Service Commission.

The ultimate Agency evaluation of EEO progress is made by the Director assisted by his Deputy Directors. The Director, EEO and the Federal Women's Program Coordinator work with the Deputies largely through the EEO Officers within the directorates. To this point, the communication channel is satisfactory. Nevertheless, the subject of how the Agency evaluates its progress and the degree of success it has in doing this is open to analysis which will be done throughout 1974.

#### Providing EEO Counseling and Processing of Discrimination Complaints

EEO counseling is handled by four trained EEO Counselors. They are part-time counselors because the need for their counseling service has been minimal. The reason for the few number of cases they handle has not been determined in any formal way. Alert managers almost certainly eliminate some discriminatory practices when

they arise. The Inspector General may settle an employee's problem which may be discriminatory but is presented as a nondiscriminatory complaint. The Agency has been reducing its manpower which almost certainly has an effect. Or the Agency may be well managed at most levels. Any of these and other possibilities may be responsible for the few cases the Counselors handle. Nevertheless they are trained, available and are counseling as required.

The five Agency EEO Officers are prepared to handle formal discriminatory complaints as they arise. Investigations are handled by the senior inspectors who man the Inspector General's staff. Many years of experience in investigating formal employee complaints make them fully qualified to handle discrimination cases. Other experienced investigators on the Agency's General Counsel Staff can also carry out this step if required. The presence and experience of these senior investigators ensure that discrimination complaints can be handled and processed in the time required.

The Director, EEO has complete access to all Agency people, files, and reports that must be reviewed in reporting complaints to the Director, CIA, and determining the corrective action taken in discriminatory cases. He can advise the Director on the extent and types of disciplinary action that might be taken against supervisors or others involved. He has the means to communicate EEO plans, programs, and actions to all employees through Agency notices, bulletin boards, memoranda, etc. Finally, the Director, CIA ensures that employees and applicants can use the EEO complaint system without fear of reprisal.

At the present time the Agency is satisfied that EEO counseling and discrimination complaint processing are handled satisfactorily and meet the requirements of the law and Civil Service Commission instructions. Experience may alter this view and the Agency is prepared to correct any deficiency that becomes apparent.

PART D

CENTRAL INTELLIGENCE AGENCY  
AFFIRMATIVE ACTION PLAN  
for  
EQUAL EMPLOYMENT OPPORTUNITY


Calendar Year 1974

STATEMENT OF POLICY

The Central Intelligence Agency will comply with the spirit and intent of Executive Order 11478, Public Law 92-261 and all Civil Service Commission instructions that pertain to these two documents. The top-level managers of the Central Intelligence Agency believe in the principle of equal and fair employment opportunity for all its employees irrespective of race, color, religion, sex, or national origin, and are determined that the Agency will practice equal and fair employment opportunity. The officials of the Central Intelligence Agency at all levels are held responsible and accountable for the conduct of the Equal Employment Opportunity Program to include the establishment of realistic and specific goals and timetables to ensure the full utilization of minority and female employees and to assure that they have equal opportunities for employment and advancement commensurate with their innate capabilities and willingness to learn and progress. In addition, all Central Intelligence Agency officials are responsible and accountable for supporting Agency policy and procedures for the processing of complaints of discrimination.

The Central Intelligence Agency Affirmative Action Plan is the mechanism meant to make the Agency Equal Employment Opportunity Program a success. The Program includes:

1. Measures to improve the employment and upward mobility of minority group members.
2. Measures to improve the status and utilization of women.
3. Measures to ensure the full utilization of all employees at all levels within the Agency.
4. Mechanisms to determine, measure, and report the status and progress of minority group members and women in all Agency components.
5. Measures and means to handle charges of discrimination from the counseling through the appeal stages and correct causes of discrimination.

  
W. E. Colby  
Director

## AFFIRMATIVE ACTION

The Central Intelligence Agency will reinforce its efforts to achieve its ultimate Equal Employment Opportunity goals by establishing short-range, specific objectives for each calendar year. For 1974 these specific objectives are each given an action officer and a target date. The Affirmative Action Plan will be distributed to each Agency employee and the achievements will be given in the succeeding calendar year plan. The specific objectives relate to the emphasis present in Executive Order 11478, Public Law 92-261 and related Civil Service Commission directives. By this approach we hope to move from the intentions of the past to measurable and visible acts in our pursuit of the ultimate goal of equal employment opportunity.

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Approved For Release 2005/07/01 : CIA-RDP80B01495R000400040035-9

basis. The EEO officers handle formal discrimination cases, assign investigators to carry out the investigations, and propose solutions on an informal basis, after the investigation has been completed and the investigative file has been reviewed by the complainant. The Director, EEO is responsible for cases not resolved at the EEO Officer level. He arranges appeal hearings by the DCI or his designee. The 42 EEO Representatives monitor the progress of the EEO Affirmative Action Plan within their respective units, prepare reports on the progress to the EEO Officers and the Director, EEO, and ensure that EEO plans and opportunities are publicized to the maximum degree.

The Federal Women's Program Coordinator now acts as the Coordinator for the 16-Point Program for the Spanish surnamed. However, the DCI will name a new 16-Point Program Coordinator in January 1974, and this individual with the cooperation of the Director of Personnel and the D/EEO will establish an affirmative action plan for the Spanish surnamed. Specifics of this plan will be submitted to the Commission as an annex of this paper by April 1974.

CIA does not have a regional EEO program for several reasons. First, practically all manning of Agency foreign posts is done from headquarters thus eliminating the need for regional hiring of U.S. citizens. Second, the management of Agency personnel overseas is carried out from headquarters to include EEO authorities and responsibilities. This arrangement in no way precludes the active pursuit of EEO goals in the field.

During the coming year the Director, EEO, in conjunction with the Director of Personnel, will evaluate the total resources allocated to the Agency EEO program

and make the adjustments that may be necessary as indicated by the success, or lack of success, in attaining our EEO goals.

NAME OF AGENCY:

Central Intelligence Agency

ADDRESS:

McLean, Virginia

SIGNATURE OF SUBMITTING OFFICIAL:

STAT

Date: 1 Nov 1973



OBJECTIVE 2: Increase and sharpen recruitment efforts to reach and attract job candidates from all sources.

REMARK: The Central Intelligence Agency will continue reducing the total number of employees during Calendar Year 1974. In recruitment, it will be attempting to fill a limited number of positions in a few highly specialized fields such as engineering, the sciences and computer fields, in which there are shortages of candidates especially among women and minorities. Under these conditions our recruiters and personnel officers must make a strong results-oriented effort to meet our EEO recruiting goals.

<u>Specific Efforts for Achieving the Objective</u>	<u>Responsible Official</u>	<u>Target Date</u>
1. Conduct quarterly reviews of Agency recruitment efforts to ensure that the recruiters are contacting all sources including minority groups and women.	Director of Personnel	Quarterly throughout 1974
2. Prepare a brochure which can be given wide distribution by recruiters describing the true nature of the Agency missions and functions, etc., in order to dispel misconceptions of Agency employment among minority groups and thereby make Agency employment more attractive to these groups.	Director of Personnel	Jan. 1974
3. Prepare monthly reports for the DCI and the D/EEO on recruitment efforts to ensure an increase in the number of employment applications from minority members and/or women for technical, professional, and management level positions by 15 percent.	Director of Personnel  Deputy Directors	Monthly

4. With the assistance of all Agency employees, but especially with that of minority group members and women, encourage friends at intermediate and high levels in industry, schools, etc., to consider employment in CIA as one approach toward reducing the GS rank gap between white male employees and the minorities and women.

Deputy  
Directors  
  
Director, EEO  
  
Federal Women's  
Program  
Coordinator  
  
and all interested  
employees

Continuing

5. Submit reports to the Director of Personnel and the D/EEO on efforts to expand the Agency Co-op Program now with Howard, Prairie View and Virginia State with the goal of recruiting black professionals and on continuing negotiations with Federal City College, Morgan State, Grambling, Bowie State and Wilberforce, to join the program.

Special Assistant  
for Co-op  
Programs,  
Office of  
Personnel

April  
1974

Sept.  
1974

6. Review hiring requirements bi-annually for the express purpose of increasing the hiring of minority group members and women for part-time employment and submit reports to the Director of Personnel.

Deputy  
Directors &

Mar.  
1974

Director of  
Personnel

Sept.  
1974

7. Utilize minority group and female employees as recruiting assistants on a selective basis where success can be enhanced by their help.

Director of  
Personnel

Continuing

8. Review the records of all professional black applicants GS-7 and above who are both accepted and rejected for employment to determine the reasons for acceptance or rejection and investigate each case where the action appears to be questionable, with the view of instigating corrective action.

Director, EEO

Throughout  
1974

9. Continue the Agency unskilled minority upward mobility program wherein 12 to 18 D.C. metropolitan area individuals are employed as GS-2 clerks, are provided 3 months or more of training to develop skills to usable levels and assign them to regular positions.

Director of  
Personnel

Throughout  
1974

10. Have the newly established Women's Advisory Panel increase the internal emphasis on expanding promotional opportunities for those women now employed by reporting their analyses to the DDs quarterly.

Federal Women's  
Program  
Coordinator

Quarterly  
in 1974

11. Review the Agency's special handling procedures for processing minority group applicants to ensure that they are viable and effective.

Director of  
Personnel

April  
1974

12. Recruit and hire at least four minority group members and/or women for the Summer Intern Program for 1974. This is a program for students in graduate school or

Special Assistant  
for Co-op  
Program,  
Office of  
Personnel

April  
1974

those accepted for graduate school. They work in research and reporting areas and receive a series of lectures on Agency functions.

OBJECTIVE 3: To utilize fully the present employee skills.

<u>Specific Efforts for Achieving the Objective</u>	<u>Responsible Official</u>	<u>Target Date</u>
1. Conduct a survey of skills and utilization of minority employees and women up through grade GS-7 for the purpose of uncovering under-utilized or non-utilized skills and correcting the situation through re-assignments to more demanding jobs.	Deputy Directors Assisted by Director of Personnel	Nov. 1974
2. Review qualification requirements of professional and technical slots from GS-7 through GS-9 to assure that they are not unrealistically high in terms of the job done and that they do not screen out lower-level employees actually capable of performing the real functions of the jobs.	Deputy Directors Assisted by Director of Personnel	Nov. 1974
3. Conduct an annual review to ensure that under-utilized employees are given the opportunity to employ their skills in more demanding jobs as they become available.	Deputy Directors Assisted by Director of Personnel	Sept. 1974
4. Review and critically analyze operational needs for the purpose of restructuring jobs and establishing entry levels and trainee positions to facilitate movement within and across career fields.	Deputy Directors and Chief of all Key Components Assisted by Director of Personnel	A continuing review with an annual report to the Director of Personnel in Fall 1974

OBJECTIVE 4: To provide opportunities for employees to enhance their skills, perform at their highest potential, and advance in accordance with their abilities in light of available opportunities (Upward Mobility).

<u>Specific Efforts for Achieving the Objective</u>	<u>Responsible Official</u>	<u>Target Date</u>
<p>1. Using the Agency's National Photographic Interpretation Center (NPIC) Upward Mobility program as a model, have one more Agency unit (or combination of like units) of comparable size initiate an Upward Mobility program. The program will include specific training and education programs, job restructuring, and occupational analysis required.</p>	<p>Unit Chief and D/EEO with planning assistance from the D/NPIC</p>	<p>Jan. 1974</p>
<p>2. Continue the Agency Off-Campus Educational Program initiated in the fall 1973. In this program which is conducted in cooperation with the Northern Virginia Regional Center of the University of Virginia, any overt employee can select courses from the 22 offered. All courses are career enhancing and tuition costs are borne by the Agency if the course is completed successfully or the student withdraws for the convenience of the Agency.</p>	<p>Director, Office of Training</p>	<p>Continuing</p>

3. Continue the long-established and comprehensive Agency training program that is designed to enhance skills of all employees. Courses cover everything from typing and shorthand refresher to ADP, management courses, mid-career development, advanced intelligence seminars, attendance at outside academic institutes, exchange training at other Government research and development organizations, attendance at service war colleges, etc. The courses and outside education are geared to individual needs related directly to career progression.

Director,  
Office  
of Training  
and all  
supervisors

Continuing

4. Establish the mechanism for the career counseling and guidance of employees -- patterned after the system now used in the Operations Directorate -- and publicize the availability of these services through Agency notices distributed to all employees.

Each Deputy  
Director

July  
1974

5. Ensure that at the minimum one member of a minority group and/or one woman be a student in each of the Agency's advanced management courses as well as the Senior Intelligence Seminar and Mid-Career Course.

Deputy Directors  
Assisted by  
Director of  
Training,  
Director, EEO,  
Federal Women's  
Program  
Coordinator

Continuing  
thru all of  
1974

6. Ensure that on a merit basis minority group members and women receive their fair share of external full-time training by having the Director, EEO and the Federal Women's Program Coordinator participate in the Agency training, applicant review and selection process.

Director, EEO &  
Federal Women's  
Program  
Coordinator

Continuing  
thru all of  
1974

with the  
cooperation and  
assistance of the  
Deputy Directors  
and the Director  
of Training

7. Place \$30,000 under the control of the Director, EEO to be spent for such education as he determines is necessary to meet Agency-wide needs, to ensure further that minority group member employees receive career enhancing external training.

Director, EEO

Jan.  
1974

with the  
cooperation and  
assistance of the  
Deputy Directors  
and the Director  
of Training



OBJECTIVE 5: To provide training, advice, incentives, and performance evaluation to ensure EEO program understanding and support by supervisors.

<u>Specific Efforts for Achieving the Objective</u>	<u>Responsible Official</u>	<u>Target Date</u>
1. Include in each management training course a session on Agency EEO policy and goals, procedures for processing complaints of discrimination, and the functions and responsibilities of the Director, EEO, Federal Women's Program Coordinator, and the Agency EEO Officers and Counselors.	Director of Training	Continuing thru 1974
	Director, EEO	
2. Give special recognition to employees at all levels of management who make an outstanding contribution to the Agency EEO effort.	Federal Women's Program Coordinator	Continuing thru 1974
	Director, EEO	
3. Establish a mechanism by which all employees are informed of the contribution of 2 above.	Director of Personnel	July 1974
	Director, EEO	
4. Establish the training required to provide specific and practical instructions to all newly appointed supervisors at all levels to ensure an understanding of and sensitivity to the goals of equal employment opportunity.	Director of Personnel	April 1974
	Director of Training	
	Chief, Key Components and subordinate Elements	
	Director, EEO	

5. Establish in Agency Regulations the requirement that all supervisors be evaluated on their supervisory and managerial performance in the EEO area.

Deputy Director  
for Management  
& Services

Jan.  
1974

6. Implement the Agency regulation on evaluating all supervisors in their supervisory and managerial performance in the EEO area by issuing instructions on how the evaluation is to be made in the annual Fitness Reports.

Deputy Director  
for Management  
& Services

Jan.  
1974

OBJECTIVE 6: To participate in community efforts to improve conditions which affect employment in the Federal Government.

REMARK: For security reasons CIA is unable as an organization to participate in many activities and programs not connected with its sensitive mission. Employees, however, are encouraged to participate in civic activities as private citizens but maintaining professional anonymity if possible.

OBJECTIVE 7: To provide a system for internal program evaluation and periodic progress reports to the Civil Service Commission in accordance with Public Laws governing CIA.

<u>Specific Efforts for Achieving the Objective</u>	<u>Responsible Official</u>	<u>Target Date</u>
1. Collect, maintain and analyze statistical data on employment of minority groups and women in all organizational areas.	Director, EEO	April 1974
	Federal Women's Program Coordinator	Oct. 1974
2. Provide for internal Agency review and evaluation on a regular basis of all EEO affirmative action program activities to include special emphasis program activities designed to enhance the status of women or particular minority groups.	Director, EEO	April 1974
	Federal Women's Program Coordinator	Oct. 1974
3. Develop the system for periodic reporting on the Agency EEO program problems and progress.	Director, EEO	March 1974
	Federal Women's Program Coordinator	
4. Using the system developed in 3 above, submit periodic Agency-wide reports to the Director of Central Intelligence and the Civil Service Commission.	Deputy Directors assisted by their Directorate EEOs	April 1974
	Director, EEO	Oct. 1974
5. Visit Deputy Directors to discuss EEO progress and problem areas, make suggestions for improvement through affirmative action.	Director, EEO	April 1974
	Federal Women's Program Coordinator	

OBJECTIVE 8: To provide for prompt, fair, and impartial processing of complaints of discrimination and equal employment opportunity counseling.

<u>Specific Efforts for Achieving the Objective</u>	<u>Responsible Official</u>	<u>Target Date</u>
1. Ensure that the numbers of trained EEO Counselors are sufficient to accommodate the needs of all employees and that they are in locations convenient for easy access by employees.	Director, EEO	Jan. 1974 and continuing
2. Ensure timely training of EEO Counselors and EEO Officers.	Director, EEO	Continuing
3. Maintain a complement of trained investigators to ensure timely, competent and objective investigation of formal complaints of discrimination.	Director, EEO	Continuing
4. Ensure that on-site investigation of all formal complaints of discrimination commence within five days of receipt.	Director, EEO	Continuing
5. Ensure that the processing of all formal complaints of discrimination are completed within 75 calendar days of receipt of the complaint including investigation and issuance of proposed disposition.	Director, EEO	Continuing
6. Ensure that the final decision on a formal complaint is issued no later than 180 days of filing of the charge; and ensure that the complainant is provided with written notice of the final decision.	Director, CIA	Continuing

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| 7. Review complaint files and report to the Director, CIA on corrective action taken based on findings in cases; follow-up to ensure correction of conditions which led to the filing of the complaint.                      | Director, EEO                                      | Continuing    |
| 8. Review all cases where there has been a finding of discrimination to determine the extent and types of disciplinary action taken against supervisors or others as warranted by the case.                                  | Director, CIA                                      | Continuing    |
| 9. Update and revise the Agency notice to all employees which outlines the Agency's discrimination complaint system.   | Director, EEO                                      | Sept.<br>1974 |
| 10. Using the Agency bulletin boards and special employee notices, publicize the name, location and office phone numbers of EEO Counselors, the EEO Officers, the Director, EEO and the Federal Women's Program Coordinator. | Director, EEO                                      | Continuing    |
| 11. Ensure that employees and applicants can use the EEO complaint system without fear of reprisal.  | Director, CIA<br>Director, EEO<br>Deputy Directors | Continuing    |