

ROUTING AND RECORD SHEET

Subject: Comments on Implementation of the Glass Ceiling

From: James V. Hirsch  
Deputy Director for Science and Technology  
 OHB

DS&T   
25 AUG 1992

To: (Officer designation) \* Date \*  
rec'd fwd'd init Comments:

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| 1. R. M. Huffstutler<br>Executive Director<br><input type="checkbox"/> OHB |          |       |       |      |           |
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DS&T

25 AUG 1992

MEMORANDUM FOR: Executive Director

FROM: James V. Hirsch  
Deputy Director for Science and Technology

SUBJECT: Comments on Implementation of the Glass Ceiling Study

1. The Directorate of Science and Technology (DS&T) has reviewed the report on implementing the Glass Ceiling Study and finds that many of the concepts and strategies identified therein already have been adopted and implemented, to some degree, over the past three years in the offices of our directorate. The DS&T's own diversity task force, working in February 1992, identified some barriers and potential problem areas; these correlated to those noted in the recent Glass Ceiling study and the OMS survey.

2. The recommendations in the Implementation of the Glass Ceiling Study Report (exclusive of appendices) that I believe need further consideration are:

a. An annual off-site to evaluate our progress in overcoming barriers. It seems nonproductive to automatically and continually set diversity issues apart as a separate entity. In lieu of a dedicated off-site to evaluate only barrier issues, we should hold a combined off-site to cover all of our business and management issues. In short, the bottom line is that we are responsible for effectively managing people and programs.

b. The value added by expanding the role and resources of the Office of Equal Employment Opportunity (O/EEO) to monitor glass ceiling actions. The Office of Inspector General (IG) and Directorate internal resources can be used for this purpose. In fact, the DS&T has already begun reviewing internal mechanisms for auditing progress on this issue.


c. The value added by creating a Deputy Director for Human Resources. Is this not more layering? What effect, if any, would the creation of such a position have on the current role played by O/EEO at EXCOM meetings?

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d. Accountability is the key to this whole process. However, as for an independent follow-on to the Glass Ceiling study and an expansion of the already lengthy OMS opinion surveys, I sense that this is "too much, too soon." Also, upward evaluation will only be meaningful after it is done over a long period where implementation is auditable, and where the information is accurately assessed and properly used to meet career development needs.

3. Regarding the appendices, Appendix A, on Assignments, should be reconsidered since it seems to lock us in to many of the civil service selection processes, which is not necessarily a positive step. I believe there are alternative ways of solving the basic problem addressed by Appendix A.

4. The DS&T has used a systematic, three-phase approach: (a) emphasizing awareness and education, which are vital in the early stages; (b) assessing organizational barriers and determining priorities for change (the assessment has been completed); and (c) developing action plans to enhance the organization's capability to fully utilize all employees, an effort that is already underway. This is a continuing process that must be instituted over time in order to see major progress. What we decide on the Implementation recommendations should take such existing programs into account.

  
James V. Hirsch