

8 June 1988

The Central Intelligence Agency's Affirmative Employment record over the past few years has registered gains in some area, but in others additional progress needs to be made. We are now in the process of preparing a five-year Affirmative Employment plan with the full support of top management. When put into effect, this plan should help us increase the representation of minorities in our professional work force and help us increase the number of women and minorities in middle and upper levels of our grade structure and in management and supervisory positions.

Our five-year Affirmative Employment plan is being prepared in accordance with the Equal Employment Opportunity Commission's Management Directive-714 and the Minority Provision in the FY-89 Intelligence Authorization Bill. The plan will cover the periods FY 1988 to FY 1992.

8 June 1988

NAPA - Study of Intelligence Personnel Systems

SUBJECT: Creating a More Diverse Workforce - CIA Response

The attached information represents the Central Intelligence Agency's response to the information requested by the National Academy of Public Administration (NAPA) in their referenced request. The information has been provided in accordance with terms agreed to by the NAPA Analyst, John Wilson, in a meeting with the CIA EEO representatives on 18 May 1988. The attached information reflects the understanding reached in the 18 May 1988 meeting in the following ways:

a. The attached information reflects statistical data only on the Agency's full-time strength count personnel.

STAT b. Since Agency rotational personnel [redacted] disappear for the Agency's full-time strength count, they will not be included in the requested statistical information.

c. Rather than attempting to artificially reconstruct data, CIA data will only reflect four categories of personnel (professional, technical, clerical, and wage-board). NAPA will assume that the EEOC administrative category is subsumed in the CIA professional category.

d. CIA hiring and retention data has been provided concerning the Agency professional category. Agency professionals are hired into broad occupational groupings that allow a maximum of assignment flexibility as employees generally enter at the lower professional levels and progress through higher grades and responsibilities. A more constricted view of this significant occupational group would provide less reliable and meaningful data.

e. The CIA will provide information about those recruitment/selection tests administered on a centralized basis by the various Agency components. No attempt has been made to compile the plethora of specialized skill tests used by individual components for evaluating the skills of specific occupations. The status of the validation or of the Agency tests will be addressed by elements of the Agency's Office of Medical Services.

f. The information reflecting CIA employee distribution by grades will display some superficial variations for 1985 and 1986 because of the conversion of significant numbers of our employees from the General Schedule (GS) to the Telecommunications (TC) and Intelligence Secretary (IS) pay systems. While additional information on these conversions and the pay system is available, no effort has been made to reconstruct the actual grade data to remove this anomaly.

ACTIONS TAKEN TO ENHANCE REPRESENTATION OF  
MINORITY AND FEMALE STAFF AT ALL LEVELS OF THE CIA

SPECIAL EEO ORIENTED INITIATIVES

Several EEO oriented programs--Minority Student Symposium, Summer Fellowship, and Minority Undergraduate--are in direct support of the minority recruitment effort. These programs are being expanded and should play an important role in helping the Agency develop recruitment feeder groups and recruitment networks at the Historically Black Colleges and Universities (HBCUs) and other schools with significant minority enrollments.

-Minority Student Symposium

This promising effort was introduced in FY-86 and brought some 18 minority students from a variety of colleges/universities to the Agency for a series of indepth briefings concerning our mission and objectives while providing them an opportunity to be interviewed for future staff employment. The students were enrolled in science, engineering, political science, and economics study programs at HBCUs and two universities with high Hispanic representation. In FY-87 EEO sponsored a second minority symposium that attracted 35 minority students and 10 placement representatives from 10 different colleges/universities. Later in FY-87 and also in FY-88, the Office of Personnel's Employment Division conducted two Placement Directors Conferences to which some eighty Placement Directors and Minority Affairs Coordinators were brought to the Agency and given a series of briefings n the work we do at the CIA and career opportunities for their students.

-Summer Fellowship Program

This program, which began in 1980, has proven to be an excellent developer of supportive contacts at the HBCUs and at the same time offers opportunities for staff personnel at these schools to strengthen their own skills. By placing a small number of faculty and administrators of HBCUs, regardless of their ethnic background, into regular Agency assignments during the summer months, the participants gain valuable experience in their fields and the Agency improves its relations with the schools. Since the program's inception, we have averaged about six per year. However, in FY-87, we cleared 11 candidates from 10 colleges/universities to EOD this summer. FY-88 will see a similar number

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-Minority Undergraduate Program

This novel program was first introduced in the Directorate of Intelligence in 1984 and has since been expanded to two other Directorates. Under this program, promising minority undergraduates receive an early introduction to the CIA through a summer work experience linked to their formal academic studies. Also, the program affords the Agency an opportunity to evaluate potential future employees and guide them into course work that will prepare them for careers within our various components.

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In FY-86 six students participated in the summer program while in FY-88, almost fifty students will take part.

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-Undergraduate Scholar Program

In response to a Congressional directive in section 506 of the Intelligence Authorization Act, the Agency developed an undergraduate training program that will lead to baccalaureate degrees and intelligence careers for high school students interested in and capable of developing

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skills critical to the Agency's mission. This program, designed particularly for minorities and the disabled, will provide tuition assistance and CIA work experience to students pursuing intelligence-related studies with the understanding that they will become full-time CIA employees upon graduation. In FY-87, some 11 students were granted scholarships, and between 5 and 15 more could receive scholarships before the close of FY-88.

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#### Upward Mobility

The Agency's Upward Mobility Program provides a vehicle through which competent clerical employees at GS-09 and below can switch to a technical or professional career track. Because a high percentage of clerical employees are minorities or women, opening positions to them via the Upward Mobility Program increase the representative population of the Agency's professionals.

In the eight years since its inception in 1980, 140 employees have been assigned to technical and officer positions through the Upward Mobility Program. Of these employees, 95 (68%) are female and 24 (17%) are minorities. In FY 88, 17 employees were placed in positions; 8 are female and 4 are minorities.

#### Special EEO Oriented Training

The Agency continues to sponsor an array of special training courses to assist managers and employees in reaching our equal employment opportunity goals.

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#### -Minority Issues Oriented Training

In FY 1988 the Urban Awareness Seminar was offered six times, each approximately 200 employees. Since 1980 we have contracted with Dr. Charles

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King, President of the Urban Crisis Center in Atlanta, Georgia, to conduct these seminars to help participants develop a better understanding of how racial, cultural, and other differences can affect day-to-day working relationships.

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-Women's Issues Oriented Training

During the past six years, the Federal Women's Program (FWP) has sponsored four unique training courses for Agency employees. Three of these courses offer special awareness training for women only, the fourth is a special awareness program exclusively for Agency male middle managers. Twenty-six sessions were held in FY 1987, training over 650 employees. The Professional Women's Course (PWC) had six successful runnings, the Professional Men's Course, ten runnings and a newly developed course for women "Women's Executive Leadership Development (WELD) ran for six sessions. These were all extremely popular courses geared to providing a unique opportunity for improving leadership and managerial skills. Seminars were especially tailored to meet Agency needs and to provide the participants with a fresh perspective on how to exercise greater control of their career options and how to be more effective and successful managers.

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For FY 1988 the WELD and the PMC have been modified and incorporated into one "core" course especially tailored to meet the needs of both genders. This course entitled "Culture, Power & Gender Dynamics" (OP&GD), is a mixed gender forum for the discussion of how the awareness of culture-shared values and basic beliefs, and the use of power impact on the individual and

group successes of men and women. They strategically assess what has happened, is happening and ought to happen to the evolving roles of men and women in the Agency.

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The second course offered, in FY 1988, entitled "Women on the Team," is a modified version of the former PWC. This course addresses the perceptions created through different gender socialization. It is offered to women only and covers female and male behaviors, organizational needs, cross-gender communication and the process of internalization. Students try new behaviors, analyze situations from organizational points of view, and take risks. Plans are being made to expand future courses to reach even larger audiences.

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In FY 1987 the Office of Equal Employment Opportunity (EEO) offered a pilot running of a new EEO for Managers course. This one-day program focuses on the responsibility of the manager in preventing and correcting problems that lead to discrimination complaints. The course was attended by 40 employees who are managers or in some way affect employees' careers. We intend to offer the course three times in FY 1988.

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