

APRIL 1993 PHOTOGRAPH OF DOROTHY ROPER DALY WITH FORMER TREASURY SECRETARY JOSEPH W. BARR, FORMER THA PRESIDENT ABBY L. GILBERT, AND ARNOLD J. "TIM" DALY, LT. COL. USAF, RETIRED. PHOTOGRAPH COURTESY OF THE TREASURY DEPARTMENT PHOTOGRAPHY OFFICE



Excerpts from:

DOROTHY ROPER DALY

DEPARTMENT OF THE TREASURY ORAL HISTORY

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MS. DALY: When I realized that I was not going to advance in the Savings Bonds Division, that they had chosen a new Director of Planning and Market Research [Steve Mead], I decided that I would apply for the job as Treasury Federal Women's Program Manager because I had been the Program Manager for Savings Bonds. At that time, there was a program manager in each bureau of Treasury, and I was running the program in the Savings Bonds Division. As a result of my accomplishments and the IWY study, the Assistant Secretary for Administration requested that I be detailed to the position. I left Savings Bonds and went over to Treasury, the

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Main Treasury Building, in March 1979. A few months later I applied and was given the job. As the Federal Women's Program Manager in Treasury, I was responsible for seeing that women were treated equally, that they were getting the right promotions in Treasury.

One of the first things that I did as the Federal Women's Program Manager in Treasury was to take a census of all the women in Treasury, what their grade levels were, and then I worked from there. It was that census actually that was later used by Under Secretary Bette Anderson as a basis for her desire and for her intent to see that there was training in the Treasury; that trainers were brought in so that women could advance within the Treasury. It was my Treasury census which revealed that women were always or mainly in lower paid positions and did not advance above them. Very few advanced to the level of GS 13 at that time. The highest level was generally an 11. I set up and prepared the statistics that revealed the fact that most women did not rise above a GS 13.

Bette Anderson reacted positively to the statistics which I collected – actually were always available – about where women were in the Treasury. This became a mission of Bette Anderson, because she was amazed at the fact that there were so many lower-level women in Treasury. So she wanted to initiate a training program that would make it possible for them to move up in Treasury. It was based on the training program that she had sponsored for women in banking. This was the program which was started in Treasury. I do not know how long it was undertaken, but the idea was to see that women attained higher grades in the Treasury Department.

INTERVIEWER: Dorothy will you please tell us about your work to advance women in law enforcement? Most people do not realize that the Treasury Department was the second largest law enforcement agency in the federal government. It is our five major historic law enforcement bureaus, past and present, that make up the core of the Department of Homeland Security, which was created after 9/11 by the Act of November 25, 2002 and to which President George W. Bush transferred the bureaus on March 1, 2003.

MS. DALY: As the Treasury's Federal Women's Program Manager, I was selected as co-chair of an interagency committee with the Federal Women's Program Manager at Justice, Doris McCrosson, a fierce little lady. Together we formed a committee – we didn't actually form it because the committee itself had been formed by the Civil Service Commission. We took over the Interagency Committee on Women in Federal Law Enforcement and enlarged upon it. We called it "ICWIFLE." We met in the Justice Department. I remember we set up a training program for women in federal law enforcement. Justice arranged to get a hundred dollars for it. I told Cora Beebe – she was the first woman to be appointed Assistant Secretary for Administration – that Justice had provided a hundred dollars for the training, so she got us a hundred dollars for Treasury's part of the ICWIFLE program.

Doris and I, we worked together and got the first big training session for women in law enforcement and we publicized it. We used facilities in the District of Columbia. The training became so popular that women came from all over to take the course. We even got women police officers and other law enforcement officers from the states.

We called attention to the fact that many women who were actually in federal law enforcement were not permitted to carry guns, although a small start had been made in, I believe it was 1971 and 1972. That was part of the push that the committee forced in their departments. As a result, many more women in federal law enforcement were permitted to carry guns.

Over 20 years later, Doris and I were honored for being the founders of ICWIFLE and were seated at the head table at a big banquet where over 1,000 women in law enforcement filled the room. The speaker was Hillary Clinton.

You were talking about Bonni Tischler who later became head of our ICWIFLE Committee and continued it. Bonni Tischler was a powerful woman in Customs and a member of the federal law enforcement group. I think Bonni was probably one of the first women to become a GS 15 in Customs. That was because she headed that group. Bonni, I'll just talk about her briefly because we know her so well. She was a

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splendid person and an excellent marksman. I remember she was down in Florida. She finally came back to Washington because she was heading a group in Florida that was trying to stop the drug traffic and became a target of the drug dealers.

INTERVIEWER: Dorothy, will you tell us something about the Federal Women's Program under the Reagan administration and under the administration of Secretary of the Treasury Don Regan?

MS. DALY: George H.W. Bush, who was Vice President under President Ronald Reagan, wanted to know about women in government. He really did want equality for women. He wanted women to have equal opportunities, but I don't really know firsthand what influenced him. This was communicated to Angela Marie "Bay" Buchanan, Treasurer of the United States. I believe that Mr. Bush wanted women to be appointed in all agencies, so he wanted to find out about all the women in the agencies. So, Bay Buchanan called Diane Clark, Director of Treasury's EEO Office, and me over to find out about women in Treasury. But, at the same time, she also was talking about the statistics of women in government and where they were. When I went back to my office with Diane, I think there was some question in Diane's mind about what the White House was doing about women. I just picked up the telephone, called Elizabeth Dole, and asked her how many women were employed in senior positions in the White House. I don't recall the statistics on it, but I did get them.

When we went back to talk to Bay about the women in Treasury, this was mentioned. She said, "How did you get the information?" I said, "Why, I called Elizabeth Dole." She said, "You called Elizabeth Dole?" I said, "Yes, of course. She would be the person to call to get the information in the White House." That's just the way you do it. Bay was, I think, not too used to government, although she was related to a man who was quite active in politics, her brother, Pat Buchanan. She had been appointed because she was active, too. So, it was just a surprise that she was in a learning position about women when she asked the EEO Office in the Treasury Department for information.

INTERVIEWER: Dorothy, will you please tell us how the Federal Women's Program ended?

MS. DALY: I don't have the exact reason that it ended. I do believe that it was decided that there would be no special program for different groups. Because, in the EEO Office, there was one part concerned with minorities, another part concerned with Hispanics, another concerned with African-Americans, and also the women. They decided this was not going to be. We were not going to have separate people working for each different and individual group. We would all be Equal Employment Opportunity Specialists. So, all the titles that had been there before – there were titles like the Hispanic Coordinator and the Federal Women's Program Coordinator – they were no longer on the federal government list. All of us became just EEO Specialists.

INTERVIEWER: Dorothy, would you tell us about your final three years in Treasury as an Equal Employment Opportunity Specialist?

MS. DALY: In the last three years that I was in the Equal Employment Opportunity Office, I had mainly become a writer of decisions. That is why I went to Antioch College to get my master's degree in equal employment opportunity law. This was because the Reagan administration had cut funding, and there were no longer enough attorneys available to make these sorts of legal decisions. I felt that if I was going to be adjudicating

these issues I needed to have a working knowledge of this kind of law. So, during my last years in Treasury, I was mainly concerned with writing decisions about some of the employment decisions that were made. That is, employee complaints would be submitted from all over the United States. They would state a grievance with regard to not being promoted or being discriminated against, and it was necessary to either meet these complaints or to write a decision as to why they couldn't be met. Eventually, I had to travel to offices in different parts of the country. I helped people in those regional offices to write decisions.

That became the main objective of my job in those last years when I was an Equal Employment Opportunity Specialist. As I said, that's why, instead of being just the Federal

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Women's Program Manager, I had to become knowledgeable about equal employment opportunity law because what we handled mostly were employment complaints. If those submitting complaints didn't get satisfaction from the Treasury, they would take them to the Equal Employment Opportunity Commission (EEOC) because federal employees can appeal agency decisions. Then, EEOC would make a decision too. Writing these decisions was what I was mainly involved in the last few years of my career.

INTERVIEWER: Dorothy, will you please tell us about your decision to retire from the Treasury Department?

MS. DALY: I decided that it was an optimum time to retire. I had 28 years of service and I could receive my retirement. I had been the recipient of an award of \$1,500 for my work in the Equal Employment Opportunity Office. I was also given the Gallatin Award for excellence of service during my years in the Treasury Department. It was just time for me. I had worked a long time in the government. I went out so quietly, actually, that the office had to call me back in to give me a retirement luncheon. I remember they met afterward because I just sort of walked out one day. But, they were very complimentary. They were very kind to me. I never felt, however, that I performed as well as a writer of decisions as I had as Federal Women's Program Manager.

ONLINE, full interview and oral history at

<https://treasuryhistoricalassn.org/images/THAOralHistoryDorothyRoperDaly.pdf>