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THOMAS G. CODY PAPERS, (1969) 1972-1976 (1979)

Collection Type

Personal Papers

Extent

2.4 linear feet (ca. 4,800 pages)

Record Type

Textual

Access

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Processed by

Gregory Kinney & William McNitt, April 1989

Biography

Thomas G. Cody

Feb. 19, 1929 - Born, Holyoke, MA

1950 - A.B., College of the Holy Cross

1950-52 - Graduate Studies, Boston College

1953-55 - United States Marine Corps

1955-57 - M.B.A., Harvard University

1956-62 - Various sales and marketing positions in several corporations

1962-72 - Fry Consultants, Inc., international management consulting firm. He became a vice-president in 1966, a partner in 1967, and managed the Washington,

DC and Los Angeles offices of the firm.

1972-74 - Executive Director, Equal Employment Opportunity Commission

1974-76 - Assistant Secretary for Administration, Department of Housing and Urban Development

1976- - L.B. Knights and Associates and Thomas G. Cody and Associates, management consulting firms

Scope and Content Note

Thomas G. Cody was a former management consultant who served as Executive Director of the Equal Employment Opportunity Commission (EEOC) from May 1972 to April 1974. Following his resignation from the EEOC, Cody became Assistant Secretary for Administration in the Department of Housing and Urban Development (HUD), in which position he served until November 1976. The Cody Papers consist of fragmentary materials concerning his administrative and management work in both agencies.

The EEOC is an independent government commission created in 1965 to administer Title VII of the Civil Rights Act of 1964. Principal activities of the Commission include the development and implementation of equal employment opportunity policy and the investigation of complaints of racial, sexual or other forms of employment discrimination in both the public and private sectors. In the position of Executive Director, Cody was responsible for the day-to-day management of the EEOC under the direction of the Commission's Chairman. Disagreements with Commission Chairman John Powell led Cody to announce his resignation in March 1974.

When Cody joined HUD in 1974, the department was under criticism for its management and personnel problems. Cody and his staff were responsible for addressing these problems and providing administrative support for the Secretary, Under Secretary, other Assistant Secretaries, and the department's field operations. Major functional areas of operation included budget, finances and accounting, personnel, contracting, management and organization systems, and

computer operations.

The materials from both of Cody's positions are fragmentary. Many items are either publications or near-print items which were widely distributed. Only occasional letters and memoranda appear. Cody apparently left the bulk of his files with the two agencies.

The EEOC materials consist mainly of manuals and reports concerning equal employment laws, staff procedures and guidelines, and summaries of Commission activities. The HUD materials deal primarily with internal administrative matters such as departmental reorganization, implementation of new management and accounting systems, and adoption of automated data processing systems. Questions of housing policy are dealt with only tangentially.

Related Materials (April 1989)

The White House Central Files Subject File contains related materials in categories FG 24 (Department of Housing and Urban Development), FG 109 (Equal Employment Opportunity Commission), and HU 2-2 (Equality - Employment).

Last Modified Date

2025-03-07

Employment Opportunity Commission Papers, 1972-74.

(Boxes 1-4, 1.4 linear feet)

Reports, manuals and handbooks, planning documents, printed material and occasional memoranda created by the EEOC staff, other government agencies, and outside consultants. Topics include: investigations of discrimination complaints, investigative procedures and training of investigators, staff productivity and performance measurement, and historical development of equal employment opportunity law. The series includes scattered materials pre-dating and post-dating Cody's service with the Commission.

Arranged alphabetically by subject.

Box 1 - Equal Employment Opportunity Commission Papers

Status	Title
OPEN	Chronology of EEOC Guidelines, 1964-77

Status	Title
OPEN	Compliance Manual (1)-(2)
OPEN	Conciliation Standards for Compliance Personnel
OPEN	Comptroller General Report on EEOC Progress in Eliminating Employment Discrimination
OPEN	Elimination of Discrimination in Employment by Affirmative Government Action - Draft Project Manual (1)-(6)
OPEN	Employment Discrimination Law

Box 2 - Equal Employment Opportunity Commission Papers

Status	Title
OPEN	Equal Employment Law and Litigation (1)-(4)
OPEN	Equal Employment Opportunity Performance Measurement
OPEN	Field Office Reports on Office of Compliance Performance Management System Plan for FY1974
OPEN	Foundations of Equal Employment Opportunity (1)-(3)

Box 3 - Equal Employment Opportunity Commission Papers

Status	Title
OPEN	Guidelines for Investigation of Employment Discrimination
OPEN	Guidelines on Employment Discrimination
OPEN	Interagency Committee on Handicapped Employees
OPEN	Investigative Training Program
OPEN	Michigan Civil Rights Commission Investigation Process
OPEN	Minority Employment Reports of Various Corporations
OPEN	Miscellaneous Memoranda
OPEN	New Regulatory Framework (Publication)
OPEN	Office of Compliance - Summary of Activity FY1972
OPEN	Office of General Counsel - Performance Management System Plan
OPEN	Organization and Management Survey
OPEN	Papers Relating to the President's Departmental Reorganization Program (Publication)

Box 4 - Equal Employment Opportunity Commission Papers

Status	Title
OPEN	Promise and Performance - President Nixon's First Term (Publication)
OPEN	Reference Manual to Title VII Law
OPEN	Report to Carter Transition Team on EEOC
OPEN	Resignation - Cody
OPEN	Uniform Guidelines on Employee Selection Procedures
OPEN	Work Process at EEOC

Department of Housing and Urban Development Papers, 1974-76.

(Boxes 4-6, 1.0 linear feet)

Reports, department organization charts, printed material and occasional letters and memoranda relating to the administrative structure and management of HUD. Subjects covered include: reorganization of the department, personnel management, implementation of a goals management system, departmental productivity, adoption of automated data processing systems, and the mortgage insurance accounting program.

Arranged alphabetically by subject.

Box 4 (Continued) - Department of Housing and Urban Development Papers

Status	Title
OPEN	Administrative Reorganization
OPEN	Administrative Reorganization - Consultants Reports
OPEN	Administrative Support Task Force Report

Box 5 - Department of Housing and Urban Development Papers

Status	Title
OPEN	Appointment and Swearing-In Ceremony
OPEN	Automated Data Processing
OPEN	Award Ceremony, 12/7/76
OPEN	Biographical Information - Cody
OPEN	Correspondence - Miscellaneous
OPEN	Correspondence - Personal

Status	Title
OPEN	Department of Housing and Urban Development - Organization Charts
OPEN	Departmental Productivity
OPEN	Financial Management
OPEN	Goals Management System
OPEN	Housing in the Seventies (Publication)
OPEN	Housing Performance Indicators (Publication)
OPEN	Interim Report on Urban Development and Neighborhood Revitalization
OPEN	Management Process
OPEN	Mortgage Insurance Accounting System (1)-(3)

Box 6 - Department of Housing and Urban Development Papers

Status	Title
OPEN	Mortgage Insurance Accounting System (4)-(7)
OPEN	Personnel Management
OPEN	Planning
OPEN	Resignation - Cody
OPEN	Staff Management Program FY1977-78
OPEN	Urban Data Book (1)-(2)
OPEN	Workshop on the Role of Assistant Secretaries in Executive Branch Departments (1)-(2)