



National Academy of Public Administration
Chartered by Congress

INTELLIGENCE COMMUNITY PERSONNEL STUDY

APRIL 1, 1988, PANEL MEETING AGENDA

PHILIP ODEEN - CHAIR

Location: 4th floor - across from elevator, Key Bldg.,
1200 Wilson Blvd., Rosslyn, VA.

Telephone: At above address -

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9:00- 9:15am	Welcome	Ray Kline
9:15-10:30am	Study Objectives	Odeen Wortman
10:30-12:00	House Permanent Select Committee on Intelligence	Thomas K. Latimer Staff Director
		Mike O'Neil Chief Counsel
	Senate Select Committee on Intelligence	Sven E. Holmes Staff Director
		Keith Hall Budget Director
		Charles Battaglia Staff Member
12:00- 3:00pm	Lunch and Discussion with Intelligence Agency Leaders	
3:00- 4:00pm	Panel Deliberation on Issues to be Analyzed	Odeen Wortman
4:00- 4:30pm	workplan and Schedule for Panel Meetings	Odeen Wortman

3/29/88

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DIRECTOR OF CENTRAL INTELLIGENCE
Intelligence Community Staff
Washington, D.C. 20505

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ICS 88-4429
23 March 1988

MEMORANDUM FOR: Donald I. Wortman
Project Director, Intelligence Community Personnel Study
National Academy of Public Administration

FROM: [Redacted]
Director, Planning and Policy Office

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SUBJECT: Additional Congressional Guidance for Intelligence Community
Personnel Study

1. As a follow up to our meeting on Monday, this memorandum provides additional guidance from the staffs of the House Permanent Select Committee on Intelligence (HPSCI) and the Senate Select Committee on Intelligence (SSCI) on issues to be addressed in NAPA's personnel study. (U)

- o Examination of Equal Employment Opportunity (EEO) implementation.
The HPSCI has a particular interest in seeing that the personnel study addresses the manner in which EEO goals and policies are being implemented throughout the Intelligence Community. Towards this end, we are attaching the latest EEO reports for agencies and organizations in the Community for your information.
- o Assessment of compensatory allowances for intelligence civilian personnel posted overseas, including tax treatment. The SSCI would like the report to include a comparison of allowances and special compensations for CIA, NSA, and DIA personnel assigned overseas. In addition, the report should address differences in tax treatment and associated policies as they apply to State Department personnel and members of the Intelligence Community on duty overseas.

2. If you have any questions on this additional guidance, please call me at [Redacted] (U)

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Attachment:
a/s

CONTAINS SECRET INFORMATION--
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SUBJECT: Additional Congressional Guidance for Intelligence Community
Personnel Study

DISTRIBUTION: (ICS 88-4229)

Copy 1 - Addressee

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DCI/ICS/PPO [redacted] (23 March 1988)

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CENTRAL INTELLIGENCE AGENCY
EQUAL EMPLOYMENT OPPORTUNITY REPORT
FY 1987

MINORITY AND FEMALE RECRUITMENT

During FY 1987 the Central Intelligence Agency continued its commitment to recruit and retain minority and female employees. We hired [] minorities, compared to [] in FY 1986, and [] women, compared to [] last fiscal year. The results of our broadened and intensified equal employment opportunity efforts are enumerated below.

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SIAIUPWARD MOBILITY

The Agency Upward Mobility Program offers career opportunities to technical and clerical employees at grades GS-09 and below. From the program's inception in FY 1980 through FY 1987, we have moved 126 employees into technical and officer positions. We placed 12 employees in FY 1987.

FY 1980-86

Black Female
 Male

White Female
 Male

TOTAL

FY 1987

White Female
 Male

Black Female
 Male

TOTAL



STAT

OTHER SPECIAL PROGRAMS

Four Agency programs--Undergraduate Student Scholar, Summer Fellowship, Minority Undergraduate, and Minority Symposium--directly support our minority recruitment effort. They are expanding our recruitment feeder groups and networks at the Historically Black Colleges and Universities (HBCUs), predominantly Hispanic schools in the southwest, and other schools with significant minority enrollments.

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Undergraduate Student Scholar Program

In response to Section 506 of the Intelligence Authorization Act of FY 1987, 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 skills critical to the Agency's mission. This new program, designed particularly for minorities and the disabled, provides 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. The first 11 minority participants, six more than our initial goal, began the program in September 1987. We plan to continue this program in FY 1988.

Summer Fellowship Program

This program, which began in 1980, provides faculty members and administrators who work at HBCUs productive summer assignments at CIA. They, in turn, serve as supportive contacts for the Agency when they return to their schools. In FY 1987, 11 participants from 10 colleges and universities took part in the program.

Minority Undergraduate Program

This program, now in its third year, allows promising minority undergraduates to receive an early introduction to the Agency through a summer work experience linked to their formal academic studies. It also affords the Agency an opportunity to evaluate potential future employees and recommend course work that will prepare them for Agency careers. The number of participants increased from six in 1986 to 16 in FY 1987. In addition to assignments in the Directorate of Intelligence, we now offer work opportunities in the Directorates of Administration and Science and Technology.

Minority Symposium

In April 1987, the Agency sponsored its second "Minority Symposium," attracting 35 minority students and 10 placement representatives from 10 colleges and universities. The students were enrolled in computer science, engineering, economics, and political science programs at HBCUs and two universities with high Hispanic representation. We presented a series of in-depth briefings concerning the Agency's mission and objectives. Nine of these students currently are being processed for the Minority Undergraduate Program. We plan to hold another Minority Symposium in FY 1988.

SPECIAL 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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In FY 1987 the Urban Awareness Seminar was offered nine times, reaching approximately [] employees. Since 1980 we have contracted with Dr. Charles 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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Our Federal Women's Program sponsored 26 runnings of three training courses--the Professional Women's Course, the Professional Men's Course, and the new Women's Executive Leadership Development Course--reaching some [] students. These courses provide substantive training, information, and role experiences from different perspectives to teach leaders of both sexes to understand and accommodate gender differences and leadership styles in the work place.

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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 [] 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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The Office of Logistics--one of our principal employers of wage grade workers and minorities--has devised a Blue Collar Midcareer Course, which is similar to the Agencywide course for professional employees. The Blue Collar course is intended to provide a broadening experience and new insights on career opportunities for workers with demonstrated potential for advancement. In the first two runnings of the course, some 30 percent of the participants were women and minorities. This high level of minority and female participation is expected to continue.

TABLES

Attached are tables showing the distribution of employees, FY 1987 hiring, and statistics for employees entering on duty.

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GENERAL DEFENSE INTELLIGENCE PROGRAM (GDIP) REPORT ON EQUAL EMPLOYMENT OPPORTUNITY (EEO)

5 January 1988

- The GDIP encompasses general military intelligence resources of the Services and Defense Intelligence Agency. Service GDIP activities operate within the framework of parent Service EEO programs.
- GDIP organizations achieved gains in hiring women and minorities during FY 1987. Compared to FY 1986, women employees on board at the end of FY 1987 rose from 38.8 to 38.9 percent and minorities increased from 15.8 to 16.1 percent. For new hires in FY 1987 versus FY 1986, women grew from 45.5 to 50.0 percent and minorities improved from 22.7 to 23.1 percent. Also, minorities entering professional positions expanded from 8.6 to 11.6 percent.
- The following sections describe recruitment and Affirmative Action Programs (AAP's) for each GDIP component.

ARMY GDIP ACTIVITIES

- Army GDIP activities participate in Department of the Army EEO programs. Army has an active affirmative employment program targeted at minorities, women, and handicapped individuals. Total Army work force minority statistics compare favorably with national civilian labor force data. Minorities comprise 24.8 percent of the Army civilian work force, compared with a minority representation of 18.0 percent in the national white collar labor force and 20.8 percent in the blue collar labor force.
- Army actively recruits at colleges and universities with sizeable minority enrollment. Additionally, many positions are filled internally to provide advancement opportunities for individuals already employed with Army.
- Army-wide, major command, and installation level affirmative action plans analyze barriers to employment and advancement of minorities and outline steps to be taken to overcome those barriers. The Army personnel management evaluation system provides for a review of EEO programs when regularly scheduled on-site personnel management surveys are conducted. Army reviews these surveys, Equal Employment Opportunity Commission surveys, and complaints of discrimination, particularly class action complaints, to improve personnel management affirmative actions.
- Army major career fields are included in approximately 20 centrally managed career programs. Functional program leaders are regularly briefed on affirmative employment status of their programs and on recommendations for supervisor involvement in affirmative action.
- A major area of emphasis in Army's affirmative action guidance is on increasing representation of minorities and women in GS- and GM-13 through 15 positions. This involves outreach efforts to minority group

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organizations, participation in job fairs, and recruitment displays at conferences. Also, Army is making a special efforts to increase Army minority employees in long term training programs.

NAVY GDIP ACTIVITIES

● All Navy GDIP activities are subject to Department of the Navy policy on Affirmative Action and EEO. Annual Affirmative Action and Federal Equal Opportunity Recruitment Program (FEORP) plans establish goals based on underrepresentation, identify existing barriers, and develop strategies to overcome barriers. AAP's include on-campus recruitment, newspaper advertisements, career days, and upward mobility. Recruitment targets minorities and females for underrepresented occupational fields and senior grades. All managers and supervisors have access to EEO and AAP plans and must consider them when personnel decisions are made.

● In addition to the EEO and AAP plans, Navy GDIP activities have related procedures for position selection. Each selection is announced by dated notice and a panel is established to review applications and interview candidates. Each selection panel includes an EEO representative, who briefs EEO and AAP requirements and provides guidelines that must be considered in the selection.

● Upward mobility positions are specifically targeted by the EEO office. Upward mobility gives employees at the GS-9 level and below an opportunity to move out of the technical and clerical fields into fields which have greater promotion potential.

● EEO performance is a key factor in performance appraisals for Navy managers and supervisors. Within the Atlantic and Pacific Commands, position descriptions of both military and civilian supervisors reflect EEO responsibilities.

AIR FORCE GDIP ACTIVITIES

● Air Force GDIP organizations take part in Department of the Air Force EEO programs. Air Force policy ensures equal opportunity regardless of race, religion, color, sex, national origin, age, or handicapping condition for all employees or candidates. The Affirmative Employment Program provides a work environment where all personnel can advance to their highest potential, and it eliminates underrepresentation. Affirmative employment is an integral part of Air Force personnel management. Technical responsibilities for EEO requirements are a function of the Civilian Personnel Officer. Management aspects such as selection for employment, promotion, and training are the responsibility of individual managers and supervisors.

● Each Air Force organization with a central civilian personnel office (CCPO) has an AAP Plan (AAPP) for all employees. The AAPP is a cooperative effort of EEO and AAP officials and management. Organizations with large

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work forces develop organizational AAPP's that serve as inputs to the installation AAPP. Commanders are responsible for achieving installation goals. Major commands (MAJCOM's) consolidate installation goals, and MAJCOM's and Headquarters Air Force monitor quarterly progress.

- Air Force GDIP authorizations are spread out through 15 commands serviced by 21 CCPO's. As a result, there are no centralized GDIP recruitment, hiring, and promotion policies for minorities. The Foreign Technology Division (FTD) has over 40 percent of Air Force GDIP positions. FTD conducts an extensive recruitment program for engineers and other scientific and technical fields. This includes on-campus college recruitment at predominantly minority schools and other schools with high minority or female enrollments. FTD also recruits through the Ohio state employment services and several Ohio Urban Leagues, and it advertises in the Hispanic Times, the U.S. Black Engineer, and the Minority Engineer.

- Special Emphasis Programs (SEP's) play an important role in recruitment of minorities. SEP Managers assist in recruitment, employment, and advancement of minorities and women in the federal work force and assist managers and supervisor with Affirmative Employment Programs. For example, FTD SEP managers target recruitment through local community organizations. Each Air Force installation has a Hispanic Employment Program, a Federal Women's Program, a Black Employment Program, and a Handicapped Individuals Program. In addition, Air Force encourages establishment of American Indian and Alaskan Native and Asian American and Pacific Islander Employment Programs where needed.

- All Air Force bases use student employment to further affirmative employment. Student programs include cooperative education, Junior Fellowship, summer hire, and stay-in-school. The largest command, Air Force Logistics Command, has a "grow your own" engineer program which grants financial aid for undergraduate degrees in exchange for post-graduation employment commitments. Many minority and female students have benefited from this program.

DEFENSE INTELLIGENCE AGENCY (DIA)

- DIA prepared FY 1987 AAP's for Minorities and Women and for Handicapped Individuals and forwarded the plans to the Office of the Secretary of Defense and the Equal Employment Opportunity Commission (EEOC).

- The DIA EEO staff participated in minority and women national conferences including the Image Conference, the Federally Employed Women's Conference, the National Association for the Advancement of Colored People (NAACP) Conference, and the Blacks-In-Government Training Conference.

- Federal Equal Opportunity Recruitment is an integral part of DIA recruitment. The Agency's FEORP plan emphasizes college recruitment, upward mobility, and targeted paid advertising. It focuses efforts on the main DIA occupations -- intelligence analyst and computer specialist -- with 100 or

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more personnel each.

- College recruitment visits were scheduled during the last year to the following historically black college and universities (HBCU's): Hampton Institute, Morehouse College, Morgan State College, Southern University, University of Maryland Eastern Shore, Tuskegee Institute, and Bethune-Cookman College. DIA representatives also visited schools in the Southwest and West with a large number of Hispanic, Native American, and Oriental students. These included Arizona State University, University of Texas El Paso, University of New Mexico, San Francisco State University, University of San Francisco, University of California at Los Angeles, and San Diego State University.
- DIA ran entry-level professional advertisements in campus newspapers, including: Maroon Tiger (Morehouse College), Campus Digest (Tuskegee Institute), Blue and White Flash (Jackson State University), Digest (Southern University), Register (North Carolina Agricultural and Technical), Prospector (University of Texas El Paso), Daily Lobo (University of New Mexico), Round-Up (New Mexico University), Arizona Daily Wildcat (University of Arizona), State Press (Arizona State University), Daily Bruin (University of California at Los Angeles), and Foghorn (University of San Francisco).
- The Agency also participated in job fairs oriented toward minorities and women, including: Rio Grande Hi-Tech Minority Job Fair (for Hispanics and Native Americans), Arthur A. Fletcher United Negro College Fund Job Fair (for Blacks), and Blacks-In-Government Job Fair and Exhibit (for Blacks).
- DIA advertised in career development guides to attract minority and women mid- and senior-level engineers. These guides were distributed at annual meetings of the Society of Women Engineers, the National Urban League, the NAACP, the Society of Hispanic Professional Engineers, the National Society of Black Engineers, and the League of United Latin American Citizens.
- DIA Upward Mobility Programs train individuals to fill vacant positions for which they otherwise would not qualify. Current Agency employees are selected to participate based on demonstrated high growth potential. Approximately 20 individuals have completed Upward Mobility Programs in the past five years and are performing well in their respective career fields.
- Senior DIA management is directly involved in EEO programs. The Director, DIA, has published an EEO policy statement. It encourages managers and supervisors to support goals and objectives of Affirmative Employment. It also emphasizes prevention of sexual harassment.

EMPLOYMENT DATA

- Enclosures 1 through 5 give summary data for United States national GDP civilian employees as of 30 September 1987. For the formats:
 - "Professionals" include occupational series listed in EEOC Manual

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EEO-MD-707, Appendix A, as "Professional" and "Administrative."

-- "Technical" include series listed by the EEOC as "Technical."

-- "Clerical and Wage Grade" include series listed by the EEOC as "Clerical" and "Other."

-- "SES" includes Senior Executive Service and Defense Intelligence Senior Executive Service.

5 Enclosures

1. Distribution of Employees (S)
2. Total FY 87 Hiring (S)
3. Professionals Entered on Duty (EOD) in FY 1987 (S)
4. Technicals Entered on Duty (EOD) in FY 1987 (S)
5. Clerical & Wage Grade Entered on Duty (EOD) in FY 1987 and Summary of FY 1987 EOD Counts (S)

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DISTRIBUTION OF EMPLOYEES

Schedule & Grade	Total	White		Black		Asian		Hispanic		Native American		Other Unidentified
		Total	Women	Total	Women	Total	Women	Total	Women	Total	Women	
GS-01-03	214	132	118	77	66	3	3	1	1	1	1	0
GS-04	256	153	131	94	78	2	2	1	1	2	2	4
GS-05	507	357	298	129	99	10	8	7	5	4	3	0
GS-06	414	289	258	102	86	15	13	6	6	2	2	0
GS-07	673	539	363	110	82	9	6	8	5	7	4	0
GS-08	250	163	128	77	67	1	0	6	4	3	3	0
GS-09	689	557	236	105	70	15	3	9	2	1	0	2
GS-10	60	45	26	15	5	0	0	0	0	0	0	0
GS-11	831	703	237	93	50	21	4	12	6	2	1	0
GS-12	1406	1248	278	87	41	51	16	14	6	5	0	1
GS-13	1290	1194	170	61	23	23	1	8	2	2	1	2
GS-14	905	859	78	28	4	9	2	8	1	1	0	0
GS-15	398	386	25	3	1	5	1	3	0	1	0	0
Total GS	7893	6625	2346	981	672	164	59	83	39	31	17	9
SES-01	9	9	0	0	0	0	0	0	0	0	0	0
SES-02	9	9	0	0	0	0	0	0	0	0	0	0
SES-03	21	21	1	0	0	0	0	0	0	0	0	0
SES-04	14	13	1	0	0	1	0	0	0	0	0	0
SES-05	3	3	0	0	0	0	0	0	0	0	0	0
SES-06	0	0	0	0	0	0	0	0	0	0	0	0
SES-AF*	5	5	0	0	0	0	0	0	0	0	0	0
Wageboard	147	105	12	39	7	0	0	2	0	1	0	0
Total Strength	8101	6790	2360	1020	679	165	59	85	39	32	17	9

*Specific SES grades are not available for Air Force GDIP employees.

Enclosure 1 to GDIP EEO Report

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TOTAL FY 87 HIRING

Schedule & Grade	White		Black		Asian		Hispanic		Native American	
	Total	Women	Total	Women	Total	Women	Total	Women	Total	Women
GS-01	0	0	0	0	0	0	0	0	0	0
GS-02	27	26	27	25	0	0	0	0	2	2
GS-03	56	52	48	45	2	2	0	0	1	1
GS-04	58	50	19	17	1	1	0	0	0	0
GS-05	94	69	32	18	4	3	2	1	1	0
GS-06	49	47	22	21	5	5	1	1	1	1
GS-07	157	69	20	14	3	1	2	0	2	2
GS-08	12	4	2	2	1	0	1	0	1	1
GS-09	102	17	8	3	9	2	6	1	2	0
GS-10	4	1	1	0	0	0	0	0	0	0
GS-11	96	19	7	1	2	0	0	0	0	0
GS-12	97	25	8	3	2	0	2	1	0	0
GS-13	73	12	8	2	1	0	1	0	0	0
GS-14	30	3	3	1	1	0	1	1	0	0
GS-15	15	0	1	0	0	0	0	0	0	0
SES	3	0	1	0	0	0	0	0	0	0
Wageboard	7	1	1	0	0	0	0	0	0	0
Totals	880	395	208	152	31	14	16	5	10	7
	White Men =		485		All Women =		573			
	White Women =		395		All Minorities =		265			
	Minority Men =		87							
	Minority Women =		178							

Enclosure 2 to GDIP EEO Report

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PROFESSIONALS ENTERED ON DUTY (EOD) IN FY 1987

Schedule & Grade	White	Black	Hispanic	Asian-Pacific	Other
SES	3	1	0	0	0
GS-15	15	1	0	0	0
GS-14	30	3	1	1	0
GS-13	73	8	1	1	0
GS-12	89	8	1	1	0
GS-11	88	7	0	3	0
GS-10	3	1	0	0	0
GS-09	85	5	6	4	2
GS-08	7	1	1	1	0
GS-07	121	7	0	3	0
GS-06	3	0	0	0	0
GS-05	21	1	1	1	0
Other	1	0	0	0	0
Total Professionals	539	43	11	15	2

Enclosure 3 to GDIP EEO Report

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TECHNICALS ENTERED ON DUTY (EOD) IN FY 1987

Schedule & Grade	White	Black	Hispanic	Asian-Pacific	Other
GS-12	8	0	1	1	0
GS-11	8	1	0	0	0
GS-10	1	0	0	0	0
GS-09	16	2	0	4	0
GS-08	1	0	0	0	0
GS-07	12	4	0	0	0
GS-06	4	2	0	0	0
GS-05	7	2	0	0	0
GS-04	9	6	0	0	0
GS-03	4	2	0	0	1
GS-02	0	0	0	0	0
Other	0	0	0	0	0
Total Technicals	70	19	1	5	1

Enclosure 4 to GDIP EEO Report

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CLERICAL & WAGE GRADE ENTERED ON DUTY (EOD) IN FY 1987

Schedule & Grade	White	Black	Hispanic	Asian-Pacific	Other
GS-09	1	1	0	0	0
GS-08	4	1	0	0	1
GS-07	24	9	2	0	2
GS-06	41	20	1	5	1
GS-05	65	29	1	3	1
GS-04	51	13	0	1	0
GS-03	52	45	0	2	0
GS-02	26	27	0	0	2
Wageboard	7	1	0	0	0
Total Clerical & Wage Grade	271	146	4	11	7

SUMMARY OF FY 1987 EOD COUNTS

Category	White	Black	Hispanic	Asian-Pacific	Other
Professional	539	43	11	15	2
Technical	70	19	1	5	1
Clerical/WG	271	146	4	11	7
Total	880	208	16	31	10

Enclosure 5 to GDIP EEO Report

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