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# DIVERSITY AND MINORITY HIRING IN INTELLIGENCE AGENCIES

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Diversity and Minority Hiring in In...

## HEARING

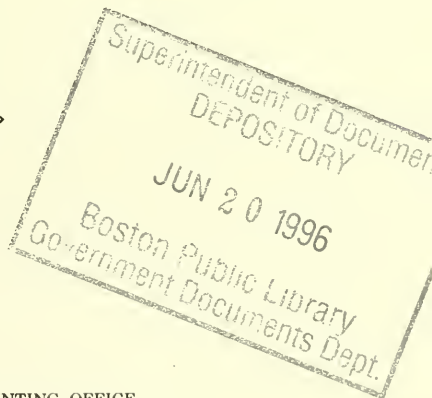
BEFORE THE

### PERMANENT SELECT COMMITTEE ON INTELLIGENCE HOUSE OF REPRESENTATIVES

ONE HUNDRED FOURTH CONGRESS  
FIRST SESSION

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WEDNESDAY, NOVEMBER 29, 1995



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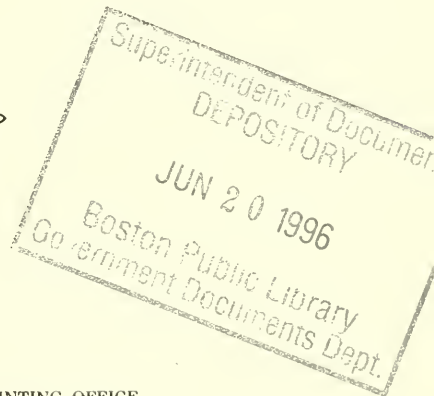
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# DIVERSITY AND MINORITY HIRING IN INTELLIGENCE AGENCIES

WEDNESDAY, NOVEMBER 29, 1995

HOUSE OF REPRESENTATIVES,  
PERMANENT SELECT COMMITTEE ON INTELLIGENCE,  
*Washington, DC.*

The Committee met, pursuant to call, at 9:30 a.m., in Room 2212, Rayburn House Office Building, the Honorable Larry Combest (Chairman of the Committee) presiding.

Present: Representatives Combest, Dornan, Young, Lewis, Goss, Shuster, McCollum, Castle, Dicks, and Coleman.

Staff Present: Louis H. Dupart, Chief Counsel; L. Christine Healey, Senior Counsel; Calvin R. Humphrey, Counsel; Mary Jane Maguire, Chief, Registry/Security; Lydia M. Olson, Chief Clerk; Michael W. Sheehy, Minority Counsel; Kelli L. Short, Staff Assistant.

The CHAIRMAN. The hearing will come to order.

I would mention at the beginning of the hearing that we are shy two witnesses. Apparently, there was an accident on the Parkway. Some Members were delayed, some of the party were involved in it, and we think they are not injured but it has tied up traffic, I think, and we in order to try to have appreciation for your time, we would go ahead and start and be happy to take their comments as they may arrive. I think the same holds true for Mr. Dicks.

The committee meets this morning in its third annual review of the hiring, promotion, and retention policies within the intelligence community to evaluate the effect of those policies on creating a more diverse work force. The committee's first hearing on diversity, in October of 1993, revealed that minorities and women were underrepresented throughout the intelligence community, especially in senior positions.

The committee's second hearing in September 1994 explored specific personnel practices that may have had a disparate effect on minorities, women, and disabled persons, as well as initiatives undertaken to ensure that these classes of employees are not disproportionately affected during the process of downsizing the intelligence community.

Following on the efforts of my predecessors, Chairmen Stokes and Glickman, I think it is important that the committee monitor the progress of the intelligence community's diversity and personnel programs. Thus, today's hearing is intended to continue our examination of the intelligence community's personnel policies and, most specifically, hiring strategies and initiatives the administration is using to meet diversity goals.

In each of the earlier hearings, the agency directors who testified committed themselves to substantive efforts to address systematic barriers that have posed significant obstacles for minorities, women, and the disabled who are seeking employment and promotion.

I am pleased to take note of the intelligence community's diversity policy statement and action plan issued by Director Deutch on November 3, 1995. Both the statement and the action plan are important indicators of the seriousness with which the community's leadership proposes to deal with this issue. I am particularly interested in hearing more about the plans to implement a process effective March 31, 1996, where all civilian supervisors are evaluated annually with respect to support and management of diversity and equal opportunity programs.

I very strongly believe each of the intelligence agencies needs to implement a comprehensive performance appraisal process for all civilian employees, not just supervisors and not just for the purpose of applying equal employment opportunity programs.

It is long past time the community take a comprehensive program for effectively rating job performance of each of all civilian staff members in implementing a performance-based system similar to what is found in the U.S. Foreign Service and in the Officer Corps of our military service.

I am somewhat concerned about the intelligence community's commitment to reserving one-third of all slots in hiring at CIA and NSA for candidates who are women or minority or disabled. I do not believe that establishing hiring or promotion goals by the community should effectively result in rigid goals or whatever word one might choose to call them. This is, on its face, inconsistent with the goal which we all espouse which is equal employment opportunities, and I would stress equal.

As the panelists take questions, I would like to explore how the balance of achieving a more diverse work force is met against hiring and promoting the most qualified person.

Lastly, I would welcome comments, particularly those of Admiral McConnell, of the potential problem of backlash at NSA. It is important we deal with what is an important growing problem for the worried white males within the communities, and our hiring, promotion, and retention should be based solely on merit and actual performance on the job.

The committee is very pleased this morning to welcome the panel composed of Honorable John Deutch, Director of Central Intelligence—glad you made it, sir; I understand you had a minor traffic problem—Admiral Mike McConnell, Director of the National Security Agency; General Kenneth Minihan, Director of the Defense Intelligence Agency; and Assistant Director Robert Bryant of the Federal Bureau of Investigation.

Dr. Deutch will begin and take questions, to be followed, then, by Mr. Bryant, who also has other matters that he is dealing with this morning.

We would be happy to take the Ranking Minority statement at such time he may come in from the same traffic jam.

I would like to make one other comment before we begin, Dr. Deutch, with your comments.



Admiral McConnell is in his last testimony before the House Permanent Select Committee on Intelligence. It is fitting that in the context of the diversity hearing that we are having today that you are here. One of your great achievements has been the progress in the area of equal employment opportunity at the NSA. It is significant—a significant accomplishment and one of which you can be proud.

We do not often have an opportunity to affect those who follow us, but you do and have. You have enshrined in NSA that every American will have an opportunity to seek employment, to be hired, and to be promoted not because of his or her race, color, or creed but because of his or her qualifications.

The NSA community is stronger because you have tapped the diverse cultures, languages, and heritages which make up America and make us different from the rest of the world.

Admiral, I want to thank you on behalf of the members of this committee. Our Nation is indebted to you for the outstanding performance that you have given the American people through your long career as an officer of the United States Navy and your distinguished service as Director of the National Security Agency. It has been, indeed, a great pleasure that I have had in working and serving with you. I appreciate it.

Mr. McCONNELL. Thank you very much, Mr. Chairman.

The CHAIRMAN. Dr. Deutch, we would turn to you at this time.

**STATEMENTS OF JOHN M. DEUTCH, DIRECTOR, CENTRAL INTELLIGENCE; ROBERT BRYANT, ASSISTANT DIRECTOR, FEDERAL BUREAU OF INVESTIGATION; NORA SLATKIN, EXECUTIVE DIRECTOR, CENTRAL INTELLIGENCE AGENCY; VICE ADM. J.M. McCONNELL, DIRECTOR, NATIONAL SECURITY AGENCY; LT. GEN. KENNETH A. MINIHAN, DIRECTOR, DEFENSE INTELLIGENCE AGENCY**

Mr. DEUTCH. Thank you, Mr. Chairman. Let me apologize for coming in a couple minutes late. The traffic out there is pretty bad. It is not like Boston. A couple inches of snow down here has had a different effect.

Also, I want to say how much I share your remarks about Admiral McConnell. We will miss him sorely in his position, but I am sure we will draw a lot from him and help the country in the future.

I salute you, Mr. Chairman, for having this hearing. This is an important subject, an important subject for every agency of government, for every institution in the country to think about these problems, and I salute you and members of the committee for addressing the subject here this morning.

I am pleased to come before you today to report on the intelligence community's progress in increasing the recruitment, hiring, and promotion of minorities, women, and persons with disabilities.

I want to address the issue here of diversity from the perspective of the intelligence community as a whole. Admiral McConnell, General Minihan, Nora Slatkin, and Director Bryant will address situations in their respective agencies. Diversity in our work force is critical to the ability of the intelligence community to perform its

missions in the post-Cold War world. This is not a new position for the leaders of the United States Intelligence Community.

Fifty years ago, General William Donovan, head of the wartime Office of Strategic Service, in describing his experience in World War II, said at a time when racial and gender equality was not as prevalent an issue as it is today, he said, "We took this seeming liability and made an asset of it."

According to General Donovan, during the Second World War the OSS was able to use diversity in our work force to understand the culture and psychology of the various nations where we fought and therefore to better penetrate the defenses of our enemies.

Today, we continue to recognize what General Donovan knew 50 years ago: in intelligence, diversity is just good business practice; it helps us better to perform our mission.

All elements of the intelligence community are committed to fostering diversity in the workplace. On November 3, as you noted, Mr. Chairman, I signed a policy statement which for the first time lays out fundamental guidelines for the intelligence community on diversity in the workplace.

Our principles are as follows: We must hire, assign, and advance people without regard to race, gender, national origin, disability, or religion. Advancement should be based on individual performance and accomplishment.

Secondly, we must be fair to all individuals and groups in our personnel policies and practices, and these policies and practices must be perceived to be fair by all members of our work force.

Finally, Mr. Chairman, we will not tolerate harassment of individuals because of their race, gender, age, national origin, disability, or religion. We must take steps to assure the diversity in the workplace is valued by all members of our work force.

These principles must be followed if we are to realize the full benefit of the skills, knowledge and experience of all citizens of our great country. We need the participation of Americans with very different backgrounds so that we can better understand the diverse cultures with which we are involved. Assuring Americans with a broad range of racial and ethnic backgrounds participate in the intelligence community work force is an important way to maintain the agility, the creativity, and vitality that the intelligence community requires in order to cope with the swiftly changing world.

I will hold the directors of the intelligence community organizations responsible for implementing the letter and spirit of this policy.

On November 3, I charged the Intelligence Diversity Management Council to oversee our progress in achieving these goals. The directors of the intelligence agencies will sit on this council, which will meet at least twice a year to review community diversity management programs, establish goals and monitor progress towards program objectives. The council will work with other diversity management bodies within and without the Federal Government.

The existing Community Diversity Issues Board, which includes the directors of personnel, diversity management, and equal opportunity of the intelligence community agencies, will act as an action staff for this council.

I attach a great deal of importance to the success of these efforts. I met with the Community Diversity Issues Board last August. I have met with the CIA Diversity Council three times. I and Deputy Director George Tenet will continue to meet with both groups on a periodic basis.

The community diversity action plan provides direction to the community in the areas of recruitment, hiring, and promotions, civilian performance appraisals, separations, and the equal employment opportunity complaint process. For example, in the area of civilian performance appraisals, we are recommending that supervisors be evaluated annually on their support of relevant diversity management and equal employment opportunity programs. We are evaluating other changes in the performance appraisal system as part of the recommendations of the community's task force on personnel reform.

I have submitted for the record a copy of the action plan along with a policy statement and the chartering document for the intelligence community Diversity Management Council.

Mr. Chairman, this package is an additional step in the continuing efforts to improve our performance in the recruitment, hiring, and promotion of minorities, women, and persons with disabilities in the intelligence community agencies, and to assure that the intelligence community workplace welcomes diversity and is free of harassment.

You will hear this morning from the leaders of the intelligence community who will report on specific progress made in each agency. You will see that progress has been slow but that our leaders are fully committed to engaging the talents, experience, and insights of a diverse work force so that the intelligence community can produce a higher quality product and better fulfill its mission.

As Director of Central Intelligence, I am fully committed to making this happen. The diversity of this Nation is one of its most important strengths. Any elements of the intelligence community that does not take advantage of this strength will surely become ineffective and eventually vanish.

Thank you very much, Mr. Chairman.

With your permission, I would like to submit this statement for the record, sir.

The CHAIRMAN. All statements will be made without objection a part of the record, and witnesses may deviate from those, as you wish.

[The statement of Mr. Deutch follows:]

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Statement of the Executive Director of the  
Central Intelligence Agency

Before the Permanent Select Committee on  
Intelligence

U.S. House of Representatives

29 November 1995

Recruitment, Hiring, and Promotion

of

Minorities, Women, the Deaf, and People with Disabilities

Mr. Chairman, I welcome this opportunity to address the Committee on the Central Intelligence Agency's recruitment, promotion, and retention policies aimed at fostering diversity in the workplace. Today I have two goals. One, to provide a snapshot of where we are against the goals we set last year--it shows only modest gains. Second, to articulate the progress we have made in just the last few months on instituting meaningful change in our personnel management processes--it warrants optimism.

I want to emphasize that the Director and I believe employees with *diverse backgrounds and varied experience* will strengthen the Agency by drawing on the knowledge and skills of all citizens of this country. We contend that holding the Agency's senior managers accountable for ensuring *a level playing field in hiring, assignment, and promotion practices* will redress long-standing inequities and help set a new tone

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for Agency conduct. We see a diverse workforce as a natural outgrowth of an effective system to hire, promote, and retain the most qualified individuals.

Our first step in transforming CIA's personnel management practices has been to centralize responsibility for personnel matters under a new body, the Human Resources Oversight Council (HROC). This group of the Agency's most senior managers, formulates, implements, and oversees changes on a variety of personnel issues, practices, and philosophy. Its goal is to attract and retain the highest caliber work force and create a cadre of highly skilled, experienced, and professional intelligence officers to serve the country's national security needs into the next century. Diversity is one important element of this agenda.

The CIA has five major goals for diversifying the Agency's work force and advancing the careers of all employees:

- Increasing the recruitment and retention of minorities in the work force.
- Preparing minorities and women at the GS-09 to GS-12 level for further career advancement.
- Expanding the representation of minorities and women in senior management positions.

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- Eliminating sexual and racial harassment in the workplace.
- Supporting a better balance of work and family for employees, including encouraging the use of alternative work schedules.

**RECRUITING AND RETAINING MINORITIES** In FY 1995, the Agency made only modest progress toward achieving its **first goal, recruiting and retaining minorities**. In FY 1995 we achieved a one percent increase in the number of minority hires -- up to 25 percent of all hires from 24 percent in FY 1994. Minorities in the Agency's work force -- particularly Hispanics and Asian Pacific employees -- remain underrepresented.

We are continuing to change our recruitment strategy in an effort to achieve a richer diversity in our workforce, even in the face of downsizing and reduced hiring. We are learning where to find the best minority recruits and we are developing new relationships with minority colleges and universities. In FY 1995, we visited 35 such institutions. Agency representatives also attended 27 minority conferences and job fairs hosted by organizations such as the National Society of Black Engineers and the Hispanic Professional Engineers. We have encouraged officers of Hispanic, Asian Pacific, Native American, and African American origin to participate in recruiting trips and to act as mentors to new

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hires. We are doing more recruiting on the West Coast, and in the Southwest, and mid-Atlantic regions. The Agency also uses student programs to increase minority hires.

#### ELIMINATING BARRIERS

Let me turn your attention to our ***second goal, eliminating perceived barriers to advancement for minorities and women.***

In our view, this is critical if we are to retain our best and brightest female and minority employees. Last year we reported to you that minorities and women continued to be underrepresented in staff positions above the GS-13 level.

To reverse the trend, the Agency's senior managers have been directed to pay "careful and sustained" attention to the development of minority and women officers in the GS-09 to GS-12 group. We continue to require minority and female representatives on all of our career panels. We have established metrics to track our progress in preparing minority and female employees for advancement to senior levels.

#### More Senior Minority and Female Officers

We have made progress in attaining our ***third goal, increasing minority and female representation at the GS-13 to GS-15 level and within the ranks of the Senior Intelligence***

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**Service.** Most minorities have expanded their representation in the Agency's senior manager ranks:

- Women in FY 1995 accounted for 14.4 percent of SIS officers, up from 11.8 percent in FY 1994.
- African Americans accounted for 3.2 percent in FY 1995, up from 2.8 percent in FY 1994.
- Hispanic and Asian Pacific employee gains, however, were almost negligible.

We have made significant progress in the most senior appointments. Of the more than 60 top positions in the Agency, one in three is currently held by a woman or minority. And, in the past six months, 42 percent of officers selected for senior assignments have been women or minorities. Several of the Director's appointments are "firsts" for women in senior management. These include a Deputy Director for Science and Technology and three female Associate Deputy Directors.

**ELIMINATING SEXUAL AND RACIAL HARASSMENT**

It is too early to assess our **progress since 1993 in eliminating sexual and racial harassment**. In a 1993 employee opinion survey, 28 percent of respondents said they had experienced racial harassment and 20 percent said they had experienced sexual harassment in the last two years. We are awaiting the results of the 1995 survey.



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Let me emphasize that the Director and I will not tolerate harassment of any kind. We have enhanced programs designed to reduce harassment. Thus far, 90 percent of the work force has attended mandatory half-day sexual harassment training. We are incorporating racial awareness issues into a variety of training courses, including employee orientation, professional seminars, and all management classes.

We are pleased to report that the Agency this year resolved a class action suit brought on behalf of women case officers in the Directorate of Operations who had alleged gender discrimination in various employment practices. The settlement provided relief to redress inequities in promotions and job assignments. We are ahead of schedule in implementing all terms of the settlement.

#### **STRIKING A BALANCE BETWEEN WORK AND FAMILY**

Let me now address the progress we are making in meeting our ***fifth and final goal, assisting employees in striking a good balance between work and family.*** The Agency this year encouraged the adoption of flexible work schedules and increased workplace accessibility for employees with disabilities. Twenty percent of the Agency's work force now use an alternative work schedule and we are experimenting with other creative staffing arrangements. We are also

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making changes in the workplace to improve accessibility for employees with disabilities.

### THE IMPACT OF DOWNSIZING

I would now like to touch on one other issue that has concerned the Committee in the past -- downsizing.

- For the last five years, it appears that the Agency's personnel goals could be captured in this one word. And have we been successful! However, if I could pin our lack of progress in work force demographics on one thing, it would be this. There is no way that with a large number of people leaving each year, and only few entering (the ratio is three and a half to one), we can show much improvement. In fact, our demographics are better than they might be since our data continue to indicate that minorities are separating at a lower rate proportional to their distribution in the Agency's population. The Director and I, as I have stated, are committed to turning this focus, and the pipeline, around.

In closing, I can say that the actions we have taken so far have strongly signaled to the Agency's senior managers that they will be held accountable for ensuring an equitable hiring and promotion process for minorities and women. Over the next year, we will focus our energy on ensuring that people are promoted according to their performance and that

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minority, female, deaf, and people with disabilities all receive equal opportunities for professional experience and career enhancing assignments. To do less, in my view, would compromise the Agency's ability to fulfill its unique mission as an intelligence organization.

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The CHAIRMAN. The Chair would like to note the attendance of the Chairman of the subcommittee, the gentleman from California, Mr. Lewis, and the Ranking Member, Mr. Coleman from Texas, who chaired the subcommittee in the last Congress on diversity issues, and who has been very involved in those and has done certainly work this year on the subcommittee level.

Dr. Deutch, it is my understanding that you have another commitment which you need to go to and would prefer that if there are Member questions for you, that those be asked at this time.

Mr. DEUTCH. I would appreciate that very much, Mr. Chairman.

The CHAIRMAN. I would initially recognize the gentleman from California if he had questions in this regard, as Chairman of the subcommittee.

Mr. LEWIS. Mr. Chairman, I am sorry I was detained, and frankly since I am just looking over the testimony, I prefer to wait.

The CHAIRMAN. Thank you. The gentleman from California and the gentleman from Washington were in the same car pool. The gentleman from Texas, Mr. Coleman, would you proceed.

Mr. COLEMAN. Thank you very much, Mr. Chairman.

I think it is important I would say to the Director that we all review what has gone on before with this particular committee; the subcommittee last year and now the full committee. I want to thank the committee for holding a full committee hearing again on this issue. It is absolutely critical.

As I said, last year with Director Woolsey, Admiral McConnell I know was here, Mr. Bryant and others were here on behalf of the intelligence community, first of all, I thought it was important that each of the agencies knew what the other was doing. In fact, my view, as we all kind of sometimes summarize what went on—my view was that the national—the Defense Intelligence Agency actually had a better process and procedure than the CIA or the NSA and others. My whole outlook was that we could all glean information from one another about the best way in which we could recruit, best way in which we could see to it that promotions occurred, the best way we could see to it that there was sensitivity within the agencies concerning diversity itself.

I thought it would be good to continue—I said I would do that at this time—continue to get information from each of you concerning one of the measurements that we know works. Maybe it doesn't work, but one of the few ways in which we can measure how we are doing is for you to give us numbers and statistics. Let's find out how it is we are doing with Hispanics and women, with African Americans, with Native Americans and others. I am very interested in seeing just where we are, where we have come from, and where we intend to go.

I think, as I said, I was looking—thanks to the staff who were able to obtain some of the questions that were asked last time—I am a believer that it is these very agencies represented by you here today that should set the standards, should be the leaders of all government agencies, indeed, of all private sector interests in the United States that hire employees to set the example in government. They certainly should be the agencies represented here.

I would hope that you would be able to address—again, I apologize also for missing your statement, Mr. Director. I ran late this

morning for a number of reasons, not the least of which is the schools. Somehow they decided they would be starting late. Those of us with children don't always have our schedules set the same way as we planned. It snowed last night, I guess that was the issue.

But anyway, I wanted to tell you that I would hope that we not also forget some of the other issues that have been raised in the IG report requested by Senator Mikulski. I think what the NSA began to do a year ago was important. I am interested in hearing from Admiral McConnell on that issue. If you wouldn't mind, I would ask the Director if you could summarize, in 25 words or less maybe, some of what you said prior to the time that the Chairman of the subcommittee and I were able to arrive.

Mr. DEUTCH. Well, first of all, I would like to say one thing, Mr. Coleman, I think that your remark about a corporate sense of what each part of the intelligence community is doing is very important. It is really that point that motivated our establishment of this intelligence community diversity council so that we had a way for the top managers to know the kinds of issues coming up, the kinds of practices that are in place in different parts of the community. So the purpose, the principal purpose of the diversity council is to provide a periodic place where the top management, leaders of each of the agencies, will get together served by the underlying group to form issues and allow them to be addressed.

The second point I want to make is a statement about numbers. I think it is very important to keep track of numbers and to keep track of numbers not only in the top management positions in each of these agencies but also in the lower ranks and in recruitment. The problem is that the numbers won't reflect as much just looking at them simply.

We do know, for example, that each of our agencies, except possibly the FBI, is going through a period of downsizing where we are losing a much larger number of people than we are bringing in and recruiting. As a result of the early retirement of people at the more advanced ranks, the numbers are going to look better because of the demographics of those individuals who have been in service longer and at higher ranks rather than reflecting what we would hope is better, significantly better proportions in incoming recruitment. So you have to look beyond the numbers. But I am completely with you on the importance of the numbers in keeping track of what our performance is.

Mr. COLEMAN. I think it is important again perhaps for you to hear a little bit of what I said to Director Woolsey. That was, I recognized fully the issue of downsizing and the problems it creates in trying to increase the numbers of women and minorities within the agency. The President of the United States understood that full well. Certainly he must have when he suggested he wanted the government to reflect America. He said that about his cabinet. He said that about government generally. Yet, this President came into office with a belief, anybody who listened during the campaign to some of the minutia I guess, or DLC, Democratic Leadership Council, speeches that this former Governor had made, which clearly reflected the idea that downsizing government was going to

be one of his goals to make it more efficient and effective and the rest of it. But he still said he wanted it to reflect America.

I maintain we can do that within your agency. I maintain we can do it within all of the agencies even while we are downsizing. It doesn't become easier that way. Oftentimes, it becomes more difficult. But that means that we have to redouble our efforts in this area. It is absolutely ridiculous that the CIA has been the subject and target of legal action because of the fact that the agency had not dealt with women in a fashion that reflected well upon the agency and this government.

Mr. DEUTCH. Mr. Coleman, I want to tell you that I agree with both your points. As I tried to say in my statement, it has been historically the case in the intelligence service of the United States they have leaned on the strength of this country, which is diversity, and allows—and that allows us to understand the other cultures with which we deal in the outside world. We have to take advantage. It would be foolish of us not to. It has been true from the beginning, 50 years ago under Donovan, to take advantage of a broad range of Americans to better access the cultures with which we deal. So I am in complete agreement on that.

Second, you make another good point. It is equally important with these efforts on recruitment, hiring, promotion, advancement, that we also work, worry about the atmosphere and the climate in the workplace in each of our agencies. We cannot tolerate harassment of women, minorities, individuals with any different ethnic backgrounds. Both of these efforts have to take place together. More attention on hiring, promotion, and assignment of women and minorities and disadvantaged individuals, along with making sure that people understand that our workplace is going to understand the strength that comes from our country in fulfilling the mission we have as an agency by using diversity to our advantage.

Mr. COLEMAN. It is not just by hiring.

I want to reiterate that I am convinced that one of the things that continues to happen within agencies, and I guess from my own personal experience as an attorney, I had a case in which a university refused to promote a professor, assistant professor within the hierarchy of the university system simply because she was a woman. And, in fact, the courts ultimately found that the university was guilty of discrimination because she was a woman.

Those are the kinds of things that I think will be tough and troubling for agencies such as yours. We understood from our prior hearings that it is called a good old boy network over there. If that is what it is, we have problems immediately.

Mr. DEUTCH. Absolutely.

Mr. COLEMAN. Let me make one other comment that Congressman Julian Dixon made last year that I think was on point. The agencies and how they deal with diversity issues, and I use that term as all encompassing, seemed to be reflected in the leader of that agency; really and truly. Whether or not people believe that from the very top within your given agency there is a sense that you care—and people should be worried that you care about it and be concerned if somebody thinks they might not promote or might not make a recommendation or might say something untoward about another person within the agency. If they think that the

head of this agency occasionally raises the issue in private and public meetings, in speeches to the entire agency, as long as there is an understanding and a belief that from the very top somebody cares, I suggest to you it is going to be far more difficult to continue the problems that some of the agencies have had. I don't think there is an agency represented here that hasn't had that. In fact, I know there isn't.

Because of hearings that were held last year, the mail to my office that comes from employees within these agencies has been very interesting. Has there been improvement? I will say yes, there has. Have we solved the problems? Of course not. These will be constant I think with us, within our agencies, all of us, whether it is our individual congressional offices, whether it is, as I said earlier, issues in corporate America, whether it is in all of the government agencies, we have to be constantly vigilant.

It is astounding to me what I heard as a member of my state legislature in Texas in the 1970's when we set about trying to resolve these problems. Some of the same things are being said to me in these letters today, 22 years later. This is unacceptable, particularly coming from government agencies which I always thought were the ones setting the example.

I want to repeat with my time, thank you, Mr. Chairman, for being indulgent, that I intend to very seriously question this issue over and over again.

Admiral McConnell was here and he discussed it and he was willing to provide numbers last year, and I want to continue that effort. I want to know how we are doing. We need to do this every six months, every year. Let's figure it out.

As I said in my opening statement last year, I know everybody has other issues with which they need to deal. There is not anybody here who doesn't represent issues critical to this Nation, and I know there are other things we might be doing that we feel are important. But I continue to believe that the importance of each of the agencies is its people and how they are treated. Everyone in that agency is critical to all of us as a country.

I appreciate your time and your willingness to be here, and I think it is good of you to have taken the time.

Mr. DEUTCH. I am in agreement with everything you have said here. This is an important matter. It deserves our attention. It is central to the building of the work force of the future and that is what is to make the strength of the intelligence community.

I do believe that the leadership of the community is completely committed to this subject of diversity, and I think you will be hearing that this morning as each component head speaks. As head of the community, I am trying to assure that we have corporate attention to the issue as well.

Mr. COLEMAN. Thank you for the time.

The CHAIRMAN. The Chair would once again note that Director Deutch does have another commitment. Ms. Slatkin will be staying and will be able to represent your views from that standpoint.

Mr. Goss.

Mr. GOSS. Thank you, Mr. Chairman. I won't need that much time.

Good morning, Director. First of all, I would like to join in the kind complimentary remarks about Admiral McConnell, because I think they are well deserved. I not only would like to be associated with those remarks but would like to say that I hold you in the highest regard and am grateful as an American for what you have done for our Nation.

I think it is important that we understand discrimination is illegal. I think that that is not just a question of the letter of the law. It is a matter of the spirit of the law. When we talk about the atmosphere and the climate of a working routine agency and its enterprises, it is critical perhaps more so than in other enterprises. Having said that, it is also I think very important to make sure that we are always matching our suitable talents to our priority tasks.

So my question, Director Deutch, is really to ask have you run into any problems where trying to meet the twin goals of top most proficiency and observing progress that needs to be made in the area of diversity where we have run into confrontations that don't work out yet, can you assure me that proficiency is not being sacrificed to diversity and vice versa?

Mr. DEUTCH. First of all, each agency in the intelligence community has a slightly different vantage point on this question. Let me say that my own view which has been focused at the top managerial jobs for the community and in the CIA the answer is most definitely not. We are talking about opportunity, not sacrificing performance for diversity. We are talking about opportunity and making sure that every American who is qualified and who is able to do the job will be selected, he or she, without regard to gender, race, physical disabilities, or the like.

I have not come across any instance, and indeed there are many areas of the world in which we deal where we would be happy to have greater representation of people with those kinds of backgrounds because of the better insight it brings us in dealing with those parts of the world.

Mr. GOSS. I certainly agree with those remarks, and I agree it has been true since the beginning, that diversity has been one of the strengths that we have enjoyed as a Nation and it has been reflected in the way we have conducted our intelligence.

My second question goes to a comment Mr. Coleman made about the good old boy network, and that term has become in some usage somewhat pejorative. I am wondering in speaking of your talk of atmosphere and climate and the importance of that whether there is, it is necessary to demoralize whatever the good old boy network is or can the process of building be done in such a way that nobody has to lose and everybody can win?

Mr. DEUTCH. First of all, I hope you will address this question to Nora Slatkin, the new executive director of the agency. She may have a more convincing response than I would.

I will say to you that it is possible to make the best use of tradition and some very committed people and make progress on this without saying that everything which went in the past was wrong. We have many examples of fantastic accomplishment by women and minorities in the history of the agency and its predecessor, OSS. So there is an element of the good old boy network in every



institution in this country and it has to be worked out and improved, but I urge you to ask Nora Slatkin this question.

Mr. GOSS. It is a question that occasionally gets asked in Congress about the good old boy network.

Mr. DEUTCH. Not by me.

Mr. GOSS. Thank you.

The CHAIRMAN Mr. Dicks.

Mr. DICKS. I regret being here late, but I have had a chance to read the Director's statement and I applaud the creation of the intelligence community's Diversity Management Council. I think with proper leadership by you and George Tenet and Nora that this can really make a difference, and really indicate to everyone that you are serious about this. This committee certainly is serious about it, so I want to commend you on that initiative and we look forward to seeing the progress that will come from it.

I, too, want to join those today who are wishing good luck to Admiral McConnell. I have certainly enjoyed our number of years of service. We have had a lot of meetings together on a variety of issues and I have always felt that you were straightforward and honest and very committed to the work that you do. I just want to compliment you on the great service you have given to the country. I think you leave the NSA stronger. It has been through a difficult period of transition, but I think you have done the best job with the resources that you had. I wish you very much the best in the future and we will enjoy working with your successor.

Admiral MCCONNELL. Thank you, sir.

[The statement of Mr. Dicks follows:]

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 (202) 225-4121  
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HONORABLE NORM DICKS  
 OPENING STATEMENT  
 HEARING ON DIVERSITY  
 November 29, 1995

I join Chairman Combest in welcoming our witnesses this morning to testify on the issue of hiring, promotion, retention and overall representation of minorities, women and disabled persons within the intelligence community.

Last year, in response to a question concerning what this Committee could do to assist intelligence community directors in achieving a diverse work force, it was stated that holding open hearings on the topic acted as a spotlight on the issue and sent a signal to all within the intelligence community that diversity remained a concern -- not only of the various directors, but of the Congress as well. In this regard, I want to commend Chairman Combest for convening the Committee to review intelligence community personnel policies which impact on the overall representation of minorities, women and disabled persons.

Beginning in 1993, the Committee began holding annual hearings on the topic of diversity to assess the progress that the intelligence community was making in creating a workforce representative of America. At that time, due to years of neglect and insensitivity, the intelligence community found itself to have the worst record within the federal government in terms of the hiring and promotion of minorities, women and disabled persons. Since then -- in part due to the insistence of this Committee and the commitment of the directors of the various intelligence community agencies -- advances have been made and improvements have been realized which give us hope that one day the intelligence community will reflect the demographics of America.

Change, however, does not come swiftly. When programs and policies directed at increasing the pool of minorities, women and disabled persons are institutionalized -- and not simply the policies of a single director that depart when the director does -- then those practices which excluded people in the past begin to disappear. Over the last several years agency directors who have testified on this issue have pledged to undertake efforts to identify and begin to remedy systemic barriers which traditionally had posed significant hurdles for

minorities, women and disabled persons seeking employment and career enhancing opportunities within the intelligence community. I am interested today in learning how many systemic barriers have been broken down, how many remain and what plans exist to eliminate existing hurdles.

Diversifying the workforce and providing for equal employment opportunity is not only the law, but is good business sense as well. Today's world is very different than it used to be. No longer can we simply focus our attention on one region of the world and hope to understand global events. In fact, today's world is a complex one in which the majority of people are not white males. Being the melting pot of the world provides the U.S. with a unique opportunity not enjoyed by most -- we, as a country, are able to tap a tremendously diverse workforce which can provide insight and understanding to basically every ethnic and minority culture worldwide. Having this resource at our fingertips is truly an intelligence force multiplier and every effort should be made to tap into this wealth of talent and employ individuals who possess skills critical to the mission of the intelligence community yet happen to be a minority, woman or disabled person.

I also look forward to learning today of any new initiatives undertaken which would facilitate the recruitment, retention, hiring and promotion of the widest cadre of persons America has to offer. While statistical data only gives a small snapshot of the entire picture, I will be interested to learn the percentages of the various equal employment opportunity groups and their representation within the various agencies so that we may compare them with data provided to the Committee in past hearings. I am also interested in learning what difficulties the intelligence community faces in attempting to enhance diversity while at the same time struggling to downsize its workforce.

Of particular interest to myself and many of my colleagues is the impact that the Supreme Court's decision in the Adarand case has had on affirmative action initiatives and student programs designed to facilitate the recruitment of talented minorities, women and disabled persons.

Despite our nation's advanced technological state, without qualified people we are simply a hollow giant. People are at the forefront of all advances in technology, intelligence operations, and analysis. It is people who have made our intelligence community outstanding. We must ensure that the future is blessed with the same caliber of personnel who currently serve in the intelligence community. To do this, the demographics of the intelligence community must change, just as the demographics of America is changing. Not to do so would be to shut the door on some of our nation's best and brightest, and that is something we simply cannot afford to do.

Again, welcome to the Committee. I look forward to receiving your testimony.

The CHAIRMAN. Mr. Castle.

Mr. CASTLE. The Director may have to leave, Mr. Chairman.

Mr. DEUTCH. I will wait.

Mr. CASTLE. I just have one question.

The CHAIRMAN. That is what I had—if you are running against time—

Mr. DEUTCH. I will stay for the question and excuse myself, sir.

Mr. CASTLE. It just seems to me in a natural sense that the CIA would be an organization that would have looked for years or decades for diversity just in the nature of what you do in terms of dealing with other countries; some people from other ethnic, racial backgrounds would be significant, people with different backgrounds.

I am a little surprised that all of this has sort of come down to the point, and crediting you with what you are doing now to put more diversity into the agency, it is surprising me that this has not happened as a natural doing of business in an agency where I would think that would be vitally important in terms of the individuals you have representing you. It seems to me that this is not just an issue of legal diversity or of dealing with gender, disabled, racial issues, but an issue of ability to carry out your business in the best way possible.

Mr. DEUTCH. I tried to reflect exactly this point in my statement, that is, it is the tradition of this agency, which goes back to the OSS during the Second World War where General Donovan saw immediately the advantage of using the talents of Americans with diverse backgrounds to address the foreign cultures with which we deal in our day-to-day world. So that tradition is there.

We are not talking about, to use a phrase which was said before, the old boy network which wanted to exclude people. The question is how successful have we been at a time when technology was lifting up very quickly in making sure that the diversity was reflected in the recruitment, promotion, professional development of candidates, and how was the workplace atmosphere towards diversity. In both of those things, we have not been perfect, like all other institutions in the country, but we are doing much better at it.

But in terms of the tradition of the CIA and of the others, including I am sure the Federal Bureau of Investigation, that tradition is present. So we are not here working on something which is antithetical to the culture; we are working hard at making progress on an important subject.

Mr. CASTLE. Thank you, sir.

The CHAIRMAN. Mr. Director, thank you very much. We feel very comfortable with Ms. Slatkin's ability to serve in your place.

Mr. COLEMAN. Mr. Chairman, could I just ask the Director one last thing? In your statement, you said that progress has been slow and that, but that progress is being made, nonetheless.

Mr. DEUTCH. If I may, sir, I worked on my statement last night. I have a slightly different version. We tried to get it here this morning but there was a car accident so we didn't. I would say that progress has been slow and what it has shown is really the results of a number of changes which really have to do with the downsizing and doesn't reflect the kind of improvement that I

would like to see. So I have a slightly different phrasing of that sentence.

Mr. COLEMAN. I know that on this committee there are those that would like very much to have submitted to us any reasons or rationale for why progress is slow if it is because of our downsizing. Nonetheless, I would say that for all of us to use the discipline of writing down and giving us the reasons is sometimes very helpful about why it is that we are not making the progress that we would like to see.

Mr. DEUTCH. You will hear that from the subsequent agency heads. Each agency will address it. I believe that the FBI which is not under the same reductions has a better record here because they are not in the same downsizing mode, but each one of us will be addressing that and we will be happy to provide you with statistics afterwards.

Mr. COLEMAN. Again I just come to the issue from a perspective where I have heard statements like that and they are troubling to me. I have heard statements like: "because we don't do things that way," or "because we can't expand our agency at the rate we would like"—not here, this is back in Texas. I heard those kinds of comments right after the Civil Rights Act was passed and those are the kinds of things that I think those of us on the committee need to get through. We got through them in Texas and we did pretty good I think. We did change it.

There was never an agency that testified before the appropriations committee in the State of Texas that didn't first begin by telling us how they were doing in the area of minority recruitment, retention, promotion. Now we have added people with disabilities, thank God. So I am one of those that say let's not dwell on why we are slow so much as what we are doing to get around some problems. You can point out those problems as we talk about how we are going to get around them.

Mr. DEUTCH. Mr. Coleman, I was trying to make the opposite point. The progress that the numbers do show in a way reflects an accident of the downsizing, that you have had a larger proportion of white males take early retirement. So rather than take credit for artificial progress because of downsizing, I am trying to make the opposite point; that the numbers show a slightly better picture because of downsizing than I would like to see.

Mr. COLEMAN. Thank you for being here. I think you do fully understand the issues this committee is concerned about, and I appreciate your willingness to stay and give us your testimony.

Mr. DEUTCH. Thank you, Mr. Chairman.

The CHAIRMAN. It is my understanding that the FBI senior management is having a conference this morning with the Vice President. Director Bryant needs to leave here about 10:30. Is there someone else who will stay?

Mr. BRYANT. Mr. Chairman, I am going to stay until the hearing ends.

The CHAIRMAN. We will have the record show that you would rather be here with us. We appreciate very much your and Admiral McConnell's patience. We will let you go ahead Director Bryant.

Mr. BRYANT. Mr. Chairman, I have a little bit longer statement that is being submitted to the record.

The CHAIRMAN. All statements will be made a part of the record.

Mr. BRYANT. Mr. Chairman and members of the committee, I am pleased to be here today to discuss the FBI's diversity goals and the steps that we have taken to achieve them.

As Director Freeh indicated before this committee last year, one of the most pressing issues we faced was the need to further diversify our work force not only with skills but with gender and ethnic composition as well.

In the last two years, substantial changes have been made in the FBI. Of the 55 appointments to the position of Special Agent in Charge of the FBI's field divisions, 21.8 percent have been minorities and women. That includes seven African-American men, four Hispanic men, and one Caucasian woman.

Just as critical in this same time frame, 80 Assistant Special Agents in Charge, the second ranking official in the field divisions, have been promoted. Of that total, 21.3 percent were minorities and women: One Asian man, three African-American men, eight Hispanics, and five Caucasian women. Eighteen percent of those named to senior executive service posts were minorities and women.

Also, the Special Agent Mid-level Management Selection Board chose 230 first-line supervisors. Of this, 27 percent were minorities and women.

During the past year, the FBI has continued to take proactive measures to address sexual harassment in the workplace and try to eliminate this issue. Today, each field office and division has two special awareness advisors who are trained to quickly address all allegations of harassment in the workplace. Director Freeh has made clear to all employees that discrimination on the basis of race, color, religion, national origin, sex, and sexual orientation, age, or disability will not be tolerated in the FBI.

In fiscal year 1995, we exceeded expectations by hiring 756 new agents. Of the 756 new agents, 142 were minorities and 154 were women. We anticipate hiring 1,300 special agents during fiscal year 1996 and an additional 1,100 special agents during fiscal year 1997. The FBI is focused on ensuring continued diversity of its work force as it undergoes the most ambitious recruitment program for special agents in its history.

Today, due to the caliber and professionalism of our employees and the strong leadership of Louis Freeh, the FBI is attracting minorities and women in record numbers. Those who are successful in gaining employment know they have done so after competing with the best qualified applicants, 40,000 this year alone, that the FBI has ever seen, and they have done so by virtue of their merit and their personal abilities.

Director Freeh and the men and women of the FBI are resolute in ensuring a diverse work force and a work environment that is supportive, friendly, and fair. We are dedicated to serving all Americans in a positive and professional manner. Thank you.

Mr. DORNAN [presiding]. Thank you, Mr. Bryant.

[The statement of Mr. Bryant follows:]

STATEMENT  
OF  
ROBERT M. BRYANT  
ASSISTANT DIRECTOR  
NATIONAL SECURITY DIVISION  
FEDERAL BUREAU OF INVESTIGATION  
BEFORE THE  
PERMANENT SELECT COMMITTEE ON INTELLIGENCE  
HOUSE OF REPRESENTATIVES  
WASHINGTON, D.C.  
NOVEMBER 29, 1995  
RECRUITMENT, HIRING AND PROMOTION PRACTICES FOR  
MINORITIES, WOMEN AND PERSONS WITH DISABILITIES

Equally important, however, is that these individuals are the future leaders of the FBI. The selection of these individuals is accomplished through the Special Agent Mid-Level Management Selection (SAMMS) system. In the last two years, the SAMMS Board has selected a total of 230 individuals for this important position. 27.1 percent of the selections were minorities and women, to include 2 Asian American men, 19 African American men, 3 African American women, 16 Hispanic men, 1 Hispanic woman, and 21 Caucasian women.

In September, 1993, this was the composition of the Special Agent workforce: .4 percent were American Indian (.3 percent American Indian men and .1 percent American Indian women); 1.6 percent were Asian American (1.4 percent Asian men and .1 percent Asian women); 5.0 percent were African American (4.3 percent African American men and .7 percent African American women); 6.0 percent were Hispanic (5.5 percent Hispanic men and .5 percent Hispanic women); and, 87.0 percent were Caucasian (76.8 percent Caucasian men and 10.2 percent Caucasian women). Overall, the Special Agent workforce totaled 10,278 personnel of which 23.1 percent were minorities and women.

The single most critical factor in achieving diversity within the FBI, while ensuring that the FBI maintains a quality workforce, is the recruitment and hiring of new agents. As you are aware, when I became Director there had been no new FBI agents hired for 14 months. During that period, new testing/selection systems were developed and validated for legal



System provided for the processing of applicants on a first-in-first-out basis, and some highly qualified applicants were being "overlooked" in the system. With the establishment of the new selection criteria, only those applicants who are more competitive when compared with others, are allowed to proceed through the Special Agent Selection System (Phase I testing, Phase II testing, and the final applicant processing state). Nine selection factors (such as the investigative needs of the FBI - such as pilots, foreign language ability, computer science skills; academic qualifications; work experience, etc.) were standardized to identify highly qualified applicants for testing.

Only those applicants who are judged to be competitive, based on standardized selection factors, are allowed to proceed to Phase I testing (paper and pen tests); and, only those applicants who are determined to be most competitive, based on standardized selection factors, proceed to Phase II testing (structured interview/written exercise).

The Phase II structured interviews are conducted by three-member panels of trained Special Agent assessors. The FBI has a total of 390 trained assessors, 245 of whom were selected and trained during Fiscal Year 1995. Minorities and women make up 33 percent and 28 percent, respectively, of the assessors. Those applicants who successfully complete Phase II testing proceed to the final applicant processing stage--polygraph examination, drug testing, physical examination, and background investigation.

The new Special Agent testing procedures are designed

men and .1 percent Asian American women); 5.5 percent African American (4.6 percent African American men and .9 percent African American women); 6.5 percent Hispanic (5.9 percent Hispanic men and .6 percent Hispanic women); and, 85.8 percent Caucasian (74.3 percent Caucasian men and 11.5 percent Caucasian women). Overall, the Special Agent workforce totaled 10067 at the end of Fiscal Year 1995, of which 12.5 percent were minorities and 13.3 percent were women.

We anticipate hiring 1300 Special Agents during Fiscal Year 1996 and an additional 1100 Special Agents during Fiscal Year 1997. The FBI is committed to ensuring the continued diversity of its workforce as it undergoes the most ambitious recruitment program for Special Agents in its history.

During the past year, the FBI has continued to take very pro-active efforts to address issues concerning sexual harassment, in an effort to eliminate sexual harassment from the workplace. In a communication to employees dated 5/20/94, we provided information to FBI employees in support of the Attorney General's initiative to address sexual harassment through an informal procedure. In furtherance of that initiative, during Fiscal Year 1995 two sexual harassment awareness facilitators were selected in each and every division/office throughout the FBI. In January of this year, those individuals were brought to our Training Academy at Quantico, Virginia and provided comprehensive training to assist them in expeditiously addressing all allegations of sexual harassment.

We firmly believe that discrimination of any kind is

accommodation requests from employees/applicants are addressed in a timely manner and within both the letter and the spirit of the Rehabilitation Act of 1973 (P. L. 93-112), as amended by P. L. 93-516, and the Americans with Disabilities Act of 1990 (ADA). This committee functions as a "neutral body" within the FBI, neither pro-management nor pro-employee or applicant. This neutral body is then able to offer management and guidance to employees/applicants in several relevant areas. These areas include but are not limited to whether the employee/applicant meets the medical and legal definitions of "qualified individuals with a disability" within the Rehabilitation Act, as amended, and the ADA and what, if any, reasonable accommodation is available and appropriate for the individual.

Equal Employment Opportunity-related training, to include awareness of the EEO process, cultural diversity and issues pertaining to sexual harassment, plays a critical role in the FBI's efforts to provide equal employment opportunity. The ultimate goal within the FBI is to provide this training to every FBI employee, with an emphasis on managers. The FBI has an EEO Training Officer stationed at our Training Academy who is responsible for coordinating these training efforts. In addition, during the last couple of years efforts have been placed at ensuring that at least one individual in each and every division/office of the FBI has an EEO/cultural diversity/sexual harassment trainer who supplements the efforts of the EEO Training Officer on an on-going basis. During Fiscal Year 1995, the FBI's EEO Training Officer coordinated a total of 119

include, the Bureau of Prisons, the Executive Office of U. S. Attorneys, the New York State Police and the Major City Chiefs of Police Human Resources Subcommittee, among others.

The FBI has made some very significant strides forward during the last two years. As these initiatives proceed, we look forward to reporting our progress to this Committee.

Mr. DORNAN. Admiral McConnell, this is your last appearance I understand on the Hill, and the word out there is that you are the best leader that the NSA has ever had. That is the nicest way to leave any position, any profession, or field of endeavor. I look forward to your final statement on the Hill.

Admiral MCCONNELL. Thank you, sir, very much. After that I have no comments.

Mr. DORNAN. It only could go downhill.

Admiral MCCONNELL. My dad told me long ago, never lose a sale by talking. I have a very detailed statement for the record.

Admiral MCCONNELL. I appreciate the opportunity to be here. I want to report some on NSA's progress and reaffirm our commitment to equal opportunity for everyone.

Three years ago, it took us 770 days to complete a formal investigation of a complaint. The law requires it should take no more than 180 days, but we had a lack of corporate level understanding of our issues and our problems, we had no vision or plan for change, and probably most importantly I have come to learn, no measureables for assessing our change.

Today, we are on the second version of our strategic plan, our vision, which is in this yellow covered book. It is available to the committee. I found very important to put in the book the demographics of the agency and the demographics of the Nation and then use that as a goal for how to change. Once we established a goal and establish measureables, we could observe progress. It now takes us 159 days instead of 770 days to resolve a discrimination complaint.

Confidence in the system is not complete but is building. The measurable goals and objectives have been stated, reported to this committee and Dr. Deutch and to the Secretary of Defense. We do not have complete 100 percent agreement on everything we are doing, but we do have a corporate understanding and a commitment to fairly deal with the issue. If we overdrive in one way or another, we will adjust that, look at the statistics, and try to make adjustments as required.

The corporate plan that I mentioned to you is what I believe empowers the civilian labor force of NSA. It clearly states a goal, clearly reveals the demographics, and it is a way to institutionalize the process over time. It will survive more than one person or a few individuals.

With regard to that plan, we have raised our standards for hiring. We have achieved our hiring goal of 33 percent of the new hires being minorities. We have focused on our greatest shortfall in minorities, which are Hispanics. We have continued outreach programs to women and minorities through our undergraduate training program. We actually pay for the education of undergraduate students.

We have several graduate training programs, a national physical sciences consortium in which we participate in a cooperative program. In that program, we have achieved our minority goal. It is now balanced. We will now relax that goal and we have achieved that goal at the expense of white women. So we will have to refocus our goal to make sure that we get the proper balance and represen-

tation of white women in our co-op program. These are young students working at NSA toward eventual employment.

We have addressed equal opportunity and promotion which is what everyone focuses on, but also job selection and career development. We have placed women and minorities in our most senior positions. A minority is our executive director and a woman is our director of operations, which is the job that everybody in NSA wants, including the director.

My concerns for the future, and these are very serious concerns on my part, are the downsizing requirements equal limited hiring. Therefore, this addresses Mr. Coleman's point. It will take us some period of time to appreciably impact the demographics.

Dr. Deutch's point that more of white males are taking advantage of the early outs and normal retirement artificially improves our statistics, but even with that, with our hiring goals there is some period of time before we will be able to appreciably impact the overall demographics of the entire agency. My primary concern, however, is the possibility of a mandated RIF to achieve the reduction goals. The rules are in essence last in, first out. If we have a mandated RIF under those rules, it will severely impact on the gains that we have made, not to mention the disruptive impact on the work.

We are currently maintaining constructive dialogue with all our employees. We are measuring our results, and if we overachieve we will adjust, as we must, to ensure fairness.

We are working within the intelligence community and with this committee to address performance evaluation, fairness, and honesty in evaluating our employees, employee incentives for career development and career opportunity, outplacement and early out programs to adjust the demographics as well as our downsizing requirements and potential relief from reduction in force regulations.

So that completes my prepared remarks and I will await my turn for questions.

Mr. DORNAN. Thank you, Admiral.

[The statement of Admiral McConnell follows:]

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November 28, 1995

## *HPSCI HEARING 1995 - DIRNSA STATEMENT FOR THE RECORD*

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### INTRODUCTION

Mr. Chairman, Members of the Committee, Ladies and Gentlemen. Thank you for providing this opportunity to address the National Security Agency's (NSA) continuing progress in ensuring equal employment opportunity for all employees. In addition to outlining our progress over the last year, I will reaffirm the Agency's commitment to guaranteeing professional advancement opportunities for all employees.

First, however, I would like to share with you my overall view of the changes that have occurred at NSA during my tenure.

Three years ago we did not have adequate corporate level awareness of the scope of our EEO problems, and no real measurement systems in place to accurately assess the progress of our changes. A significant percentage of our work force had not focused on the importance of attaining demographic balance or creating a work environment that values diversity. We had no institutional plan or strategy that stated our objectives.

## PAST HISTORY

NSA's equal opportunity program was in need of major reform. NSA employees publicly expressed concerns about reprisal and felt powerless to use the existing system to change what they perceived as inequities. We had a poor record for investigating complaints of discrimination. It was taking us on average 770 days to complete an investigation which by federal law should have been completed in 180 days. As a result, the work force had no confidence in the system to address complaints of discrimination.

COMMITMENT TO  
CHANGE THROUGH  
EXCELLENCE IN QUALITY

Today, a little over three years later, we have made significant progress. Over the last year, I have explored various processes to help us enhance equal employment opportunity for all employees. One mechanism that has helped us is the Malcolm Baldrige National Quality Award criteria. I and my senior management team have committed to leading NSA in accordance with the Baldrige Criteria because it offers us a credible road map for assessing our performance as a member of the Intelligence Community. It will also help us to manage the Agency in accordance with the Government Performance and Results Act of 1993 and the National Performance Review.

The Baldrige criteria are especially relevant to the subject of equal employment opportunity. Indeed, one of the seven criteria is specifically focused on the management and development of human resources, and the creation of a more flexible, innovative, and motivated work force. I believe the Baldrige framework will sustain NSA's progress in addressing its human resource and equal employment opportunity challenges, even through changes in Agency leadership.

OPEN AND CANDID DIA-  
LOGUE AND DISCUSSION

Dialogue has been one key to our progress in changing our approach and development of people. Today, NSA employees are actively engaged in open and candid discussion about all aspects of equal employment opportunity, and the role of diversity in accomplishing our mission. I believe a large majority of our employees are supportive of the programs and policies we have put in place. The dialogue sometimes involves strong feelings, but there is no question that the work force is engaged on these issues. For the most part, I find the expression of these diverse viewpoints as positive. I believe this continual dialogue will serve to ensure a balance in the approaches and policies we pursue in the future.



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RESTORING TRUST IN  
AGENCY INSTITUTIONS

We have also worked hard over the last few years to engender trust in the NSA institutions designed to remedy discrimination. A complaint of discrimination is investigated today in an average of 159 days, well below the 180 day timeframe required by law. Our EEO staff, including the Director and Deputy Director, lecture at dozens of Agency courses for managers and employees. We provide managers and employees with an overview of EEO laws and regulations, share trend data, and provide insight into how discrimination can be avoided. We have developed a range of penalties focused specifically on acts of discrimination, and we have taken corrective disciplinary actions where appropriate. We are actively seeking feedback from individuals who have participated in the complaints process, including complainants and responding management officials. This feedback is beginning to provide us the information that will ensure the process remains responsive to all Agency employees. I am pleased with our progress in this important area.

NEED FOR PROACTIVE  
APPROACH TO BAL-  
ANCING DEMOGRAPH-  
ICS

What has been harder to adjust is the imbalance in NSA's aggregate demographics. I believed in 1992, and I still believe, that a proactive approach to the Agency's demographics was needed. In 1993 I established a minority hiring goal of 33 percent to energize our recruitment of minorities qualified in our critical skill disciplines. We met or exceeded that goal in FY94 and FY95.

The goal is very narrowly tailored and consistent with the guidance provided by the President earlier this year following the Supreme Court's decision in the Adarand case. We did not impose sanctions if the goal was not met, and we did not in any way lessen applicant qualifications to accomplish our goal.

OPENNESS TO COURSE  
AND POLICY CORREC-  
TIONS

Nevertheless, sound business practices mandate that we perform analyses to ensure our policies and programs remain fair and equitable for all employees. Moreover, recent changes in affirmative action guidelines have increased the complexity of the analysis we must perform. To ensure our responsiveness to these changes, we have recently augmented the team analyzing our work force demographics with experts in operations research and statistics. Wherever there is statistically significant underrepresentation of any group, regardless of race, gen-

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der, age, ethnicity, or disability, we will look further into the matter to determine the possible reasons for the statistical imbalance. We will make course corrections wherever warranted so we can continue to develop and promote all our employees in an equitable manner.

BREAKING THROUGH  
CULTURAL DIFFER-  
ENCES THROUGH  
TRAINING

Another of our goals has been helping employees to break through cultural barriers and understand, respect, and value each other's differences. Some of the diversity and sexual harassment training we have instituted has dealt very candidly with stereotyping and other perceptions that are often at the root of discrimination complaints. The training has, however, offended small segments of the work force, and some of them have written to you to voice their concerns.

We have found it difficult to provide practical and useful training on controversial and emotionally laden issues such as these without causing some employees to perceive the content as offensive. I believe the clash of viewpoints occurring in some parts of NSA is no different from the ongoing national dialogue on issues related to race, equality, and the shifting roles of women and men in society. I am empathetic to the concerns of our work force as we make these difficult, but necessary, cultural changes within our organization. However, I am committed to continue confronting and resolving these issues, and to make adjustments where appropriate.

CONFRONTING  
AND RESOLVING  
CONTROVERSY

I would like to outline some of our specific accomplishments for FY95. As you know, in March of 1994, we developed NSA's first corporate level Strategic Plan focused on equal employment opportunity. In February of 1995 that Plan was updated. The Plan has served us well as a tool for measuring our progress. Because of that, I will use it to delineate some of our most significant achievements in accordance with the Plan's three main goals.

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**SIGNIFICANT ACCOMPLISHMENTS IN SUPPORT OF  
GOAL 1: A MORE DIVERSE WORK FORCE  
REPRESENTATIVE OF NATIONAL DEMOGRAPHICS  
WITH ALL REQUISITE SKILLS TO MEET OUR AGENCY  
MISSION.**

**RECRUITMENT AND HIRING**

**PROGRESS IN BALANCING  
MINORITY AND FEMALE  
UNDERREPRESENTATION**

Many of the actions we have taken pursuant to Goal 1 have been specifically focused on remedying existing underrepresentation of women and minorities. As we stated to this Committee last year, women and minorities are underrepresented when compared to the Civilian Labor Force, the standard set by the EEOC to assess the progress of federal agencies in balancing their demographics. Nevertheless, through a number of initiatives, we are making progress. Almost 38% of our 124 new hires for FY95 were minorities. Twenty-four percent of our new hires were white females.

Our success in hiring minorities was due largely to more vigorous recruitment of minorities with degrees in mathematics, computer science and engineering. Unfortunately, in light of the small numbers we are hiring due to the directed reductions in full-time, civilian personnel through 2001, we will not be able to appreciably shift our minority demographics in the near future. But, we are making some gains.

**MORE VIGOROUS  
RECRUITMENT OF  
MINORITIES**

Throughout FY95, we have continued to support a number of scholarship-related programs aimed at expanding our future pool of applicants. The Cooperative Education Program allows students to alternate periods of work at NSA with their education. For fiscal year 1995, 48 Coop students were hired -- 39.5% were white male; 12.5% were white female; and 47.9% were minorities. This hiring rate brought the total minority participation rate in the Program to 34%. Our goal was to hire minorities at a 50% rate until the minority representation balanced demographically with the CLF (22%). I am pleased to report we have met that goal.

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The Undergraduate Training Program (UTP) continues to offer us a pipeline of highly talented students. This year there are 66 students in the program receiving full scholarships from NSA. Eighty-nine percent are minorities: 22 are Black; 21 are Asian-Pacific Islanders; 14 are Hispanic and 2 are Native Americans. The students are required to continue employment with NSA following their graduation.

CONTINUED SUCCESS OF  
UNDERGRADUATE TRAIN-  
ING PROGRAM

To ensure the successful transition of our UTP participants into the NSA work force, a vigorous UTP Mentor Program is now under way. In August 1995, students and mentors attended a roundtable to build stronger and more productive student-mentor relationships. Mentors assist UTP students in developing individual development plans, setting goals and objectives for the short and long term, and developing personnel summaries (i.e., Agency resumes) that will make them competitive for career placement after graduation.

SPONSORING STUDENTS IN  
THE NATIONAL PHYSICAL  
SCIENCE CONSORTIUM

NSA remains the largest single sponsor of students in the National Physical Science Consortium (NPSC) program. The NPSC is a non-profit organization composed of leading universities, national laboratories, corporations and government agencies committed to increasing the number of women and minorities with graduate degrees in the physical sciences. In light of the Supreme Court's decision in Adarand, we have met with the NPSC to institute changes in the selection criteria for applicants to comply fully with current law. Of the 43 students sponsored by NSA, 23 are minorities and 20 are non-minority females. In the summer of FY95, in fulfillment of their employment requirement, six computer science students, ten math students and one physics student worked at NSA. Also in FY95 18 of the 43 students entered into two-year post doctoral agreements with NSA -- a new requirement which will bring highly skilled women and minorities on board at higher than entry level grades, and with the potential for more quickly assuming leadership positions.

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## EXPANDED OUTREACH TO HISPANICS

Hispanics continue to be the most underrepresented minority group in NSA. In my testimony to you last year, I reported that the Director, EEO had visited the University of Texas at El Paso (UTEP) with the purpose of building a relationship and establishing the framework for further cooperation with UTEP. I am pleased to report that we have established an NSA Scholars Program with UTEP where we will sponsor three graduate students in computer science, mathematics or electrical engineering during the 95/96 academic year, and three additional students during the 96/97 academic year. These students will become full-time NSA employees upon receipt of their degrees.

STRENGTHENING RELATIONSHIPS WITH HISPANIC INSTITUTIONS

We have also strengthened our relationship with City College in New York and California State University, Los Angeles, schools with particularly high percentages of Hispanic students. Three research projects, involving 10 minority students, are presently ongoing at City College and two research projects, involving seven minority students, are under way at California State, Los Angeles. Through these projects we now have a greater access to Hispanic students with degrees in the critical areas of mathematics, engineering and computer science.

## OUTREACH TO MINORITY INSTITUTIONS

NSA's outreach to Historically Black Colleges and Universities, Minority Institutions and Hispanic Service Institutions (HBCUs/MIs/HSIs) has afforded us an additional opportunity to expand our minority applicant pipeline. The Office of Equal Employment Opportunity (OEEO) oversees the award of contracts, grants, and cooperative agreements to HBCUs/MIs/HSIs. These awards provide research and infrastructure assistance in the areas of computer science, mathematics, engineering and languages. The OEEO provides direct monetary assistance to HBCUs/MIs/HSIs and champions their participation in NSA's overall acquisition program by soliciting additional funds from our technical elements in support of the schools' efforts.

LINKING OUTREACH AND RESEARCH TO RECRUITMENT

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During FY95 NSA made 41 awards to 26 HBCUs/MIs/HSIs totalling \$3.4 million. Over 60% of these awards involve scientific research of interest to NSA. The other 40% focuses on outreach and infrastructure assistance to the institutions. OEEO ensures that students are included as an integral part of the research efforts, and works with NSA's Recruitment Office to contact these students about NSA employment opportunities.

An NSA Scholars Program with Bowie State University, was established in FY95, and NSA's participation in the Meyerhoff Program at the University of Maryland Baltimore Campus (UMBC) was also expanded. The thrust of these programs is to increase the number of female and minority students sponsored by NSA majoring in the physical sciences who will become NSA employees upon receipt of their degrees.

### **MINORITY CONTRACTING**

Although Goal 1 of the EEO Strategic Plan is primarily focused on increasing the diversity of the NSA work force, NSA has made some progress in increasing the diversity of its contractors as well. Last year we reported that we had entered into an agreement with the Small Business Administration which created a special program designed around Section 8(a) of the Small Business Act. In FY95, NSA awarded 3.6% of its total acquisition dollars to small disadvantaged businesses that meet SBA-established criteria. This is an increase from the 2% achieved in FY94. The DoD Goal is 5%. The Office of Small and Disadvantaged Business Utilization also conducted a number of conferences across the country designed to acquaint firms with our program. We anticipate future growth in the program.

INCREASE IN CONTRACTS  
TO SMALL DISADVANTAGED  
BUSINESSES

### **CORRECTING SYSTEMIC HIRING BARRIERS**

In September 1995, the team I chartered to analyze NSA's recruitment and hiring processes and to identify systemic barriers provided me their draft report. Seventeen changes were recommended to improve the Agency's recruitment and hiring processes. Numerous initiatives are now under way in response to the team's recommendations.

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I will continue to work with the team to discuss the next phase of their study and the details of their draft report.

A particularly noteworthy initiative separate from the work of the systemic barriers team is the development of an Operational Interview Training Course for persons who interview Agency applicants. The goal of the course is twofold: (1) to provide guidance and training to potential operational interviewers; and (2) to standardize the applicant interview process. The course, designed by a minority-owned and operated firm, includes modules devoted to EEO laws and regulations; standardized approaches and interview questions focused on skill-based competencies; and role plays to teach interviewers how to properly frame questions. A second pilot offering of the course will be given shortly. This course is an important strategy aimed at eliminating possible bias or stereotyping in the selection of qualified applicants. Once the course is fully developed, it will become a prerequisite for all operational interviewers.

**TRAINING FOR OPERATIONAL INTERVIEWERS**

**OPPORTUNITIES FOR PERSONS WITH DISABILITIES**

Persons with disabilities comprise less than one percent of NSA's population. In FY95, NSA hired only one full-time person with a disability. Two students hired as part of the UTP also have disabilities. However, as a leading communications technology organization, NSA has made impressive progress over the last year on our promise to ensure that current employees with disabilities have access to computers and other information assets necessary to perform our SIGINT and INFOSEC missions.

**INCREASING MISSION ESSENTIAL ACCESS TO COMPUTERS AND NETWORKS BY EMPLOYEES WITH DISABILITIES**

In FY95, the SuperHighway Human Access to Resources and Knowledge (SHARK) Reinvention Laboratory was established within NSA's Center of Computer Assistive Technology. The SHARK laboratory has begun partnerships with the business and academic communities to deliver state-of-the-art communications technology for our employees and for the disabled community at large. In the last year, we have been working with the Georgia Institute of Technology to build new leading-edge communications technology for the workplace which provides our blind linguists, computer scientists, and cryptomathe-

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maticians with access to our computer workstations, networks, super-computers, and world-event databases. Building upon funding and know-how provided to Georgia Tech by NASA and the computer industry, NSA has contracted with Georgia Tech to help translate a proof-of-concept into a workplace tool, with potential commercial application, which provides blind-user access across workstations, networks, and corporate databases.

NSA is also assisting the General Services Administration's Center for Computer Information Technology Accessibility in developing access to the World-Wide Web for visually-impaired and multiply-disabled users. With a relatively small outlay of moneys over the last year (i.e. \$100,000 contract with Georgia Tech), but with the commitment of a cadre of disabled and non-disabled Agency technical personnel, we are working to help users with disabilities in both the public and private sector to compete more effectively in new information technologies.

OUTREACH TO COMMUNITY: ROLE MODELS FOR PERSONS WITH DISABILITIES

NSA personnel have demonstrated the broad application of some of this new technology at national and international disability technology conferences. NSA's outreach has also extended to children. Over 700 elementary children in the Washington-Baltimore area have witnessed communications technology demonstrated by NSA scientists, mathematicians, and language specialists who themselves have disabilities. These NSA employees have served as powerful role models for children both with and without disabilities. Our innovative approaches for ensuring mission applications of new disability access technology and our outreach efforts have been well received by the public.

### IMPACT OF DOWNSIZING

The impact of downsizing on our minority and female demographics is a dilemma with which we continue to struggle. If a Reduction In Force (RIF) becomes our only option to achieving our downsizing requirements, we run the risk of negating our diversity gains. In FY95, I formed a review team to study the procedures and issues involved in a RIF. As the Committee is aware, there are specific federal guidelines and regulations which must be followed if we had to conduct a RIF. The report

WORKING TO AVOID A REDUCTION IN FORCE



confirmed that a RIF is an inflexible vehicle which, under current rules and no matter how carefully considered and tailored, essentially dictates "last in, first out."

Specifically, the report indicated that a RIF would produce a significant, disproportionate negative impact on women and minorities. The review team also conducted a study of the impact of a RIF on NSA employees at grades 14 and 15 in management positions. Following National Performance Review guidance to reduce the numbers of managers in federal agencies, and factoring in veterans preference eligibility, the team concluded that a RIF would have an extreme impact on female managers, both white and minority. For these reasons, our overall focus has been on developing aggressive outplacement and transition programs that will help us to avoid a RIF.

**FOCUS ON OUTPLACE-  
MENT PROGRAMS AND  
INCENTIVIZED RETIRE-  
MENTS**

We are currently using the incentivized early-out program to meet our downsizing needs. This tool does not appear to have negatively impacted our efforts to balance our demographics. In FY95, all segments of the work force, with the exception of white males, opted for incentivized retirements at rates less than their overall percentages in the NSA work force.

***SIGNIFICANT ACCOMPLISHMENTS IN SUPPORT OF  
GOAL 2: A WORK ENVIRONMENT THAT VALUES THE  
UNIQUE CONTRIBUTION OF EACH AGENCY  
EMPLOYEE***

**DIVERSITY AWARENESS TRAINING**

Over the last year NSA has studied other federal agencies and private corporations that have received recognition as quality organizations. The most successful among them optimize the differences among their employees to create products and services valued by their customers. Diversity management and equality of opportunity are integral to employee well-being and satisfaction. Maximizing the creativity inherent in our diversity is integral to our mission of providing superior intelligence and information systems security solutions.

**THE QUALITY DIVERSITY  
CONNECTION**

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OEEEO initiated its diversity program in March 1994 by developing a course for employees involved in career selection processes. The course has been credited with radically changing selection processes and the outlooks of individuals making selections. Since its inception, 915 employees serving on career opportunity selection boards and panels have been trained. In the last several months, diversity modules were also developed and incorporated in our ongoing Leadership, Administrative, Secretarial, and Interview Techniques courses to advance the level of diversity awareness to a broader employee base.

Over the last year, senior executives have enhanced their understanding of diversity principles and honed their diversity management skills through special workshops. In FY95, 78 or almost 24% of NSA's senior executives, including myself, and 8 managers in grades 14-15 were engaged in these sessions. Over 150 managers are expected to complete diversity training in FY96.

DIVERSITY TRAINING  
FOR MANAGERS AND  
SELECTION BOARDS

Over the past year nearly all (94%) of NSA's employees attended a one-hour mandatory training session on understanding and preventing sexual harassment. All new hires attend this hard hitting presentation as part of their employee orientation, and the course has been placed in NSA's learning centers for self-paced instruction. We measured the success of this program with a survey in FY95. The survey indicates that employees are now more aware of what constitutes sexual harassment, are less willing to tolerate sexual harassment, and are more willing to report sexual harassment. In FY96 we will focus on creating more tools to enable supervisors to better deal with problems and to create and maintain positive working environments free from any form of harassment.

In June 1995, the OEEEO sponsored its very successful second annual EEO Awareness Week for all Agency employees. In keeping with the theme "Quality, Leadership, and Fairness" this week was designed to help employees understand, respect and value their differences.

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**SIGNIFICANT ACCOMPLISHMENTS IN SUPPORT OF  
GOAL 3: EQUITY IN ALL AGENCY HUMAN RESOURCES  
SYSTEMS, PROCESSES, PRACTICES AND STANDARDS**

**CAREER DEVELOPMENT**

Efforts currently under way in support of Goal 3 have and will continue to foster more equitable and better understood processes and systems for promoting, selecting, rewarding and assigning all employees. This year, as part of our overall commitment to human resources management and development, and for the first time in NSA's history, we published a corporate Human Resources Strategic Plan. This Plan complements the EEO Strategic Plan. Both plans are aimed at creating an organizational environment which fosters risk taking, creativity, innovation and commitment to learning. Both Plans focus on ensuring all employees achieve their maximum potential.

To assist in the implementation of the Agency's Human Resources Strategic Plan, we have also established a new Office of Human Resources Development which is currently headed by a minority senior executive. This new Office is singularly focused on maintaining the critically important technical competence of our work force and manages a number of key career development programs.

The NSA Leadership Development Program is designed for high-potential employees ready for focused enhancement of their professional and managerial skills. Since FY94 white females, minority males and minority females have participated in the three phases of the program (Fundamental, Basic and Mid-Level) in percentages equal to or exceeding their percentage representation in the eligible populations.

The Senior Technical Development Program (STDP) and the Senior Cryptologic Executive Development Program (SCEDP) are both designed to identify and develop our future senior leaders. The STDP is a highly selective program designed to intensify and accelerate the development of NSA's

DEVELOPMENT PROGRAM  
FOCUSED ON TECHNICAL  
LEADERSHIP

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technical leaders, particularly in computer science, cryptanalysis, engineering, physical science, and mathematics. Forty-three employees have participated in the STDP since its inception in 1994. Six white females, 1 minority female and 3 minority males have been selected to participate. All GG15, Senior Level Expert (SLE) and Senior Level Professional (SLP) personnel are eligible to apply for participation in the STDP. For both FY94 and FY95 females and minorities have been selected at percentages equal to or exceeding the percentage of each group in the applicant pool. The program has a stringent selection process that includes a written application, applicant recommendations from senior leaders and interviews by the Agency's Senior Technical Review Panel. This Panel includes some of NSA's most senior technical managers and experts.

EXAMINING PROCESSES  
& UTILIZING ALL NSA  
EMPLOYEES

Last year we reported on the demographic participation in the SCEDP, a program designed to develop those individuals with the highest potential to fill Agency senior executive leadership positions. Our Senior Cryptologic Executive Development Program includes four (8.16%) minorities and 14 (28%) females; no new class was created in FY94 or FY95. However, we are currently assessing the requirement for a new class in FY96 and are updating the associated competency criteria to be used in selecting future participants.

In the year ahead we will continue to examine our career development programs for their relevance to the Agency's future cryptologic strategy. Our goal will continue to be the improvement of key career development programs to assure a diverse pipeline of technical leaders and senior managers skilled in competencies vital to the successful accomplishment of NSA's mission.

#### REFORMING SELECTION PROCESSES AND SYSTEMS

NSA's Office of Human Resources Services has embarked on a comprehensive redesign of various human resources processes to help NSA more effectively utilize its human assets. A number of cross-functional teams are in place to address critical processes which have implications for NSA's diversity program. The areas being examined currently include: reassessing

DESIGNING NEW PERFORMANCE EVALUATION SYSTEM

skill mix requirements and continuously refining NSA's ideal work force model; identifying a promotion requirements model and redesigning existing promotion and other career opportunity selection criteria; and developing a new performance evaluation system.

With regard to the last initiative, we recognized that the existing performance measurement system did not adequately address employee development, and did not provide sufficient information upon which to base career progression decisions. The Performance Management Reform task force chartered in April 1995 is currently designing tools and processes to provide employees clear, specific feedback on job performance and career development. At the same time the tool will foster a "coaching" atmosphere between supervisors and employees. This new system should help to further ensure consistency and equity in Agency decisions.

CONTINUOUS IMPROVEMENT OF STANDARDS AND CRITERIA FOR SELECTIONS

NSA's diversity training program focused on career selection processes has begun to alter the way in which individual managers and selection boards approach critical career development decisions. Supervisors and managers at every level have begun to identify the standards and criteria for selection to various career-enhancing opportunities. Indicative of the change in culture taking place in NSA, employees routinely request from managers their criteria and rationale for selection decisions. This more open dialogue is encouraging, and it should result in more thoughtful and equitable selections.

REWARD AND RECOGNITION SYSTEMS

ANALYSIS OF AWARD RECIPIENTS

In October 1995, an eight-member task force issued its preliminary report on NSA's rewards and recognition systems. The task force analyzed the demographics of recipients of key NSA awards, non-monetary and monetary, for FY93, FY94 and the first half of FY95. The task force compared the numbers of eligible award recipients to the actual numbers of awardees in different demographic groups. This data was then further analyzed using probability analysis to determine whether the underselection of minorities and women was statistically significant.

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Although in certain years statistically significant overselection and underselection for some groups was found, the task force did not find any trends that indicated notable problems in the distribution of awards demographically. The task force also examined the underlying assumptions, processes and criteria used to select individuals for awards. This review was not limited to particular employee groups, but rather focused on how the reward and recognition systems affected all NSA employees.

USING REWARDS AND RECOGNITION TO CHANGE CULTURE

The task force concluded that NSA's rewards and recognition system, if used effectively, could be a powerful tool for motivating the work force, boosting morale and effecting the cultural and behavioral changes needed to ensure NSA's success in a changing environment. However, the task force found that the current system is perceived by the work force as reinforcing outmoded values and behaviors and needs to be redesigned to more closely reflect current corporate values and objectives. The task force identified eight innovative recommendations designed to improve awards criteria, more openly publicize achievements, and engage employees in all phases of the reward and recognition system.

COMPLAINT INVESTIGATIONS BEING DONE IN TIMELY MANNER

This preliminary report has been forwarded to my Senior Leadership Council for their comments and recommendations. The task force will consider these senior-level comments in early December 1995 and issue a final report shortly thereafter. We intend to aggressively implement many of the recommendations included in the task force report.

**RESOLVING DISPUTES**

The Office of Discrimination Complaints Processing has continued to make considerable strides in the resolution and investigation of discrimination complaints. While there was an increase in the number of formal EEO complaints from 39 in FY94 to 46 in FY95, the average time to complete investigations during FY95 dropped to 159 days, well under the regulatory time limit of 180 days. This accomplishment reflects our dedication to the production of timely, comprehensive and fair investigations of alleged discrimination.

EMPHASIS ON EARLY RESOLUTION OF COMPLAINTS

In FY94, this office was designated a Reinvention Lab.

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**PILOT MEDIATION PROGRAM SHOWING PROMISE**

Since that time over 50 refinements have been made to the process. These include: focusing on initiatives to resolve discrimination allegations before they rise to the level of a formal complaint; working closely with the military services to ensure that discrimination complaints by military personnel at NSA facilities regarding civilian colleagues and supervisors are properly handled; and consulting with other government agencies and private corporations to garner even more ideas to refine our investigative techniques.

In FY96, even greater focus will be placed on initiatives to help employees resolve their own workplace conflicts. NSA's Pilot Program on Alternative Dispute Resolution has now been in effect for one year. The program has focused on EEO discrimination complaints. The OEEA has recently extended the pilot for four months to gather additional data in assessing its overall effectiveness in resolving both complaints of discrimination and other work force conflicts.

As part of the pilot program, NSA has formally trained a cadre of NSA employees in a mediation process emphasizing facilitation techniques. These techniques are designed to assist disputing parties to resolve their own disputes. In FY95, Agency mediators successfully resolved 15 of the 16 cases that proceeded through the pilot process. Parties to the mediations have been asked to evaluate the effectiveness and neutrality of the process--immediately after the session and again six months later. We are attempting to assess whether the mediation experience improved working relationships and enhanced communications between the parties. The program shows great promise for resolving a broad range of workplace disputes beyond discrimination complaints. Three of the fifteen resolved cases have involved non-EEO related disputes. Expansion of the program into work force conflicts outside EEO is likely in FY96.

**FURTHER SUCCESS PREDICTED FOR THE FUTURE**

**CLOSING**

In the last three years, the Agency has made measurable and credible progress in the area of equal employment opportunity. Although we have much more to do, we have institutionalized a number of initiatives and we have begun to address the

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VALUABLE ROLE OF  
HPSCI OVERSIGHT

cultural changes that need to be made to ensure our success as an institution, and as part of the Intelligence Community. As the Director of NSA, I will serve on the Intelligence Community Diversity Management Council recently chartered by the Director Central Intelligence (DCI). The action staff for this Council is the Community Diversity Issues Board on which NSA's Director, EEO and Chief, Human Resources currently serve.

I feel privileged to have played a role in advancing the Agency's equal employment opportunity goals. These hearings have played an invaluable role in requiring us to continuously evaluate ourselves and to improve. Through your oversight, and with our institutionalized plan for action, I am confident the NSA Senior Agency Leadership Team will continue to report even greater success in the future.



Mr. DORNAN. General Minihan, the Director of the Defense Intelligence Agency. Your opening statement, sir.

General MINIHAN. I, too, have a statement for the record which I have submitted.

I would like to focus my opening remarks on the maturing of the program at the Defense Intelligence Agency and then share too some of the challenges which we see in the future.

We have been fortunate in that our diversity management program now has as its head the first African-American male, Charles White, who is here with me today. He leads the diversity management program in the Defense Intelligence Agency.

The focus of our diversity strategy is a mission requirement and it is a function of leadership in the organization. So we look at developing better policies and hiring better people and then advancing a diverse group of employees to make DIA a better organization to function for the government.

In my opinion, the only way for the Defense Intelligence Agency to provide good intelligence is to use all of the talent it can muster no matter how it's packaged. Looking at the future, with the rapidly changing demographics in America, it is clear that we have to recruit from those changed demographics, and we have a lot of work to do to achieve the diversity in our management structure that we would like.

DIA, like the others, has made modest gains both as a function of hiring as small as it has been and as a function of the early outs. In spite of these challenges, we have pushed hard to increase the number of minority persons and women in the agency's work force, particularly at the senior grades, which is where we need those role models in place. Our statement for the record has some of those statistics.

The representation of minority employees in the DIA civilian work force has increased about half a percentage point over the past year as we have watched the diversity management program mature. The representation of minority employees in senior positions has also gone up for us. Now 31 percent of our female work force is employed at the senior management levels, 13s through 15s, and these rates are far above those at the senior level positions which we had in executive positions last year.

Over 25.5 percent of the 114 people which we were able to hire were minorities, in particular Hispanics, and that was above the Hispanic hiring rate which we were able to achieve last year.

Of the 635 promotions last year, 171 promotions last year were minority promotions, which represented 26.9 percent of the promotions, well above our minority promotions of last year, and 315 of the 635 promotions were for women, which represented about half of those promotions.

If you look to the future, the first challenge is to improve the recruitment and hiring of minorities, especially Hispanics. We need to take steps to be allowed to look at improving that recruitment. We are working hard to implement an aggressive and focused strategy, and that strategy is developing over 1,400 resumes from minority segments of the community. However, we are only able to hire approximately 100 per year out of that 1,400 resumes, the total being about 3,000 who apply for work in DIA.

As a part of our 1995 and 1996 recruitment efforts, we are going to expand the targeted career fairs which we go to to offer exposure of our agency to those minorities. The agency's undergraduate training program, like at the National Security Agency, has both the aspect of allowing our minorities to go through undergraduate training assistance programs, and in addition we have been given permission by the Department of Education to pilot a demonstration program awarding a bachelor of science degree at the Joint Military Intelligence College. We now have an advanced masters degree granting program in intelligence, and we are looking to establish a bachelors degree granting program. If DIA passes muster with the Department of Education, I believe we can start awarding bachelor degrees as early as 1998. Minorities will be one of the primary beneficiaries of this program because this will be an excellent opportunity to maximize minority participation.

The second challenge that we face is the one touched on which is lessening the tension in the work force as we make it more diverse at the same time. We have councils of management which look on that from a senior perspective. Ours is the Senior Policy Council. We have implemented changes in our promotion system and in the way we do appraisals so that we can track diversity management. We have taken several steps, which I think are important, to establish a family atmosphere at DIA and to eliminate institutional practices that promote distrust. These include town halls, functions of understanding what the family friendly environments would be, and then having open processes with open decisions that are arrived at. We have invested heavily in promoting inclusion in the work force.

Last year DIA completed a survey in which we looked at the issues and processes in DIA, and we now have 20 work force task groups made up of agency personnel who are working on those issues. We have taken steps to eliminate our mutual antagonism and competition between the groups by observing our special diversity days as one inclusive environment, and we do six special emphasis program observances held in DIA and have consolidated those. We the people now celebrate diversity at DIA on one occasion.

Third, the agency's mentoring program is ready to go on line and that program will help us preserve the quality in our work force.

And, lastly, our diversity training has now been expanded and is in full operation. So far all senior executives have been trained as well as 296 of our supervisors. The remaining supervisors in the entire work force are in the process of being trained in diversity management.

I don't want to leave you, though, with the impression that we have achieved the objectives we have set for our diversity management program. We have a good solid program; we have a lot of work to do. It is a function of leadership and mission management. We need to be able to hire more people, especially people in the diverse labor pool. Although progress is steady, we may want to think about how we look at percentages and what we are allowed to hire. We may want to look at an opportunity where the function of hiring is seen over a period of years as opposed to the function of the total losses minus those required cuts, and we only can hire

against a one-year requirement. That would allow us to take advantage of our recruitment program in a more diverse way.

We are scheduled to visit Exxon Corporation, Chevron, and others to discuss their diversity management programs too and will bring lessons learned into the agency.

Finally, we want to think about how to downsize in the correct way. I think probably we are at the point now where we want to talk about what is the correct size of the agency so we can use our diversity management program to start in that direction.

Our diversity management program is consistent with the DCI's objective and we plan to meet his expectations. We want to assure the committee that over the year, I think Mr. Coleman is correct, this is something on which we want to spend time monthly, weekly, and daily to make sure it happens properly in our agencies. Thank you.

Mr. DORNAN. Thank you, General.

[The statement of General Minihan follows:]

ASSESSING THE HIRING, PROMOTION, AND RETENTION  
OF MINORITY PERSONS  
IN THE DEFENSE INTELLIGENCE AGENCY (DIA)

Statement for the  
House Permanent Select Committee on Intelligence  
29 November 1995

Lieutenant General Kenneth A. Minihan, USAF  
Director, Defense Intelligence Agency

Mr. Chairman, distinguished members of the Committee, I appreciate the opportunity to testify on our progress in making diversity a reality rather than a topic of conversation in the Defense Intelligence Agency. As the new Director of DIA, I intend to continue the focus on diversity management and equal opportunity in the Agency. Efforts to put into place policies and systems that support full utilization and contribution of all members of the DIA family will continue. I am committed to continuing efforts to instill a new way of thinking about diversity in DIA. We are making progress in changing the old traditional institutional mindset that is based on an "us-them" kind of thinking. We are at last gaining a foothold in eliminating institutional practices that promote distrust and intolerance between groups, making compromise nearly impossible.

I welcome the opportunity to testify before the Committee about the strides we have made in terms of the work environment, in terms of diversity and greater appreciation for the individual. I believe that our efforts to make the most of the talents of all employees is key to our mission of providing the best military intelligence possible to our customers. It is to us at DIA that the focus of our diversity strategy must be aimed at developing better policies, hiring better people, advancing a diverse group of employees and making DIA an "inclusive" environment where all employees feel comfortable and utilized to their full potential. In my opinion, the only way for the Defense Intelligence Agency to provide good intelligence is to capitalize on the most diverse pool of talent we can muster.

Our simple and informal diversity strategies are beginning to pay off for the Agency. We have made "tough" gains in spite of the challenges imposed by the elimination of one of every four billets and drastic cutbacks in the level of new civilian hires. In spite of these challenges, we have pushed hard to increase the number of minority persons and women in the Agency's work force, particularly in positions graded at GG-13 to GG-15, and senior executive positions. By engaging our entire work force, we have been able to make gains in overcoming some of the institutional and cultural obstacles that exist in the Agency.

Our experience with managing diversity over the last two years has taught us that managing diversity strategies does not lend itself to step-by-step "how-tos." Promoting cultural change is not for the squeamish. We have had to work extra hard to avoid the pitfall of turning diversity into divisiveness and mutual antagonism. Through continuous efforts to establish open communication and dialogue to ensure that all views throughout the work force are heard and respected, we have turned the corner on overcoming fears

about personal, political, ethnic and sex discrimination issues that create an enormous resistance to constructive discussion and action.

I recently issued a DIA Diversity Management Policy Statement, emphasizing the significance of diversity to our work force. This statement was crafted to remind our employees that DIA's diversity programs place the Agency's management in an aggressive, proactive role and a leader in the Intelligence Community. I will continue to push hard during my time as the Director of DIA to improve opportunities for all Agency employees--but particularly for women, minorities, and persons with disabilities. We are creating the best environment possible for the people who make DIA their professional home, and we continue to embrace and empower men and women who bring cultural diversity into our own intelligence universe. I will take the opportunity you have provided me today to lay out here my continuing goals for diversity management.

## MINORITY STAFFING

**GOAL: Improve minority representation at all levels in the Agency.** For this purpose, we have implemented a comprehensive process to closely monitor minority distribution and staffing patterns. This process has given the Agency the means to identify systemic barriers which impede minority hiring and advancement. We have been successful in maintaining minority representation in the Agency at an overall constant level while at the same time significantly cutting our total number of civilian employees.

Nevertheless, while minorities currently comprise 19.8 percent of DIA's work force. This figure is below the 27.7 percent minority representation in the federal government, the 26.4 percent minority representation in the Department of Defense, and the 23.1 percent minority representation in the civilian labor force. In this regard, the current level of minority representation illustrates the need to continue to improve the representation of minorities in DIA.

As of 30 September 1995, minorities made up 41.0 percent of the wage grade employees, 45.6 percent of the employees in grades GG-02 - GG-09, 24.3 percent of the employees in grades GG-10 - GG-12, 8.7 percent of the employees in grades GG-13 - GG-15, and 4.4 percent of the Defense Intelligence Senior Executive Service (DISES) employees.

Blacks in DIA represent 16.7 percent of the work force. This figure is higher than the 10.5 percent representation of Blacks in the civilian labor force. Blacks comprise 37.7 percent of the wage grade employees, 40.7 percent of employees in grades GG-02 - GG-09; 20.2 percent in grades GG-10 - GG-12; 6.3 percent in grades GG-13 - GG-15; and 2.9 percent in the DISES.

Hispanics comprised 1.3 percent of DIA's total work force and 3.3 percent of the wage grade employees, 1.6 percent of the employees in grades GG-02 - GG-09; 1.6 percent in grades GG-10 - GG-12; and 1.0 percent in grades GG-13 - GG-15.

The representation of minority employees in DIA positions outside the United States is very favorable. DIA civilian personnel employed outside the United States as of the end of FY 1995 total 108; white employees make up 84.3 percent; minority employees comprise 15.7 percent and women make up 62.0 percent. Additionally, 5 of DIA's 108 overseas personnel are persons with disabilities.

Top priority has been given to improving the number and percentage of minority employees in senior level positions, grades GG-13 - GG-15. Due to constant monitoring and Diversity Management Office participation in the selection process, DIA has made progress in increasing the number of minorities employed in senior positions from 8.3 percent in FY 1994 to 8.7 percent in FY 1995. The number of Blacks employed in senior positions increased from 6.0 percent in FY 1994 to 6.3 percent in FY 1995.

Women represent 37.7 percent of the total work force. The representation of women in the Agency is slightly below the 40.0 percent representation of women in the federal government. We have moved forward in increasing the number of women in senior positions from 19.9 percent in FY 1994 to 20.2 percent in FY 1995. A snapshot of the female population shows that 0.6 percent are wage grade employees; 45.9 percent are in grades GG-02 - GG-09; 21.9 percent are in grades GG-10 - GG-12; 31.0 percent are in grades GG-13 - GG-15; and 0.7 percent of the total female population are in DISES positions. (However, women do make up 14.7 percent of the DISES population).

As part of our effort to increase the representation of persons with disabilities, DIA



has a very aggressive affirmative employment program. Persons with disabilities make up 5.3 percent of the work force: 1.5 percent of our persons with disabilities are in wage grade positions; 25.9 are in entry level positions, grades GG-02 - GG-09; 19.4 percent are in mid level positions, grades GG-10 - GG-12; 51.7 percent of persons with disabilities are employed in senior level positions, grades GG-13 - GG-15, and 1.5 percent are in the DISES.

## MINORITY HIRING

**GOAL: Aggressively monitor personnel and management practices to detect and correct deficiencies which cause systemic barriers to the hiring of minorities in the Agency.** We hired 114 new employees during FY 1995, and minorities made up 25.4 percent of those hired. The percentage of minorities hired during FY 1995 was greatly improved over the 17.5 percent of minorities hired in FY 1994.

Blacks make up 15.8 percent of the total hired in FY 1995. Overall, 18 Blacks have been hired in FY 1995: 61.1 percent were hired in entry level positions, grades GG-02 - GG-09; 27.8 percent were hired in mid level positions, grades GG-10 - GG-12; and 11.1 percent were hired in senior level positions, grades GG-13 - GG-15.

We increased the hiring of Hispanics in FY 1995, but we acknowledge that this is an area on which we must work harder. Six Hispanics were hired during the FY 1995, of which 50 percent were hired in senior level positions, grades GG-13 - GG-15. This is two more than were hired in FY 1994, despite the fact that our overall hiring levels were going down.

The representation of Asians or Pacific Islanders was also increased in FY 1995. While four Asians or Pacific Islanders were hired in FY 1994, six were hired this past fiscal year. While we made progress again this past year, we recognize that more must be done in this area as well. Because Asians or Pacific Islanders only make up about 1.4% of our total work force, we will continue to place a high priority on the recruiting and hiring of Asians or Pacific Islanders in DIA.

## MINORITY PROMOTIONS

**GOAL: Continue to improve promotion rates for women and minorities.** We have taken several measures to assure that our hiring and placement processes contain no systemic barriers to minorities, women, or persons with disabilities. To assure fairness and to eliminate systemic barriers, we have improved the process by which employees are selected for other than merit promotions within the Agency. Specifically, the Agency now requires written standard operating procedures (SOPs) for each element's promotion process, uniform promotion assessment criteria, employee participation in the process, and greater work force awareness of the overall promotion process. Additionally, the Agency has implemented an internal affirmative employment evaluation process to monitor and assess the following significant personnel areas: hiring, promotions, staffing patterns, disciplinary actions, complaints, awards, and accomplishments of employment goals. The Agency has made excellent progress in minority promotions, especially in mid level and senior level positions. There were 635 employees promoted in the Agency during FY 1995. The number of minorities promoted in FY 1995 was 171, representing 26.9 percent of the promotions. The minority promotion rate decreased slightly during FY 1995; however, the 26.9% minority promotion rate still significantly exceeded the representation of minorities within the Agency's civilian work force.

There were 145 Black employees promoted overall in FY 1995, which is lower than the number of Blacks promoted in FY 1994. We did make significant gains, however, in increasing the number of Blacks promoted to mid level and senior level grades. Sixty-one Black employees were promoted to mid level and senior level positions during FY 1995. We view this increase as an accomplishment.

The promotion of Hispanic employees has remained constant. We promoted 11

Hispanics, or 1.7 percent of total promotions during FY 1995, which is slightly less than the rate of Hispanic promotions in FY 1994. Meanwhile, Asian or Pacific Islander and American Indian or Alaskan Native employees received 1.7 and 0.6 percent of the promotions in FY 1995, respectively.

The promotion of women in the Agency has been holding steady. There were 315 women promoted in FY 1995, which represent 49.6 percent of the total promotions. The percentage of women promoted significantly exceeds their 37.7 percent representation in the work force.

## NUMBER OF MINORITIES IN POWER POSITIONS

**Goal: Continue to make progress in increasing the number of minority and female managers and supervisors in DIA.** As the work force draws down, the number of minorities and women in supervisory and management positions has decreased slightly. There are currently 419 managers and supervisors in DIA, and 45, or 10.7 percent, are minority persons. In FY 1994, by contrast, there were 476 managers and supervisors in DIA, and 53, or 11.1 percent, were minorities. The Agency currently has 78 women who are managers and supervisors, comprising 18.6 percent of the total number of managers and supervisors. In FY 1994, there were 88 women in management and supervisory positions, comprising 18.5 percent of those positions.

Additionally, the distribution of employees in GG-14, GG-15, and DISES positions in DIA has improved over the FY 1994 distribution. Minority personnel make up 7.5 percent of the GG-14 positions in the Agency; and 16.6 percent are women. Blacks make up 4.9 percent of the GG-14 work force; 1.3 percent are Hispanic, 1.2 percent are Asian or Pacific Islanders, 0.1 percent are American Indian or Alaskan Natives, and 5.3 percent are persons with disabilities. The representation of Blacks, Asian or Pacific Islanders, American Indians, and persons with disabilities in GG-14 positions increased in FY 95. The representation of Hispanics and women remained essentially the same in FY 95 as it was in FY 94.

The Agency has also made progress in increasing the number of women, and minorities in GG-15 positions. Minority personnel comprise 4.3 percent of the GG-15 population and 14.7 percent are women. Blacks comprise 3.4 percent of GG-15 positions; 0.7 percent are Asian or Pacific Islanders; 0.2 percent are American Indian or Alaskan Native; and 3.8 percent are persons with disabilities. The percentage of women in GG-15

positions increased from 14.5 percent in FY 1994 to 14.7 percent in FY 1995.

Women make up 14.7 percent of the Senior Executive Service population; 4.4 percent are minority employees; and 4.4 percent are persons with disabilities.

## MINORITY RECRUITMENT STRATEGY

**GOAL: Proactively recruit minority employees even during periods of limited hiring.** DIA has expanded and focused its efforts to recruit women, minorities and persons with disabilities. In 1993, the Agency hired a full-time professional Affirmative Employment Recruiter to recruit at schools with significant minority enrollments, attend job fairs and recruitment programs, and develop a comprehensive strategy to assure that DIA has an aggressive recruitment program.

During the 1994-1995 recruitment cycle, DIA implemented an aggressive strategy to recruit minority, female, and persons with disabilities. The strategy was very successful and resulted in DIA collecting over 1,400 resumes of which 35.6 percent were females, 46 percent were minorities, and 1.3 percent were students with disabilities. The pro-active recruitment strategy included contacts with 633 minority organizations, fraternities, sororities, college placement offices, and offices for persons with disabilities who are students. The major focus of recruitment activities during the 1994-1995 recruitment cycle was directed at career fairs that resulted in DIA participating in 24 career fairs. During the 1995-1996 academic year, Agency representatives will visit 12 colleges and universities, including six Historically Black Colleges and Universities and nine colleges with a significant number of minority students. In addition, the Agency will participate in 24 career fairs, including two Black fairs, three Hispanic and/or American Indian or Alaskan Native fairs, nine fairs at colleges or universities with significant minority populations, and three fairs targeted at persons with disabilities.

DIA will also continue to recruit minority students for its Undergraduate Training Assistance Program (UTAP). The UTAP allows the Agency to pay the academic expenses of students while they pursue undergraduate degrees. In exchange, the students agree to

work at DIA for a minimum of one-and-a-half years for each year of schooling. They will also work full time with the Agency during their summer breaks.

DIA recently considered 120 applicants for four available UTAP slots for the 1995-96 freshmen class. The selectees for this years program include one White male (who has a disability), one Black male, one Black female, and one Asian or Pacific Islander female.

DIA's UTAP Program is in its fifth year and twenty candidates have been accepted into DIA's UTAP since its inception. There are a total of 12 students currently enrolled in the UTAP. Minorities constitute 67.0 percent of the participants, females constitute 50.0 percent of the participants, and two students have a disability.



## MINORITY DEVELOPMENT

**GOAL: "Grow" our minority work force into senior positions.** We have been very active in providing key career development opportunities for minority employees to ensure that they are in the pipeline for mid level and senior level positions.

We must continue our efforts to create and maintain a pool of minority employees in entry and mid level positions who are competitive and qualified for advancement. The minority pipeline approach is vital to our efforts to increase diversity, and we will continue to take appropriate steps to ensure that a pipeline exists. For this purpose, we closely monitor the representation of minority persons and women in entry level and mid level positions.

We have changed the Career Ladders Program in the Agency into a more proactive process named the Career Services Program. The new program will be more effective in encouraging employees to enhance their career potential and will give them the opportunity to have career progression and to move from one career field to another. The Career Services Program is a major program in the Agency's diversity efforts because it will give all employees, especially minorities, the opportunity to qualify for and move into administrative and professional positions.

As part of the Career Service Program, every DIA employee is required to have an Individual Development Plan (IDP). The IDP a key document to determine employee developmental needs and it requires employees to discuss career development goals with their managers and/or career advisors.

The DIA Exceptional/Meritorious civilian award program has offered the Agency's highest civilian awards for 25 years. Data for the period 1990 through 1995 shows that 72 employees received the Exceptional Performance award during that six year period.

Seven of these awards, or 9.7 percent of the total, went to minorities. During FY 1995, two minority employees received the DIA Exceptional award, which comprises 15.4 percent of the total awards given in FY 1995.

Additionally, 96 employees received the DIA Meritorious Performance award during 1990 through 1995, with 15, or 15.6 percent, being minorities. During FY 1995, three minorities received the Meritorious award, which represents 15.8 percent of those awarded. The number of minorities participating in the Meritorious award program remained constant during FY 1995.

The number and percentage of minorities participating in Advanced Study Programs is commensurate with their representation in the work force. Advanced Study Programs include National Service War Colleges, Congressional Fellowship Programs, the Federal Executive Institute, civilian universities and many others. Fourteen minority employees participated in advanced study programs in FY 1995, which represents 19.7 percent of the total participants.

DIA is aggressively promoting diversity and career development in the Agency by promoting and substantially increasing the use of three existing career development programs. The Upward Mobility Program (UMP) gives employees in lower-graded clerical/administrative support positions the opportunity to enter more specialized positions that target at higher grade levels. The Degree-Assisted Career Transition (DACT) Program provides similar enhanced career development opportunities for employees in lower-graded clerical and administrative support positions who possess college degrees which qualify them for higher-graded, more specialized positions. The Accelerated Career Transfer (ACT) Program allows employees in one specialized career field the opportunity to move into another field. Employees selected via the UMP and ACT Programs are placed in

intensive training programs to develop the skills necessary for them to successfully perform the duties of the positions for which they have been selected.

Employees placed in new positions through the UMP Program increased dramatically during FY 1995. By the end of FY 1994, 43 positions had been staffed through the UMP Program; that total increased to 87 by the end of FY 1995. Female representation among the employees placed through the UMP Program increased from 39 by the end of FY 1994 to 71 by the end of FY 1995, while minority representation grew from 11 to 28 during this same period.

Employees placed in new positions through the DACT Program also increased significantly during FY 1995. By the end of FY 1994, 29 positions had been staffed through this program; that total increased to 37 by the end of FY 1995. Female representation among the employees placed through the DACT Program increased from 24 by the end of FY 1994 to 30 by the end of FY 1995, while minority representation increased from 11 to 13 during the same period.

Employees placed in new positions through the ACT Program increased even more dramatically during FY 1995. By the end of FY 1994, one Agency employee had been placed in new positions through the ACT Program; by the end of FY 1995, 20 employees had been placed through the program. Six of these 20 employees were women, while four were minorities.

We continue to encourage all qualified employees -- especially women, minorities, and persons with disabilities -- to take advantage of the career advancement opportunities afforded by the UMP, DACT, and ACT Programs.

## INSTITUTIONAL CHANGES TO IMPROVE DIVERSITY

**Goal: Continue "positive activism" to bring about change in DIA.** We established a new series of strategic initiatives for FY 1996 to promote diversity management objectives in the Agency. These proactive initiatives are designed to bring about institutional changes that will improve management practices and increase diversity at all levels in the DIA work force. Implementing these proactive and progressive initiatives will ensure that our Diversity Management program remains responsive to all members of DIA's work force. This is particularly important in these times of drawdown, when some could perceive dwindling opportunities in DIA as grounds for discrimination complaints. DIA has undertaken many actions to promote an environment that works for everyone.

To create a quality work environment, DIA conducted an Agency-wide survey in 1994 for employees to discuss issues and to identify processes that need to be reviewed and changed. The survey resulted in the establishment of 20 Work Process Task Groups. Each Work Process Task Group was chaired by a senior civilian or military employee, and included membership from both junior and senior grade levels and all Agency elements. By 30 June 1995, all of the Work Process Task Groups had completed their work and developed a list of 110 recommendations, all of which were tasked to line management in each appropriate office of primary responsibility. In almost all cases, the recommendations were adopted and implemented. To date, 74 percent of the recommendations have been implemented or are underway. The remaining 26 percent of these recommendations from our work force is currently being evaluated by line management.

The Diversity Management Office (MD) fully participates in the selection process for all positions in the Agency. All merit selections associated with competitive promotions,

reassignments and external candidates for employment are reviewed by MD before the personnel office can finalize selection actions. This procedure is fundamental to identifying barriers to women, minority persons, and people with disabilities and is key to providing an assurance that diversity considerations exist at every stage of the selection process from recruiting to staffing. Additionally, the Diversity Management Office directly participates on all candidate evaluation panels in the Agency. Since January 1995, MD has participated on 190 panels throughout the Agency to ensure that all DIA applicants and employees receive fair consideration for positions.

DIA also implemented a totally revamped civilian performance appraisal system in 1995. The new system is currently in place and appraisals were recently completed for employees in supervisory and managerial positions. This new system was developed by a Process Action Team comprised of supervisory and nonsupervisory employees from every major Agency element. It is a streamlined and far less onerous approach to ensure that performance is assessed accurately and fairly -- and in a timely manner. The new system was specifically designed to improve the ability of supervisors to communicate and dialogue with, coach, and develop their subordinates to their full potential--and to make the completion of appraisals more than the paper exercise it had become under the previous system. Key aspects of the new system include:

- The joint supervisor-employee development of a realistic and documented performance plan at the beginning of the rating period;
- Mandatory documented mid-term reviews of progress against the performance plans by supervisors and their employees;
- The establishment of more realistic and measurable performance elements and standards against which the employee's performance is to be evaluated; and

-- The establishment of a mandatory human resources/diversity management performance element on which all supervisors and managers are to be evaluated.

Establishing diversity management as a mandatory supervisory performance element will effectively extend accountability for achieving diversity management objectives to all management and supervisory levels in the Agency. This was not the case under the previous performance evaluation system. The result is that every supervisor, manager, and senior executive service corps member in DIA will now be held accountable for their accomplishment of organizational diversity objectives.

The performance of Agency supervisors in the area of diversity management will be evaluated with respect to diversity in selections, promotions, recognition, and awards; mentoring; and participation in and support for developmental assignments, training, and other career development opportunities. Agency policy now requires the Diversity Management Office to review the human resources/diversity management ratings of all managers and supervisors who receive overall ratings other than "successful" under the new appraisal system. This review will ensure managers and supervisors are given fair consideration in the diversity management element; that managers and supervisors who receive the "Distinguished" rating have contributed in meaningful ways to the Agency's diversity management objectives; and that managers and supervisors who receive a less-than-successful rating were not unfairly rated.

The Diversity Management Office also monitors the participation of women, minorities, and disabled persons in the Agency's awards program. The fair recognition of and rewards for DIA employees' contributions to the mission are important steps in providing an organizational environment in which all individuals can achieve high

productivity and the full utilization of their skills. The thrust of this policy initiative is that employees who have failed to meet DIA diversity management standards should not be recommended for awards. The Agency has implemented a policy that requires the Diversity Management Office to review all cases of employment discrimination in DIA. A key purpose of this review is to allow senior managers to consider such cases in awards deliberations. The Diversity Management Office will review all award nominations to inform management of unfair or illegal discrimination. Once management is advised that illegal/unfair discrimination by an employee has occurred, it is management's responsibility to ensure such employees are not inappropriately nominated for awards. The Diversity Management Office will also prepare a status report on discrimination cases to the Agency's Senior Diversity Management Policy Council every quarter.

The Agency's 1995/96 diversity initiatives focus on programs that promote more diversity in the Agency, particularly for women, minorities, and persons with disabilities. To meet this objective, DIA is studying the feasibility of increasing the number of participants currently in the UTAP. The UTAP was established in DIA six years ago to facilitate the recruitment of minority, female, and persons with disabilities who are high school students capable of developing critical skills in areas such as mathematics, computer science, engineering, and foreign languages. UTAP is a program whereby DIA pays for the tuition of a select number of outstanding high school to pursue undergraduate degrees. Twenty students have been accepted in DIA's UTAP since its inception. The Agency selected four students for the 1995/96 academic year, e.g., a white male (disabled) student, a Asian female student, a Black male student, and a Black female student.

DIA is in the final stage of establishing a mentoring program. The mentoring

program is designed to preserve the quality of the DIA work force through the systemic use of mentors to address the coming retirements of senior personnel, the shortage of skilled labor, the emergence of diversity, and the pressing need for innovative processes to meet customer demands. A mentorship working group chaired by Diversity Management and Human Resources Management was established in 1994 to develop one Agency-wide mentorship program to meet the increasing need for mentoring. This voluntary and informal mentorship program will supplement and enhance normal supervisory mentoring activities. We feel it will meet the needs of our diverse work force, as well as, help in developing the team skills necessary to improve how we carry out our mission.

Over the last year, we have continued to refine and restructure the DIA discrimination complaints process to provide more and better-trained counselors, more efficient processing of complaints, better communication regarding the counseling process, and an early warning procedure to enhance dispute resolution at the earliest possible stages of a complaint. As a result of our efforts, the time for processing discrimination complaints from filing to closure has been reduced from an average of 714 days in FY 1990 to just 243 days in FY 1995. Also, our counselors were able to resolve 60.4 percent of the Agency's discrimination complaints in the informal stage in FY 1995. DIA has restructured the Agency's complaints process by developing internal systems for processing informal and formal discrimination complaints at the Missile and Space Intelligence Center and the Armed Forces Medical Intelligence Center. We have institutionalized a complaints mediation process to resolve disputes as part of the DIA complaints program. The Directors of Human Resource Management, Diversity Management, and the General Counsel periodically review complaints to explore options for resolving disputes.



In FY 1993, DIA established a diversity management training program to increase skills in effectively managing multicultural employees, including cross-cultural communications, conflict resolution, inclusive decision making processes and supportive organizational structures. The training program is developed in the context of sharing with managers the importance of valuing diversity in a changing society.

All DIA personnel are required to complete diversity management training. The Diversity Management Office (MD) was designated as the office responsible for conducting the training. The Agency's DISES members were trained in FY93 during Phase I. In FY 1994-96, supervisory GG-13 - 15s and their military equivalents are currently being trained during Phase II. At this time, 296 supervisors have been trained with 250 supervisors left to be trained.

DIA recently made an institutional change and consolidated its six Special Emphasis Program observance programs into one observance program for FY 1996. A committee made up of employees throughout the Agency is currently planning a week-long observance for June 1996. The observance will be called, "We the people: A Celebration of Diversity", for the purpose of celebrating all of the heritages and cultures represented in DIA. This will help eliminate mutual antagonism and competition among groups by making DIA observance activities inclusive of all groups in the work force.

The DIA outreach program exemplifies another facet of our diversity efforts. During FY 1995, the Diversity Management staff met with officials at the Environmental Protection Agency, Housing and Urban Development, Social Security Administration, and the Centers for Disease Control to share information about diversity activities and to find out what works and does not work. These exchange meetings have allowed DIA to not only strengthen our diversity strategies, but also to be aggressive in implementing effective

diversity initiatives.

During FY 1996, the Diversity Management staff will be meeting with private sector corporations to discuss their diversity activities, vision, and future strategic staffing strategies for work force 2010. During the month of November, 1995 alone, DIA personnel met with representatives from the Exxon Corporation, the Chevron Corporation, and the Dow Jones Company.

The Agency is committed to fostering an environment in which all individuals can achieve high productivity and full utilization of their skills. To achieve these objectives, the DIA has assessed what it needs to do during the 1990s to create a work environment that meets the total needs of all employees. Therefore, we are studying the feasibility of establishing a Career-Life Resource Center in DIA to address the total well-being of employees. The goal is to expand and consolidate into one resource center all new and existing programs designed to promote every aspect of an employee's work and life. This initiative will help DIA attract and retain highly qualified employees in a shrinking and highly competitive labor market.

DIA plans to fully participate in a pilot program established by the Department of Defense and the President's Committee on Employment of People With Disabilities. The program, called the Federal Recruitment Program for People With Disabilities, consolidates the recruitment efforts of all participating agencies. Our Agency looks forward to actively embracing this pilot program with plans to place five college students with disabilities in DIA jobs this coming summer. Since the establishment of our Special Emphasis Programs (SEPs) in 1993, the SEPs accomplished the initiatives they established for 1994/95, and they have established new initiatives for 1996. They have been aggressive in accomplishing their initiatives, and the SEPs are required to report their progress annually

to the DIA leadership. The purpose of the SEPs is to assist DIA and its work force in realizing the value of diversity, and to improve the affirmative employment program by serving as a bridge between employees and management. Therefore, each of the SEPs work closely with our Diversity Management Office to provide practical assistance in achieving diversity objectives.

We are continuing our proactive MD Outreach Program to increase communication with managers, supervisors, and employees. In 1994, the Diversity Management Office conducted 25 "town hall" meetings throughout the Agency to inform managers, supervisors, and employees about the Agency's complaints process and diversity program and to provide a forum for discussing diversity issues. During 1995, the Diversity Management Office conducted 30 briefings throughout DIA in concert with scheduled division and office element meetings.

Finally, we recently updated and publicized to all employees Agency policy statements on sexual harassment and diversity management for 1995 and 1996. DIA developed and distributed to the work force a diversity management policy and accountability statement that describes DIA's legal obligation and commitment to diversity management, and outlines the benefits of attaining a diverse work force to successfully accomplish our intelligence mission. This policy affirms DIA's commitment to comply with reasonable accommodations for people with disabilities, and outlines the roles of all DIA employees in the diversity program.

## DIA SMALL BUSINESS AND 8 (a) ACCOMPLISHMENTS

Goal: **Maintain a high level of participation of small business and 8 (a) firms in DIA procurement opportunities.** We have made excellent progress in support of the nation's small business policies. DIA has been proactive in placing a fair and equitable portion of acquisitions -- particularly high technology acquisitions -- with small and 8 (A) business concerns. A small business is defined as an entity that is independently owned and operated and which is not dominant in its field. Size standards are established by the Small Business Administration (SBA) on an industry-by-industry basis. An 8 (a) firm is defined as a firm certified by the SBA as a small business owned and controlled by a socially and economically disadvantaged person and which has an SBA approved business development plan.

During FY 1995, DIA spent \$201.3 million for acquisitions. Small business firms were awarded 29.1 percent of that amount, and 8 (a) firms were awarded 9.6 percent. This is well above the DoD goals for FY 1994 for small business and 8(a) firms which are 20.6 percent and 5.1 percent, respectively. The participation of small business firms in DIA acquisitions increased 2.9 percent over the last fiscal year, and 8 (a) participation increased 2.3 percent. Additionally, women owned firms were awarded 0.8 percent of the total awards, and women owned and 8 (a) firms combined received 10.4 percent of the awards.

## CONCLUSION

Mr. Chairman, I pledge I will continue to devote my personal attention to further improving DIA's work environment for all our employees. Even as we continue to downsize the work force, I remain staunchly committed to ensuring that equality continues as a primary driver for our hiring, promotion, retention, and work place environment practices. Even though progress is difficult and not always as fast as we would like, I believe DIA is on the right path in the diversity arena.

I appreciate the committee's interest in DIA's diversity management program, and I look forward to working with you to achieve our program objectives.

Mr. DORNAN. The Executive Director of the CIA, Ms. Slatkin.

Ms. SLATKIN. Mr. Chairman, Mr. Dicks, members of the committee, thank you for the opportunity to talk about the CIA's recruitment, promotion, and retention policies. I, too, have a lengthy statement which we provided to the committee and would like to proceed with some oral remarks.

Today, I have two goals as I appear before you. First is to provide a snapshot of where the CIA is against the goals that we laid out for you last year. Frankly, our report card shows only modest gains. Second is to articulate the progress that we have made in the last six months on instituting meaningful change in the CIA's personnel management practices.

I believe what we have done in the last six months warrants optimism for the future. In fact, several of our recent appointments have in themselves signaled a real commitment to change and I will talk about the specifics as I proceed.

I want to emphasize to you that John Deutch, George Tenet, and I believe employees with diverse backgrounds and varied experience will strengthen the agency by drawing on the knowledge and skills of all of the citizens of this country. We contend that holding our agency senior level managers accountable for ensuring a level playing field in hiring, in assigning, and in promoting people is the real way to address long-standing inequities and to help set a tone for the agency's conduct.

We see a diverse work force as a natural outgrowth of an effective system to hire, promote, and retain the most qualified individuals. Our first step in transforming CIA's career development practices has been to centralize responsibility for personnel management under a new body that we call the Human Resources Oversight Council. We established it when we first got to the CIA in May. It is a group of the agency's most senior people, most senior management that come together for the first time ever to look at how we develop people for the future. They will oversee all of our activities concerning personnel issues, practices and philosophies.

Our goal, as John Deutch said, is to attract and retain the highest caliber work force and create a cadre of highly skilled, experienced, and professional intelligence officers to serve our Nation's national security needs well into the next century. Diversity is one important element of this agenda.

As Jim Woolsey testified last year, the CIA has five major goals for diversifying our work force and advancing the careers of all of our employees. I would like to talk to you about these five goals and tell you how we are doing in each area. The goals are: One, increasing the recruitment and retention of minorities in the work force; two, preparing minorities and women at the GS-9 to-12 level for further career advancement—that is known as the feeder group; third, expanding representation of minorities and women in senior management positions; fourth, eliminating sexual and racial harassment in the workplace wherever we find it; fifth, supporting a better balance of work and family for our employees, including the use of alternative work schedules.

If I may, sir, I would like to go through each point.

One, recruiting and retaining minorities. In 1995, the CIA made only modest progress towards achieving its first goal. We achieved

a 1 percent increase in statistics in terms of our minority hires up to a level of 25 percent of all hires from 24 last year. Minorities in our work force, particularly Hispanics and Asian-Pacific employees, remain underrepresented. We are continuing to change our recruiting strategy in an effort to achieve richer diversity in our work force, even though we face large numbers of people leaving the CIA each year, and even though we are not hiring very many people, a theme that you have heard from everybody but the FBI.

We are learning where to find the best minority recruits and we are developing new relationships with minority colleges and universities. For example, in 1995 we visited 35 such institutions. We also attend national conferences and job fairs hosted by all the minority organizations. We have encouraged our officers of Hispanic, Asian-Pacific and Native American and African-American origin to participate in recruiting trips and act as mentors to our new hires. We are doing more recruiting on the West Coast, and more recruiting in the Southwest and in the mid-Atlantic regions as an attempt to try and target minority hires for the future.

Secondly, eliminating barriers. This is something I personally understand well. We want to eliminate perceived barriers to advancement for minorities and women. In my view, it is critical if we are to retain our best and brightest female and minority employees.

Last year, Jim Woolsey reported to you that minorities and women continue to be underrepresented in the staff positions above GS-13. To reverse this trend, it has been clear to senior agency managers that they must pay careful and sustained attention to the development of the feeder groups GS-9 to 12. We continue to require female and minority representatives on all of our career panels, and we have established metrics to track our progress.

Third, more senior women and minority officers. We have made progress in this third goal, increasing minority and female representation at the GS-13 to 15 level and within the ranks of our senior intelligence service. Most minorities have expanded their representation in our agency senior manager ranks. For example, this year the number of women in these ranks accounted for 14.4 percent, up from less than 12 percent last year. Afro-Americans accounted for 3.2 percent, up from 2.8 percent. Unfortunately, however, Hispanic and Asian-Pacific employee gains were almost negligible.

I want to point out that we have made significant progress in our most senior appointments. Of the more than 60 top people in the agency, one in three is currently a woman or a minority. In the past 6 months, 42 percent of officers selected for senior assignments have been women or minorities. Forty-two percent of the senior people chosen in the last 6 months have been women or minorities.

Of course you are all familiar with the Director's "firsts," as he calls them. He has included a first woman deputy director for science and technology and several first women associate deputy directors, particularly in the DO.

Fourth, eliminating sexual and racial harassment. While I would argue to you that it is too early to assess our progress since the last time we reported, I would tell you that John Deutch and I

have made it clear that we will not tolerate harassment of any kind. We have enhanced our programs designed to reduce harassment. So far, 90 percent of our work force has attended the mandatory half-day sexual harassment training, and we are incorporating racial awareness training into a variety of our management courses.

Finally, we are pleased to report to you that the class action suit has been settled and that the agency is well on its way to answering and implementing all of the elements of the class action settlement. The settlement provided relief to address inequities in promotion and job assignments, and we are ahead of schedule in implementing all the terms of the settlement.

Fifth, it is important to talk about striking a balance between work and family, and we are making progress in that goal. This year we encouraged the adoption of flexible work schedules and increased workplace accessibility for our employees with disabilities. Twenty percent of our work force now uses alternative work schedules, and we are experimenting with other creative staffing arrangements. We are also making changes wherever we can to improve the accessibility of CIA for employees with disabilities.

Finally, Mr. Chairman, I would like to touch on a subject that everyone has at this table, except for the FBI, and that is the question of downsizing. I would like to make the following point. For the last five years I believe you could capture our agency's personnel goals in one word: Downsizing. We have been very successful at doing that. But I am afraid that we have somewhat lost the bubble as far as what our ultimate career development and personal management goals are and that is to provide, to attract, and retain the best quality people for the CIA. So if I could argue that our lack of progress in the work force demographics is based solely on the numbers of people leaving compared to the numbers of people coming in, six times—it is a ratio of 6 to 1 in terms of numbers of people leaving relative to numbers of people coming in, and, unfortunately, the mathematics of that suggest it will take time to improve the overall demographics.

But I want to leave you with the point that we haven't just sat there, as you pointed out, Mr. Coleman, and said this is a horrible problem and the math won't get us there. We have taken steps at the senior level to make it abundantly clear that performance counts, that everyone must have an equal opportunity, and that we must ensure that our personnel system is transparent and fair for all individuals, and that has been our goal and that has been our objective.

In closing, I would like to say, Mr. Chairman, and members of the committee, I believe that the actions we have taken so far signal that important commitment that all of you have talked about, and I believe that the actions taken so far will support the argument that over time we will continue to make improvements.

Thank you very much.

[The statement of Ms. Slatkin follows:]



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Statement of the Executive Director of the  
Central Intelligence Agency  
Before the Permanent Select Committee on  
Intelligence  
U.S. House of Representatives  
29 November 1995

Recruitment, Hiring, and Promotion  
of  
Minorities, Women, the Deaf, and People with Disabilities

Mr. Chairman, I welcome this opportunity to address the Committee on the Central Intelligence Agency's recruitment, promotion, and retention policies aimed at fostering diversity in the workplace. Today I have two goals. One, to provide a snapshot of where we are against the goals we set last year--it shows only modest gains. Second, to articulate the progress we have made in just the last few months on instituting meaningful change in our personnel management processes--it warrants optimism. In fact, several of our recent senior appointments have, in themselves, signalled our commitment to change.

The Director and I know that our people are our most important asset. We see a diverse workforce as a natural outgrowth of ensuring that the most qualified individuals are hired, promoted, and retained. This is a constant message internally as it will be during this testimony. It

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is inconceivable to us that the Agency can sustain its mission without a workforce with diverse backgrounds and varied experiences. Our human resources system must reflect this belief and serve our people as well as our organization.

Our determination to bring about a lasting transformation of CIA's personnel management practices drove the formation last May of a Human Resources Oversight Council (HROC). I chair this group of the Agency's most senior managers that is charged with formulating, implementing, and overseeing changes on a variety of personnel issues, practices, and philosophy. Our approach to personnel management is underscored in the HROC's four key goals:

- Attract and retain the highest caliber workforce.
- Encourage quality job performance by taking advantage of the full range of talent and experience offered by this country's diverse population.
- Promote strong team work within the Agency and among the Intelligence Community to ensure that bureaucratic rivalries never hinder the timely provision of high quality intelligence to US policymakers and legislators.
- Create a cadre of highly skilled, experienced, and professional intelligence officers to serve the

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country's national security needs into the next century.

While HROC's agenda is not solely driven by diversity hiring and retention issues, many of the actions we intend to implement are aimed at improving the Agency's efforts to hire and provide career development for women, minorities, the deaf, and people with disabilities. For example:

- HROC's latest policy action was establishing an Agency recruiting center to reduce inefficiencies--caused by duplicative directorate recruiting efforts--and to increase prospects for hiring employees who meet the Agency's critical skills needs who help balance workforce demographics.
- Other pending actions include streamlining all personnel systems, breaking down barriers to movement across directorate boundaries, and implementing common criteria, procedures, and standards to ensure open and equitable personnel processes across the Agency.

Our focus on personnel issues is part of a broader effort to position the Agency to meet new intelligence challenges and bring its practices in line with the best business practices throughout government and industry.

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- Most important, we believe employees with *diverse backgrounds and varied experience* will strengthen the Agency by drawing on the knowledge and skills of all citizens of this country. I would like to single out our progress in integrating women and minorities into the Agency's traditional senior positions. Of the more than 60 such positions, one in three is currently held by a woman or minority. And, in the past six months, 42 percent of officers selected for senior assignments have been women or minorities.
- In addition, we believe that holding the Agency's senior managers accountable on a range of personnel issues--for example, ensuring a *level playing field in hiring, assignment, and promotion practices*--will redress long-standing inequities and help set a new tone for Agency conduct. Our intended legacy is to leave in place a hiring and career development process that continues to produce sufficient numbers of women and minorities to move through the ranks of senior management in the Agency.

The CIA has five major goals for diversifying the Agency's workforce and advancing the careers of all employees. These serve as good benchmarks for discussing our accomplishments this year. The goals are:

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- Increasing the recruitment and retention of minorities in the workforce.
- Preparing minorities and women at the GS-09 to GS-12 level for further career advancement.
- Expanding the representation of minorities and women in senior management positions.
- Eliminating sexual and racial harassment in the workplace.
- Supporting a better balance of work and family for employees, including encouraging the use of alternative work schedules.

I intend to review our success in meeting these goals, identify areas where we need to do more work, and outline our plans for future action. I want to emphasize that we've made *changes in process and organizational philosophy* that should over the longer run produce substantial improvement in the Agency's workforce demographics. For example:

- A centralized body--the HROC--will implement and monitor personnel practices that are intended to ensure that promotions are awarded on merit and that women, minorities, the deaf, and people with disabilities are

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given the career development and opportunities necessary to advance to senior levels.

- The introduction of metrics to begin defining baselines and quantifying progress in personnel issues such as recruiting, hiring, and advancement will allow us to gauge precisely what personnel practices are working and which need additional adjustment.

**RECRUITING AND RETAINING MINORITIES**

In FY 1995, the Agency made some progress toward achieving its *first goal, recruiting and retaining minorities*, though it is by no means enough. Since beginning to downsize in FY 1991, Agency recruiting efforts have focused on two key objectives:

- Attracting the best-qualified applicants who meet critical skills needs and;
- Increasing the minority applicant pool to help diversify our workforce.

To achieve the latter objective, our recruiters have increasingly focused on minority colleges, universities, and professional associations. Our increased focus on recruiting minorities has brought only about a one percent increase in the number of minority hires in FY 1995--up to 25 percent of all hires from 24 percent in FY 1994. And, we

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fell short of our hiring goals for Hispanic and Asian-Pacific recruits in FY 1995; less than one tenth of total hires were from these two minority groups.

Given this modest improvement in hiring statistics, it is not surprising that minorities in the Agency's workforce--particularly Hispanics and Asian Pacific employees--remain underrepresented when compared with Civilian Labor Force (CLF) guidelines determined by the 1990 census. Hispanic employees in FY 1995 accounted for 2.3 percent of the Agency workforce; CLF guidelines indicate Hispanics nationwide account for 8.1 percent of the nation's workforce. Asian Pacific employees comprised only 1.7 percent of the Agency's workforce; CLF guidelines indicate Asian Pacific minorities comprise 2.8 percent of the nation's workforce.

To remedy the situation, last year we set a goal that one out of every three officers hired in fiscal years 1995-97 be of Hispanic or Asian Pacific origin. I would like to emphasize, however, that this goal does not constitute a hiring "quota," nor does it carry consequences for recruiters if it is not met. It merely serves to focus recruiting efforts more heavily in areas in which the Agency needs to better balance workforce demographics to ensure that we attract talented employees from all segments of America.

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- Recruiters in FY 1995 visited 35 minority colleges and universities with the aim of increasing the number of minority hires. We have encouraged officers of Hispanic, Asian Pacific, Native American, or African American origin to participate in recruiting trips and become involved in mentoring new hires. We are currently identifying metrics to measure the success of such precision hiring efforts.
  
- This year we established two residence-based recruiters, one in Dallas, Texas and the other in Los Angeles, California. We are in the process of selecting three additional residence-based recruiters, one each destined for Atlanta, Georgia and San Francisco, California and another in Dallas, Texas. These locations offer opportunities to recruit applicants who would help balance the Agency's demographic profile and meet its critical skills needs.
  
- Finally, Agency representatives also attended 27 minority conferences and job fairs hosted by organizations such as the National Society of Black Engineers and the Hispanic Professional Engineers.

Moreover, the Agency uses its student programs--the Undergraduate Student Trainee Program (CO-OP), Undergraduate Scholars Program (STOKES), Graduate Studies Program, Summer



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Intern Program, and INROADS--to keep minority hires in the pipeline. In FY 1995, 16 percent of all minority hires came from student programs.

In addition, Agency recruiters are developing new relationships with colleges and universities in an effort to open the way for more minority hires.

- For example, in July, the Agency opened its Summer Intern Program to qualified students from Miami-Dade Community College, which draws 57 percent of its student body from surrounding Hispanic communities and sends 90 percent of graduates on to four-year colleges. The Agency had excluded two-year schools from its recruiting efforts but made an exception in the case of Miami-Dade in the face of recent recruiting studies which indicate that 50 percent of Hispanic and Native American students attend two-year colleges before moving on to four-year schools.

ELIMINATING BARRIERS

Let me turn your attention to our *second goal, eliminating perceived barriers to advancement for minorities and women* identified in the 1994 study entitled "Refocusing the Glass Ceiling Action Plan." In our view, this is a key area in which the Agency must continue to make progress if we are to retain our best and brightest female and minority employees. Last year we reported to you that minorities and women

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continued to be underrepresented in staff positions above the GS-13 level, suggesting the Agency had failed to make sufficient progress in one of the areas singled out for change in the Glass Ceiling Study.

To reverse the trend, the Agency's senior managers have been directed to pay "careful and sustained" attention to the development of minority and women officers in the GS-09 to GS-12 group. In addition:

- We continue to require minority and female representatives on all of our career panels.
- We have clarified performance evaluation guidelines to foster communication between employees and supervisors, in particular in cases where cultural or gender differences may discourage interaction.

In October 1995 we established metrics for tracking our success in preparing minority and female employees for advancement beyond the GS-09 to GS-12 level.

- The Office of Personnel (OP) has begun tracking and analyzing promotion data, separations, new hires, and student conversions with regard to grade, race, gender, and directorate for women and minorities in the GS-09 to GS-12 range. FY 1995 data is currently being studied to serve as a baseline for assessing the advancement of employees that fall into this group.

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- We are developing a methodology to identify career enhancing assignments necessary to position employees for promotion to more senior ranks. We see this metric as essential for holding directorate managers accountable. We will report these results on a periodic basis.

#### More Senior Minority and Female Officers

We have made more visible progress in attaining our *third goal, increasing minority and female representation at the GS-13 to GS-15 level and within the ranks of the Senior Intelligence Service*. Recent promotion statistics show that women and most minorities have expanded their representation in the Agency's senior manager ranks. For example:

- Women in FY 1995 accounted for 14.4 percent of SIS officers, up from 11.8 percent in FY 1994.
- African Americans accounted for 3.2 percent in FY 1995, up from 2.8 percent in FY 1994.
- Hispanic and Asian Pacific employee gains were almost negligible (1.2 percent in FY 1995, up from 1.0 percent in FY 1994, and 1.1 percent in FY 1995, up from 1 percent in FY 1994, respectively.)

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The trend since FY 1990--the year before the Glass Ceiling Study highlighted the barriers to advancement for women and minorities--is also encouraging. Since 1990:

- The percent of SIS women has doubled. (14.4 percent in 1995, up from 7 percent in 1990.)
- The percent of African Americans has nearly doubled. (3.2 percent in 1995, up from 1.7 percent in 1990.)
- Again, the percent of Hispanics has increased only marginally (1.2 percent in 1995, up from 1.03 percent in 1990,) as has the percent of Asian Pacific employees (1.1 percent in 1995, up from .8 percent in 1990.)

We are determined to break any glass ceiling and to ensure that the most qualified candidates--to include women and minority officers--continue to be assigned to the Agency's senior positions.

- Several of the Director's appointments represent "firsts" for women in senior management. These include the Deputy Director for Science and Technology and three female Associate Deputy Directors--firsts in two of three cases--in the Directorates of Operations, Intelligence, and Administration.

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In addition, we have taken steps to ensure equity in the performance appraisal and career development of minorities and women at more senior levels.

- As part of its annual evaluations of GS-15 through SIS-03 officers, each career service has been tasked to work with minority and women officers within the grade range to create career progression plans.
- The Agency views executive development courses as a valuable tool for preparing women and minorities for future senior level assignments and has sought to increase their participation in programs such as the service war colleges and the Foreign Service Institute Senior Seminar. In 1995, 46 percent of those selected to attend executive development courses were women, up from 29 percent in 1994. Minority officers accounted for 16 percent of attendees in 1995, up from 8 percent in 1994.

**ELIMINATING SEXUAL AND RACIAL HARASSMENT**

The Director has made it clear that the CIA will not tolerate harassment of any kind. Thus far, 90 percent of the workforce has attended mandatory half-day sexual harassment training. In addition, we are incorporating racial awareness issues into a variety of training courses, including employee orientation, professional seminars, and

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all management classes. We are awaiting analysis of the results of the ongoing 1995 employee opinion survey to see whether our efforts have helped eradicate harassment in the workplace. We hope to see a downward trend in reported harassment as detected in the 1993 employee opinion survey.

- In that survey, 28 percent of respondents said they had experienced racial harassment and 20 percent said they had experienced sexual harassment in the last two years.

We are pleased to report that the Agency this year resolved a class action suit brought on behalf of women case officers in the Directorate of Operations who had alleged gender discrimination in various employment practices. The settlement reached between the parties--and approved in federal court--provided relief aimed at addressing the problems identified concerning promotions and job assignments. We have moved promptly--and in fact are ahead of schedule--in implementing all terms of the settlement. This settlement is an example of the constructive dialogue we are fostering with Agency employees to update and refine our personnel system.

Finally, in FY 1996, the Agency will implement the Alternative Dispute Resolution Program to reduce the number of formal EEO complaints by offering instead an ombudsman service to help settle problems in their early stages. We

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believe the program will resolve complaints to the satisfaction of both employee and management because it involves intervention early on before relationships deteriorate.

STRIKING A BALANCE BETWEEN WORK AND FAMILY

Let me now address the progress we are making in meeting our *fifth and final goal, assisting employees in striking a good balance between work and family*. The Agency this year encouraged the adoption of flexible work schedules and increased workplace accessibility for employees with disabilities. These actions reflect our resolve to ensure that the Agency adapts to changes in workforce demographics, technology, and intelligence targets

- The Agency in 1995 experienced substantial growth in the number of employees using alternative work schedules (AWS). In FY 1995 20 percent of the Agency's workforce use an AWS, compared with 16 percent in 1994 and 8 percent in 1990.
- The Agency is also experimenting with other creative staffing arrangements, including renting space in a private telecommuting center in rural Virginia and job sharing.

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We are similarly making changes in the workplace aimed at improving accessibility for employees with disabilities and chronic, work-related conditions.

- For our deaf employees, we established a sign language Interpreter Coordination position which can process requests through electronic mail.
- The Office of Equal Employment Opportunity in March opened the Adaptive Technology Resource and Information Center, which makes state-of-the-art technology available for employees to try out before acquisition by the Agency. Some examples include workstations designed for individuals with visual, auditory, or mobility impairments.
- The Center also houses sample ergonomic workstations for employees suffering repetitive motion syndrome, chronic back and neck pain, or eye strain. Similarly, the Office of Medical Services has joined with the Office of Technical Services to develop an ergonomic workstation design program to reduce workplace ailments.

I would now like to touch on two other issues that have concerned the Committee in the past -- downsizing and the views of white male employees.



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- For the last five years, it appears that the Agency's personnel goals could be captured in one word-- downsizing. And have we been successful! However, if I could pin our lack of progress in workforce demographics on one thing, it would be this. There is no way that with the large number of people leaving annually, and the small numbers of people coming in, we can show much improvement. In fact, our numbers are better than they might be since our data continue to indicate that minorities are separating at a lower rate proportional to their distribution in the Agency's population. We are committed to turning this focus, and the pipeline, around.
- On the issue of potential "backlash" problems from white male officers, a study group in 1994 concluded that the feelings of men in this category range from "worried" to "angry." The study group identified several factors fueling this concern, including downsizing, obsolescent skills, sexual harassment prevention workshops, and diversity training.
- We are incorporating these findings into the Agency's Strategic Diversity Plan--currently being drafted--and will continue to monitor the concerns of white male employees. Our goal is to provide a fair and equitable work environment for all employees.

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In closing, I can say that the actions we have taken so far have strongly signaled to the Agency's senior managers that they will be held accountable for ensuring an equitable hiring and promotion process for minorities and women. Moreover, the Agency now conducts many of its personnel practices--for example, advertising job vacancies, in an open, transparent fashion that should ensure that the selection process is in fact more equitable.

Over the next year, we will focus our energy on ensuring that people are promoted according to their performance and that minority, female, deaf, and people with disabilities all receive equal opportunities for professional experience and career enhancing assignments. To do less, in my view, would compromise the Agency's ability to fulfill its unique mission as an intelligence organization. As such, we remain committed to fostering a work environment that provides full opportunity for advancement to ensure that we can continue to attract and retain employees of the highest caliber.

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Mr. DORNAN. Ms. Slatkin, do you abbreviate the backlash problems from the white male officers?

Ms. SLATKIN. Mr. Chairman, I have included remarks about the backlash issue in my written statement to you which you have in front of you, but would be happy to make remarks about it orally.

Mr. DORNAN. Please.

Ms. SLATKIN. We are obviously concerned, as my colleagues are, about the numbers of senior people who are leaving the agency through the downsizing. We are obviously concerned, as I said, Mr. Chairman, that all of our employees understand and appreciate that performance counts and that opportunities need to be given to all individuals. We have provided a mechanism for all of our employees regardless of race or gender to provide comments and inputs, and we are going out of our way to be sensitive, as my colleagues have pointed out, to all employees' concerns about treatment and career development for everyone.

Mr. DORNAN. OK. Those are all very comprehensive statements, and quite truthfully, it can make your mind swim in trying to comprehend the diversity of the diversity programs. Some of you talked about going out to meet industry. I heard the word "Texaco" and another big firm. Has anybody in your travels in the intelligence community around the world discussed this with other nations? It would be my first take that no nation in the world is doing this in such a comprehensive way, but then again no nation has every continent in the world represented in its population. We are a melting pot and a unique civilization in all of history. Other nations must look at what we are doing and it must make their minds swim.

Have any of you taken in comments from the intelligence community leaders in other nations?

General MINIHAN. As you know, DIA has the attache program so up through the Ministers of Defense we have a relationship where we discuss, as we put out quite a diverse population into the attache work force, somethings which are not in consonance with the cultural interest of the diverse nations we go to. We have some significant discussions there and those are always learning experiences for those foreign countries.

The other thing is, we have foreign nationals attend intelligence professionalization courses at Bolling Air Force Base as a part of the college there. They become exposed to the diverse work force we have across the community, and it is a very large learning experience for them that they take back to their nation that we are taking advantage of a much greater portion of our population in terms of the work force than they do in a more narrow interpretation. So the professionalization is useful and I think that over the long term is probably going to have a great impact, certainly on the military side of the force structure.

Mr. DORNAN. I have a lot of questions and I know my colleagues do, too, so I want to be fair and go to all the Members first before I ask my questions. I will start with our Ranking Democrat, Mr. Dicks.

Mr. DICKS. Thank you, Mr. Chairman.

Mr. DORNAN. Is your mind swimming?

Mr. DICKS. There is a lot here.

I was very impressed, Nora, with your statement. It sounds like you are making—and I would expect that from you—a really major effort.

Admiral McConnell, you mention in your statement that: “the goal is very narrowly tailored and consistent with the guidance provided by the President earlier this year following the Supreme Court’s decision in the Adarand case. We did not impose sanctions if the goal was not met and we did not in any way lessen applicant qualifications to accomplish our goals.” It seems to me that—I think maybe the Supreme Court decision makes that—do you believe that that makes it a requirement that there cannot be stated goals—and that you must maintain the qualification of applicants? Is that the judgment—has there been an effort in the community to look at the effect of this very important Supreme Court case on this whole subject?

Admiral McCONNELL. My understanding of the results of the decision was that any goal you set must be in the interest of the government to make some desired change and it has to be considered in a way that it does not disproportionately overdrive what the goal may be.

In context of the statement, it was in response to some review of our programs, our undergraduate training program, et cetera, and there what we did was we had the Supreme Court decision and then there was some discussion and decision taken by the President. So then we reviewed all our programs in that light to make sure we were consistent with the guidance from the executive branch.

Two of those programs are still in review. We haven’t come to final closure. The one on the National Physical Sciences Consortium, we actually worked with that organization and they have changed some of their criteria. It was set up originally primarily for women. They are now considering male applicants.

So from my perspective it is keeping clear sight of the goal to make sure it couldn’t become a quota, measuring your progress so that if you overachieve you can compensate for that as you go along, and it is also from my perspective to maintain the quality of the employee or the applicants, those who are attempting to be hired, and that you don’t lower your standards. I am proud to report to you that NSA has not done that. We have not lowered our standards.

Mr. DICKS. I think there is an impression in certain parts of our society that in order to do this you have to lower your standards. I think it is very important, especially in the intelligence community, and especially at the NSA, that you have to have qualified people. That may make the job more difficult and more challenging to go find places where you do have the qualified people. I was very impressed to hear about going out to the West Coast, the Southwest, someplace other than the East, to maybe help satisfy these goals.

I would like to hear from the rest of you. Does this Supreme Court decision in any way make more difficult the job that you have—

General MINIHAN. It has not. On our part, we have had the same experience Admiral McConnell has had that we can satisfy all of

our quality requirements. We have increased the percent of diversity hiring as a part of that satisfaction and not sacrificed any quality there.

We have more applicants of high quality than we could possibly hire and we are recruiting from across the United States in all the job fairs and the institutions you would expect us to go to and in the corporate structure. So our quality input is superb. It is the number which is in tension with the requirement.

Mr. BRYANT. Congressman, the FBI has right now 40,000 applicants for a limited number of positions. We don't have any goals or quotas. We want to recruit the best qualified people that we can find. In that number of applicants, we find highly qualified minorities and women come to the system.

Mr. DORNAN. Can you give us a ball park figure on the openings—

Mr. BRYANT. There was 40,000 applicants last year. I think we filled 756 jobs.

Mr. DICKS. Young people, there is no doubt about it, are having a hard time finding initial jobs. These I would think would be very good jobs for people coming out of universities.

Mr. BRYANT. We have 1,300 positions this year and 1,100 year after next.

General MINIHAN. We had almost 5,000 applications, 1,400 of which were minority qualified and we hired 114.

Mr. DORNAN. Say that again.

General MINIHAN. We had almost 5,000 applications, approximately a third of which, 1,400, were from our minority recruiting program, and we hired 114 people.

Admiral MCCONNELL. We hired 124 people. We lost a thousand. So it is almost a 10 to 1 ratio. A thousand left the work force. We brought in 124. That has been consistent for about the last four years.

Mr. DICKS. You had a goal of 33 percent?

Admiral MCCONNELL. Yes, sir. I focused on this with a great deal of intensity when I first arrived. I spent a lot of personal time trying to understand it. When I asked questions about why is NSA's work force with regard to Hispanics less than 2 percent when the national demographics of the Hispanic work force is over 8 percent and why is it down in the 8 percent range for blacks when the national average for blacks is closer to 11 or 12 percent. The answers were they are not the qualified minorities in the skills that we need, mathematics, computer science, engineers, et cetera.

I kept thinking about it, working it, and trying to understand how do you make some change. I found if I said as a goal we want to bring in one third of our new hires as minorities so that we start, one, to change our demographics, but it also caused the recruiters to think I have to go to different places, Texas, California, New York City, to where you would most likely find qualified minorities.

This year, 38 percent of our new hires were minorities. Last year, it was 34 percent.

Let me give you the numbers with Hispanics. Four years ago we hired one. Three years ago we hired two. Two years ago we hired

17; this year 18. They are not only qualified but they are overqualified and that is nothing more than going to find them.

Mr. DICKS. Mr. Bryant, why is that not the way to attack this problem? You say you have no goals. Without goals how can you achieve anything?

Mr. BRYANT. I think we had—

Mr. DICKS. I have great respect for you and will give you a chance to answer the question. My time is up but—if all the people were super qualified, say you have a qualification level here and yet you had a whole pool of people who were vastly above that, very elite, from your top universities but they all happened to be white males, how would you ever get to your goal of having women and minorities if you don't have any goals?

Mr. BRYANT. Just to answer your question, we have a goal of filling positions. We have a nationwide system of field offices where we recruit in every State of the United States to fill positions and we recruit people through a series of written tests and through interview boards, and when people come through this and the background investigations then they are admitted into the FBI.

The applications, they have a great interest in being in public service and being a FBI agent or serving this great country. We want the FBI to reflect what the Nation is. We want a diverse work force. We have made great strides.

Mr. DICKS. Your numbers are 19 percent women and minorities?

Mr. BRYANT. Hiring last year, 19 and 20 percent.

Mr. DICKS. What does your work force look like now? Your numbers were pretty good. The NSA is the one that has had the most difficulty.

Mr. BRYANT. Percentage of the work force right now is 14.3 percent minority and 13.3 percent women of the FBI, for the total agent population.

Admiral MCCONNELL. Au contraire. NSA's numbers are different from FBI's numbers and if your model is the civilian labor force of the Nation, we are closer to that model than is the FBI. The perception that NSA has a bigger problem is a misperception.

Mr. DICKS. I am glad to hear that. Now we can pick on the FBI. What is wrong with the FBI?

Mr. BRYANT. There is nothing wrong with the FBI, and I have great respect for you, also. I am just saying, it is very important, one, that we target and employ the best employees we can find and we go and recruit the best minority applicant that we can find and women applicants. They will compete in this process.

Mr. DICKS. How many new people did you have last year?

Mr. BRYANT. Seven hundred fifty-six new agents.

Mr. DICKS. Give me some breakout of women and minorities in those numbers.

Mr. BRYANT. There were 18.78 percent of minorities in the new agent hires last year and there were 20.37 percent in the women new hires, agents, last year.

Mr. COLEMAN. Would the gentleman yield?

I am going to suggest, I think this is part of our problem. While I dislike spending time and having to do this, I know no other way than to have the different groups give us this kind of information to see how we are doing.

Ms. Slatkin pointed out, as did Admiral McConnell, all of you pointed out within the agencies some of the obstacles that you confront, and you have given us some ideas about how you are getting around those obstacles, over, around and through them.

My point is that you have given us statistics in these charts, and that is good, that is kind of what we need. I suggested earlier when we were all in the same room sitting together it would be real good if we could get one chart that looked like, the chart from the FBI looked like the NSA and the chart from the NSA looked like the chart from the CIA. It would be simplified for us. There are different obstacles for each agency and that needs to be recognized and is recognized by members of this committee. But if we could have you organized enough within your agencies so that this committee could see what the true numbers are. Miss Slatkin said earlier 25 percent are minorities. That is if you include women, but if you don't include women it is 15 percent. I think that is what we need to see, the kind of breakdown, the kind of chart that all of you are expert at putting together.

I am not criticizing the charts, but they are all different and it is difficult to get a handle on what the progress really is. I would appreciate doing that.

I asked the gentleman to yield—we have a number of 726 new hires at the Bureau, we get 20.4 percent women, 18.7 percent minorities. I would like to have that same kind of number from each of you. You may not have that extractable now. If not, at our next hearing, which I know the Chairman intends to call, to his credit, and the Chairman of the subcommittee, to his credit, have made a commitment that we are going to continue to hold these kind of hearings to see what we need to do legislatively to help you. It is not just us asking questions and getting feedback and numbers but what this committee can maybe do to effectuate the assistance that your agency needs to get around and through obstacles, whether it is a court decision, whether it is the issue of backlash. Whatever it may be, this committee needs to know what we can do to be helpful to see to it that we can get to the goals that Dr. Deutch earlier pointed out.

I thank the gentleman for yielding.

Mr. DORNAN. Let me stir something up here. Let me read Nora's statement here, Ms. Slatkin, that she chose not to read and I find, having had two former directors of the CIA come to my office last year and tell me that the morale was just plummeting, and you will recall when we met in the intelligence room, I think you were there, Ms. Slatkin, that Director Deutch said it is in the cellar, it cannot get any lower. They were talking not just about the intelligence community, but about the whole upper civilian management level at the Pentagon.

I remember a figure I was given by a former director of intelligence, I was talking about meeting people in some of the watering holes wherever they are for angry white males. He said there were 108 openings at the Pentagon in 1993. This was a new administration promising the moon on all of these diversity issues. They said of 108 positions, only 3 white males were promoted. The other 105 were various diversity categories and that many of the people were not qualified, they were lucky, grabbed at a lower level and put

into positions they were not ready for and it was causing just a tremendous morale problem. So here is what Nora's statement says.

On the issue of potential backlash problems from white male officers, the study group in 1994 concluded that the feelings of men in this category range from worried to angry. I guess you put an adjective in front of angry and fill in all sorts of adjectives in between. The study group identified several factors fueling this concern: Downsizing, which demoralizes everybody in every agency that is downsizing, particularly the military. We have even seen it as a reason for suicide of marines at the lower NCO levels and lance Corporal levels. We had five suicides in a row in southern California. They said this is downsizing; they are unsure of where their career is going. The study group identified that downsizing; obsolescent skills, nothing makes someone feel worse than they are not needed anymore; sexual harassment prevention workshops, that is not the only kind of workshops we encountered in Congress, we have had hearings and legislation on workshops that involved more than just sexual harassment; and diversity training.

Let me not tiptoe but just jump right out into a mine field. Have any of you at the top of your agencies received any pressure from anybody in the White House that in your recruiting process you must start looking for—I will pick a word, bisexuals? Mr. Bryant?

Mr. BRYANT. No.

Mr. DORNAN. In this whole orientation of diversity nobody has suggested the FBI go out and aggressively recruit anybody of any type of homosexual persuasion?

Mr. BRYANT. No.

General MINIHAN. No.

Admiral MCCONNELL. Never.

Ms. SLATKIN. No.

Mr. DORNAN. It is fascinating that this keeps filtering up to us and I guess it is only from the propaganda machinery of the homosexual community, what their legislative agenda is, that this is their goals to crank this in.

Now, in the area of political correctness of language which is very vexing to elected people, because the media, bless their hearts, play a game of gotcha, and they are always waiting around the corner to attribute to you the very worst of bigoted intentions if your language isn't scrubbed for political correctness, and it happened to us with your statement, General Minihan.

You had in our statement what I use almost all the time now, African-Americans. We are told that you were told, take out "African-Americans" and put the word "black" back in and for Asian-Pacific Americans, which I have only been using in the last two years, it is now to be written or spoken "Asians" or "Pacific Islanders," which I find has a wonderful ring to it but it is a little bit longer.

What was the reason that we are going back to black in your statement, and who corrected that and is this now going to be a standard term, Asians or Pacific Islanders?

General MINIHAN. I don't know the answer to that, sir. Those changes were made in my statement last night and I didn't talk with the individual. You noticed that I did not change in my oral statement because I have decided that I know how to speak to my



work force in the terms that I want to use that are acceptable in the work force. So a staffer somewhere who changes those words is a matter of their own thinking—

Mr. DICKS. Who does that? Somebody at a higher level?

Mr. DORNAN. The director of the EEO office.

General MINIHAN. We submit the statements for clearance to be put in the record. Whoever was reviewing those made the changes. I don't know who it was.

Mr. DORNAN. What agency?

General MINIHAN. It is up in OSD. In this case, it is in the Pentagon.

Mr. DORNAN. But the subtitle there in OSD would be the director of the Equal Opportunity Office?

General MINIHAN. I don't know that.

Mr. DORNAN. Did it shock you to suddenly see "African-American" going back to "black"?

General MINIHAN. It does not shock me, no, sir. It doesn't surprise me that someone in the building thinks they know the exact word that they ought to use to categorize people. Those of us who work with the people understand that that is not the issue at work here and we know the terms that ought to be used.

Mr. DORNAN. Let me share with you how vexing this is. I am either criticized or—I don't know what the opposite of criticism would be, but ridden with amazement about my memory. I guess I have total recall. I can remember sitting on a television show, 1968, the tall, handsome artist who happened to be the best wide receiver for the Rams, Bernie Casey, and an actor of some skill, also, and my co-host was Nat King Cole's widow, Maria Cole. I said to him, Maria and I are in a quandary here on proper language. Nobody had coined the term "politically correct" yet. What is the proper word here, Negro or black or Afro-American was just coming in? Somebody said, well, that is a hairstyle. I said, Bernie, what do you say? He said, I really believe it is going to settle on black. That is because Negro is deliberately slurred in some parts of the country to *Negra*, *g-r-a*, or worse as kind of a hint, but I am not saying the worse one; I will use *Negra*; he said, Negro is going by the boards. I said, what about the National Association of Colored People? He said, they will stay with their title because of sentiment. I said, that is it for me; henceforth it is black. That was 27 years ago.

About that same period a word from England worked its way over here; it was an adjective. It was used in multiple songs, American songs, from "When Irish Eyes Are Smiling" to Bing Crosby's early hits to "Now We Don Our Gay Apparel," and the homosexual community decided they were happier, more cheerful, more friendly than your average bear, so they were going to take an adjective and apply it to themselves, in the sixties, and "gay" stuck. Some of us don't use it. I never use it to mean an adjective. It is scribed for gala balls, but not for anything else, so you still smile when you hear certain songs like "When Irish Eyes are Smiling."

We are still fighting, it appears, the politically correct language barrier here. Pacific Islanders is nice but I was thinking that if an African-American heritage woman, an officer, went to the Philippines, to Taiwan, to Japan, and fell in love with someone of that

country and they had a female child and she was well-schooled and went to Annapolis or West Point when she graduated she would be a Pacific Islander, a female, with an Asian surname. She would be African heritage because of her mother, and she would have leadership skills taught to her at Annapolis. She would write her ticket for whatever she wanted anywhere in the Federal Government if she had a good education.

Now what do you do in filling squares, because you read in just the general press that an African-American woman or an Asian-American woman fills several slots? Do you double count people at the CIA?

Ms. SLATKIN. Mr. Dornan, I must confess I have no idea. I also must add I have gotten absolutely no instruction on my statement, oral or written, before this committee, sir. I will ask my director of EEO how we account for individuals. Give me an opportunity, but I have no idea.

Mr. DORNAN. One more story. My brother had a friend who was a high school teacher with a German name. He changed his name in court to Cortez, not a liked name in Mexico, by the way, and in that way he prevented himself in being bust as a teacher. This was 20 years ago. Mr. Cortez is 100 percent German-American extraction, it is a hyphen thing like Verner-Cortez was never bust again. They said we will let you get away with this but not the next person who does it.

Now, when you have a Hispanic name but the person is of African-American heritage and they are female, I would like to know from your equal opportunity person if you are able to fill three squares, Hispanic surname, female gender—I see some heads saying no.

Ms. SLATKIN. As I understand it from Cal Freeland, my director of EEO, we can but do not. We allow our people to tell us how they want to be characterized.

General MINIHAN. We don't double count. The people determine their self-heredity and we put them in that category.

Mr. DORNAN. What about gender? We are told that some agencies do double counts. If you have a woman of Hispanic heritage it is a double count.

General MINIHAN. We do not double count and we don't put women—the answer to Mr. Coleman's question, in terms of our hiring of the 114 people, over 50 percent were women, that does not mean 50 percent of them were minorities. The minorities are the ones in the heritage category.

Mr. DORNAN. Admiral, are you using the term "African-American"?

Admiral MCCONNELL. No, sir. In my remarks I said black. I must be delinquent here because I got no guidance from anybody. My statement wasn't changed. I tried to use the terms that are sensitive to my employees and what they would like for me to use.

I don't double count. We use a self-designation for the employee. They tell us what they want to be called and that is what we respect.

If I had a complaint about this process, it is that I didn't have guidance from the beginning on what I was supposed to do about the demographics and the balance. I settled on that on my own

based on a statement made by the President which is we should look like America. I took the national demographics and said, how does that compare with NSA. NSA didn't match, wasn't close.

Mr. DORNAN. You didn't counsel with other directors?

Admiral MCCONNELL. I asked lots of questions. I didn't get many answers in that period of time. This was 1992.

Mr. DORNAN. All the more impressive what has been done here.

General, you started to—I saw you were thinking about something the Admiral just said—you had no guidance.

General MINIHAN. We had no guidance. We have all spent a lot of years with these people. In some cases, it is a microcosm of society from the 1960's on.

Mr. DORNAN. Did you start using the term "African-American" on your own?

General MINIHAN. I use all the terms. You have generations in our organizations. They all have ways to refer to themselves. I am comfortable with any terminology they would like to use. It is not an issue we use in running the organization, managing it and making our decisions. The folks have their own way of celebrating their heritage and I think that is the correct way to let them self-identify.

Mr. DORNAN. The key seems to be recruiting—when you recruit at the FBI, do you use the term "African-American"?

Mr. BRYANT. Yes, but in the FBI it is a self-designation also. When they apply, there is a designation of what term they want to use.

Mr. DORNAN. Mr. Dicks.

Mr. DICKS. I think we have a vote here, Mr. Chairman.

Mr. COLEMAN. Would you continue to yield?

Mr. DICKS. I want to ask one further question.

Ms. Slatkin, you have a lot of experience in the executive branch and on the Hill and you have laid out I think a very good plan. You have suggested the five criteria, five goals of Mr. Woolsey. I thought that was a very good statement.

What are the hard parts of this? You mentioned the downsizing, but inside the agency what are the difficulties you find with trying to make this stick? What are the problem areas?

Ms. SLATKIN. I think there are two problem areas and then I think there are a lot of opportunities, if I may. The first problem area I have said several times, and my colleagues have pointed to, and that is when your pipeline for people you are recruiting is very small, it is difficult, and the numbers of applicants are huge, it is very difficult to make sustained progress. It will take time and that is not a satisfying point for any of us inside the agency, that it will take time.

Mr. DICKS. That is because you have a very small number, and with a small number it is hard to affect the bigger number?

Ms. SLATKIN. Precisely, at the same time when you have a very large number going out of the agency so the math doesn't work.

But the opportunities for us are as follows and I want to pick up on something Congressman Coleman said. Everyone understands that John Deutch stands for people and performance and opportunity for everyone. Everyone at the CIA has gotten that message clearly from the Director, from George Tenet and from myself. So

setting the standard and ensuring that our senior managers are held accountable to make it work is the key, and there are lots of opportunities, and it is occurring as we speak inside the agency, opportunities for promotion, opportunities for development, and opportunities for assignment. That is one thing I didn't talk about and I am not sure any of us really talked about, but it is the assignments process which holds the key for all of these endeavors. So I think there is a lot of good to say about what is going on at the CIA.

There is no doubt, and I am not going to sugarcoat this for you—this is hard, even the small numbers of people coming in, this is hard given the amount of change it requires, but people are committed.

Mr. DICKS. Is this coming out of your office or do you have a personnel staff that is in charge of doing this assignment?

Ms. SLATKIN. Mr. Dicks, as I said in my statement, I have set up a council that includes all of the deputy directors, myself, the general counsel and our director of EEO, and our responsibility is to look for career development for the agency to the next century. This is a piece of it.

Mr. DICKS. How many people are involved in personnel? Recruiting—

Ms. SLATKIN. The recruiting, we have just recently, last month, consolidated all of our recruiting under one individual, Lyn Enright. She has a staff of people from all four directorates at CIA that are focused on recruiting. We have taken a major step to consolidate so we get real synergy from all of the directorates.

There are a number of people—we have new recruitment centers on the West Coast and Texas and will be opening additional ones as well.

Mr. DORNAN. Mr. Young.

Mr. YOUNG. Thank you. I wanted to express my appreciation for the witnesses. I think that in this hearing on diversity their statements and responses to the questions have been very diverse, very open, and very forthcoming. Because of the time I will not have an opportunity to ask some questions but would like to submit some in writing.

I would like to say to Admiral McConnell, we are going to miss you. I understand this may be the last time you testify here, at least in open session, and our relationship has always been excellent. I have always found that your message to us was always straightforward and honest and very helpful. I want to have it on the record as a member of this committee and the committee that funds this committee that I appreciate all of our experiences together. And all of you, congratulations on very diverse responses to our hearings on diversity.

Mr. DORNAN. I would like to take a break and come back, because I am so impressed here. I am in a state of awe at the complexity of what you are all trying to do and do creatively on your own and I have questions about Native Americans. I am trying to purge the words "Indian" from my vocabulary and I don't know whether that is silly or not, but I now say Native American reservations instead of Indian reservations. I don't know what is going to happen to the Redskins or the Braves or all these titles. I tend

to stand back and listen to the people of Native American heritage on this issue rather than the owners of the teams.

I also wanted to ask about the talent flight, if you have that under control, telling people, come down, we are trying to do something that is decent and fair here, don't quit in anger. We need you here. I think the simplest graph, and I studied this with pilot training in all the services—as the Chairman of Military Personnel, when you have a downsizing line that is going down at a 45 degree angle and your population is growing at a 20, 30 degree angle, you have more people in a nation of 263 million for pilot training slots that really crimped down two years ago, so you have the opportunity to pick the absolute best of the best of the best and if you are trying to run a gender quota and then wonder why there aren't enough African-American fighter pilots in the field, you have a very complex problem with hiring quotas that are in this area.

So let's take a break and come back and impress me some more—one thought that passed through my mind is how much intelligence work do you get done? I know you are doing a great job. I mean that not sarcastically but in a sense of awe that with all of these problems, starting with recruiting, how do you do the wonderful job in intelligence, because I have not been a critic. I am dazzled every morning by the NID. Your operations director seemed to have evolved into that because she has 30 years at the agency.

Admiral MCCONNELL. Yes.

Mr. DORNAN. It wasn't like you had to recruit her; she was the right person for that job.

We will come back in about 10 minutes.

[Brief recess.]

Mr. DORNAN. The committee is back in session here.

What I would like to do since my Members have all—I was afraid of this—my colleagues have all been pulled in several different directions. I would like to take the opportunity in this final go-round to allow you to do some more bragging and a little futuristic thinking.

During informal conversations, one or two of you said it is awfully hard to look at this and the progress that is being made on a yearly basis. The map is so daunting, with everybody but the FBI, but even with the FBI I still have before me my simple chart that tells me the story of all government work in this last 5 years, a population growth in the United States, and a drawdown in most parts of government which puts everybody in the position of choosing the very best talent, and every Congressman gets applications to go to West Point, Annapolis, Air Force Academy and the Coast Guard Academy, and some of the prep high schools that feed the academy, and when I get a request for the FBI, and I do, hardly, if ever, for the DIA, it has to be discovered by association, someone in your family, but I get requests to go to the CIA and the FBI and I know the arithmetic is worse today. I just think this person is going to be very lucky the day they square into one of these great intelligence agencies.

If I could start with FBI and get it straight, first answer the question I left hanging; does the FBI ever look at the word "Native American," and could do any recruiting in that category, and how

small a percentage is that? You said 11 or 12. I am using 12 for African-Americans. And I use 8 for Hispanic-American. I find myself saying Hispanic-American because I have so many friends and associates and people on my payroll because I represent Santa Anna, Anaheim, and Garden Grove, sometimes I am gently reminded, and I hope it is not in a selfish way, remember to count us in the Caucasian category if that is what they want for some county, but if they want opportunities in some areas, want to be counted as Hispanic-Americans, what is really a subcategory.

I just wonder what we are doing because our sensitivities have been raised over the years and particularly of late, some excellent books coming out about the tremendous hits that the Americans who got here first over the Bering land strait, what is being done to help them, any recruiting in that area, and I also want your percentage for Asian and Pacific Americans—12-8.

Let's start with the FBI. What do you use as a goal, percentage for Asians and Pacific Islanders?

Mr. BRYANT. The term we use is "Asian" and we have—

Mr. DORNAN. If you use Pacific Islanders, you can't say Pacific Islander Americans. That is a mouthful. If you say Asian-Americans, then it is like Hispanic-Americans—

Mr. BRYANT. Generally, it is self-described. The term we basically use is "Asian" first. We have 178 Asian-Americans as special agents and we have 224 Asian-Americans that are support employees. That is the Asian population of our agency.

Of the American Indian—

Mr. DORNAN. And that is low against the national figure.

Mr. BRYANT. I would say—I don't have the statistics but I would say that is low.

Mr. DORNAN. My district, and it is not as badly gerrymandered as it used to be—I am an Irish-American. It is 54 percent Hispanic in my district, 6 percent Asian-American, and 1 percent African-American and that is as far as I go to break it down, although I have Samoan-Americans and I at one time was the largest Vietnamese-American district in the country. I think I am still either number one or number two.

I have Laotian-Americans and Cambodian-Americans and they are becoming citizens, so it is not wrong to hyphenate them. I have never looked in my district for any Native American or Indian-American population.

What is the figure you use for Asian-American national figure?

Mr. BRYANT. The agent population which is around 10,000, we have—I am sorry—we have 178 special agents that are of Asian-American heritage. In the support population of which there are around 14,000, we have 224 individuals.

Mr. DORNAN. That is low, on a national average.

Mr. BRYANT. I would say possibly. I don't have the comparisons, Congressman.

Mr. DORNAN. Can any of the other witnesses help us?

Admiral McCONNELL. I have Census information. Asian-American is 2.8 percent of America. Let me give you all the numbers.

Mr. DORNAN. By the way, that is a change. Jewish-Americans have dropped from an average of three for 50 years to 2.5 or 2.6, so it is now below Asian-Americans.

Admiral MCCONNELL. The breakout, this is from the Census, for blacks or African-Americans, whatever the appropriate term is, the percentage of total America is 10.4. Asian-Americans is 2.8; Hispanic-Americans is 8.1 percent; and Native Americans 0.6 percent.

Mr. DORNAN. Point 6. So when you get below a percentage point, and I am learning this in the presidential race, you are in the pack and you are not going to be recruited.

Admiral MCCONNELL. At NSA, the national average is 0.6 and the NSA Native American population is 0.47. So one or two people would make the difference and that is what we are out trying to recruit.

Ms. SLATKIN. For Afro-Americans, we are at 10.6 percent of the full-time work force at the end of last fiscal year. For Hispanic, we are at 3.2 percent; for Asian-Pacifics, at 1.7 percent; and for Native Americans we are at 0.4 percent.

I want to reiterate my remark during my comments at the opening of the hearing. I have a goal for recruiting that was established by Jim Woolsey last year in terms of Asian-Pacific and Hispanic-American, and that is one out of every three of our new hires should be in the Hispanic or Asian-Pacific category to address our position relative to the census at large.

Mr. DORNAN. Nobody says try and make them women.

Ms. SLATKIN. No. We are looking at the work force, the demographic as a whole, and not broken out by gender in this particular area. I do not have a goal, and I say the word "goal" because Jim established goals for Native Americans, but we are actively recruiting them, as I mentioned during my oral remarks.

If I may reiterate something, Mr. Chairman, that John Deutch said in that session you referred to, because I think it is fitting in this regard, we never expected that the one thing that would matter so much for the long-term legacy of the CIA would be making sure we had a career development system for the agency that would bring it well into the next century, and we have been struggling and devoting all of our efforts to making sure that we establish policies, practices, and procedures for career development so that we have and retain the very best people for the CIA. Because at the end of the day, people are really our resource and they are what will pull us well into the next century.

So in terms of concluding remarks I would just offer you the remark the Director made that you referred to the session and it is really true for us, career development, the way we recruit, the way we promote, the way we assign and the way we retire people is really at the top of our agenda.

Thank you.

Mr. DORNAN. The nature of what all your agencies do, again the FBI would be the exception here because there have been many television shows very complimentary of the FBI work and it had a polished image like the Marine Corps or Notre Dame in other areas second to none and you can coast on that for a long time and then troubles hit and you have something to fall back on. But in the other three agencies because nobody ever knows your successes, only the failures, and when Members get on this committee and go into the field and go to NSA or start to take advantage of the attaché briefings overseas or particularly watch anything in the

CIA, you realize that the morale was always internal, because you weren't getting any outside except for Three Days of the Condor and Hollywood movies tearing you up—you weren't getting any outside image at all, so I would think that career development inside each agency would be very important at this stage because we are still not going to go public with what a satisfying career field it is.

Let me go to the DIA because your numbers are smaller. You don't recruit at all in the way the FBI recruits, do you, on college campuses?

General MINIHAN. No, sir, we do. We have a diversity management staff structure and it goes to what you might call major colleges with major minority groups and then what we might call minority colleges, less national colleges. We recruit from across the Nation.

We had 1,400 applications from that recruiting process for diversity management in the minority category. It is an excellent program and it yields great quality applications to join the agency. If you could only hire 100 people and you have a total application of nearly 5,000, that is the dilemma that I shared with you. I believe we ought to look at the hiring program as a process over time to get to the diverse work force we are trying to get. I don't think we ought to find it as interesting to look at statistics by year in categories which we break out.

You pick how you would like to track it. I think we ought to be thinking about the diverse work force of the future. I worry that the statistical discussion we have masks the work force. The work force is diverse, it is professional, it is energized, and it does a magnificent job. It needs to be broadened and we don't need the Supreme Court to tell us how to do that or to get on with it. We do need some help in being allowed to hire from this rich pool of diverse people who are applying for these agencies which we will need in the future but may not match the requirement in one specific year.

But to mask all of this work force and its quality in these percentages I think really misses the magnificent work force that we have, and it is hugely diverse and growing more so as the Nation becomes more diverse.

Mr. DORNAN. So what a Senator or Member of the House sees on a field trip, this tremendous camaraderie, this tremendous interpersonal relationship of both genders and all ethnic backgrounds, we are not just seeing the best face that people put forward when there is a congressional delegation visiting, you find that your work force is operating very well and harmoniously at the CIA?

General MINIHAN. I would say shame on the person who thinks that those young people would put on an act to impress someone that is visiting. That is the way they work in the middle of the night when you are asleep defending the Nation.

Mr. DORNAN. That was my impression, you couldn't fake the camaraderie feeling. That is why it is unfortunate that the intelligence community as a whole and the FBI as part of the law enforcement community takes this unmerciful pounding all the time



as though everything is tension and racial angst and gender battles.

Let me get toward the close on the sexual harassment thing because that is a surefire lead story or second or third story on even the national news if it happens, anything having to do with the military. When people are shorthanding the introduction to some—the Okinawa rape story, they will always say the military was so used to over centuries being a male institution that males are subconsciously so angry they are taking it out in sexual harassment.

It has been my observation, I hope not superficial, that each year it gets better, that each year people understand this isn't the way it works anymore. I haven't heard a dirty joke in the cloakroom in 15 years. I may be living in a different world or aging into a grandfatherly existence where people are respectful of me or something, but I think each year this gets better.

How do you react to sexual harassment complaints in the FBI? They are still there, right? Are they going down each year?

Mr. BRYANT. Yes. Let me give you a general answer. We still get sexual harassment complaints within the FBI and they are dealt with in an expeditious and accurate and timely basis. Over the years, they have fluctuated. I think last year they were up. This year they are down. I may have that juxtaposed.

It is the responsibility of leadership, and leading a work force like the FBI and the agencies represented here, we are here because we want to be here. One of the sacred trusts that we have is to take care of our people and sexual harassment or discourtesy or unfairness will not be tolerated. That is their primary responsibility and if it ever fails, some of these unfairness issues come about. That is not to say that there haven't been flaws or failures, but in the FBI and the agencies here I think we would agree that it is not tolerated and it won't be. We have to have a work force that cohesive, that trusts each other, and we support each other. I think that is one of the premises of the work we do and we have been doing for years.

Mr. DORNAN. Do you have anything in the FBI equivalent to military taking of an enlisted person and sending them to some officer school where they are a mustang?

Mr. BRYANT. We promote from our professional support ranks; a lot of our agent population comes from our support ranks.

Mr. DORNAN. Would you give somebody like a bootstrap an opportunity to go to college on a leave of absence or finish college on a leave of absence?

Mr. BRYANT. They generally do that on their own. Many of our support people, their work hours are adjusted. When I was in charge of the Washington field office we had numerous employees that were in educational programs and we adjusted the work hours so they could go and finish their education.

Mr. DORNAN. General, are sexual harassment complaints going down?

General MINIHAN. I would say they stay about the same over time. Harassment of any type is not acceptable, sexual or otherwise. When you find it, you punish it, stop it, and go on. You need to have a strong program to preclude having an environment where that is an acceptable status of conduct.

Now, what I think you want to look is, I agree that over time we have gotten better but you can never stop tending to the environment that you are going to work in. You have to get up in the morning and when you go to bed at night you have to have spent time in the work force tending to that environment. It is never stable. When you find it, you stop it and you punish the people who are responsible for it.

Mr. DORNAN. We have such a culture of disrespect in the high schools that that culture comes to the workplace, and you can correct it in the workplace, but it is too bad we have to do that. Like I went to Vietnam in 1966 and 1967 as a reporter and couldn't find any racial tension and not much drug use. When I went back in 1968, it was unbelievable racial tension, and drug use was rampant behind the lines. It was the culture through the draft that came from the country exported to Vietnam. There was no way we thought the military could have stayed free of the problems that were developing in the high schools at that time.

How about at NSA?

Admiral MCCONNELL. I just got handed the answer. It surprises me. Of formal complaints filed last year for sexual harassment, it dropped from a level of 25 percent in 1994 to 22 percent in 1995.

Mr. DORNAN. Percent of what?

Admiral MCCONNELL. The total number of formal complaints were on the order of 36 or 37—

Mr. DORNAN. It dropped 25 percent?

Admiral MCCONNELL. Of all the complaints, 25 percent were related to sexual harassment. Before that number was 22 percent in 1995. I am surprised it dropped because of the emphasis that we have placed on understanding it.

We have trained 94 percent of our work force to understand what is it, what constitutes sexual harassment. So I would have thought it would have gone up.

Has it gotten better? I think it has gotten much better. Not all solved. We still have a long way to go. We need to pay attention to it. I agree it is something that you do every day.

In my own case, my oldest daughter recently graduated from med school and is a physician. My number two daughter is a professional working in industry now. When I was a child, it wasn't expected that young women were going to grow up to be doctors and professionals as much as today. So I see it as a positive thing.

But I also want to associate myself with your remarks about the schools today. I am worried about what is happening to the next generation. Do you see the same level of respect for individuals, respect for not only race but gender, et cetera?

Mr. DORNAN. To come back to the FBI for a second. Director Freeh has stated publicly that he would terminate anybody that was judged guilty of sexual harassment. Is that known throughout the FBI that there is a tough policy, there is not going to be any counseling? It seems kind of hard to counsel people for drug use and try to keep them on board, but if they fall back to high school ways and say something sleazy with women around that they would be terminated; but that is one way to end it.

Mr. BRYANT. There is an internal discipline in any type of organization and we have basic tendencies that Director Freeh has

brought about. It is called the bright line. They are very well-defined issues and they are very well-known in the agency. You lie, cheat, or steal you are gone. If you cross these lines, you have all kinds of issues where it is looked at. I think it is just a matter of discipline and internal strength.

Mr. DORNAN. There is zero tolerance for drugs in the FBI, I assume all the intelligence agencies?

Mr. BRYANT. Yes.

Mr. DORNAN. Which is hard for Americans. They scratch their heads when they hear that in the White House compound if you have a drug problem you get counseled but in the people below that chain of command you are out. That is something that this American finds very upsetting also.

At the CIA—give me the employment figures again at NSA and CIA?

Admiral MCCONNELL. Sir, the total numbers are classified still.

Mr. DORNAN. That is right, but say in the Washington Post don't they say you are bigger in just sheer manpower, you are manpower intensive? Don't even answer that. You are roughly equivalent for me to ask the question are you going down about the same numbers of complaints on sexual harassment?

Ms. SLATKIN. That is a very good question. In the last two years, we have gone down from what was a high in the early 1990's, but our numbers of complaints have essentially leveled off this year and last year.

I want to associate myself with the remarks that Ken Minihan made. I think that is all about integrity and professionalism of the work force and I know that you know, Mr. Dornan, because you have spent time with all of our work forces, that those are words that ring true. Everyone understands at the CIA that harassment of any kind will not be tolerated.

Mr. DORNAN. The best part of getting out and meeting the folks is to realize the physical danger that people are in in all of your professions, at each one of the four agencies represented here, and most Americans associate some deaths and shooting situations with the FBI, but they no longer associate danger with the other intelligence agencies, and this would include female agents right up there in maximum danger in the most dangerous parts of the world doing incredible service for their country.

So I take heart and I repeat what a complex thing this is to just follow a simple honest statement, let's try and look like America looks. Again, no other country in the world is doing this or even approaching it the way we are, and maybe that is fine because I repeat, we represent every continent on the earth.

I look forward to even a better report next year. So thank you very much. Some of the Members were going to submit—one final question.

Equal opportunity and diversity; does it ever cause a conflict, any of you? Do they mesh perfectly together? Sometimes it seems to me they might be in conflict, that if you are trying to give equal opportunity to someone who has really achieved and they don't fit a category, this is what caused I think a lot of backlash from white males in the agencies that were planning on a long career and having a shot at advancing to every leadership position. Do you ever

have a conflict between those two, because they are different concepts? They are not identical. Have you ever in the equal opportunity office felt that it was not equal if you were driving toward diversity goals? No?

Admiral MCCONNELL. Sir, there is no doubt there is tension and part of what General Minihan mentioned, in leadership involvement you have to be very sensitive of that and you have to make sure you are not overdriving it. The goal is fairness.

Mr. DORNAN. Fairness in equal opportunity and fairness in diversity. That is the nexus that makes the two work together.

Admiral MCCONNELL. Yes, sir.

General MINIHAN. Leadership and establishing an environment where everyone has an equal opportunity and your diverse work force can compete.

Mr. DORNAN. Be happy that you don't have one problem that this Congress finds offensive and it caught a Four Star admiral and cut his career short. I hope we are approaching the point where we don't take the attitude boys will be boys and allow men to visit off limits houses of prostitution with no adverse impact on their career. It was a loathsome sight in Haiti to see United Nations vehicles lined up in front of houses of prostitution and to read in the October issue of Newsweek that U.N. people and uniformed soldiers, thankfully not Americans, were going to a bar 6 miles north of Sarajevo where the prostitutes were prisoners, were imprisoned women enslaved, and the Bosnian Serbs that were committing this horrendous war crime were drinking and sharing these imprisoned women with Scandinavian soldiers, I won't mention the country, with ex-European segments of the Soviet Union and with southern Asian soldiers coming into this place, this Sophie's bar/prostitution house.

I hope that Americans of high rank will understand that this is where you get HIV and this is where you are jerked out of your airplane, off your sub, out of your combat position and are brought back to the States and then treated with preferential treatment, that we must order our men to stay out of these houses of prostitution, and that is a military problem, and that intelligence people are at too high a professional level, too busy that you don't have that problem, but when it happens to the military, then it spills over to every branch of the military because two of you are wearing uniforms here and it is too bad, because you can't brag about all your successes which are manifest.

Thank you very much. Excellent statements, and we will send those questions over to you. Thank you very much.

The committee adjourns.

[Whereupon, at 12:15 p.m., the committee was adjourned.]







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