



OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE

# **Spies on Inclusion** *Policies, Programs, and Pamphlets*

**The United States Intelligence Community**

*Taking Diversity Policies to Action through Guidelines, Training, and Multi-media*

**03 October 2018**



## Who we are

U.S. Intelligence Community is composed of 17 organizations

Two independent agencies - the Office of the Director of National Intelligence (**ODNI**) and the **CIA**

Eight Department of Defense elements— **DIA**, **NSA**, **NGA**, **NRO**, and intelligence elements of the four DoD services; the **Army**, **Navy**, **Marine Corps**, and **Air Force**.


Seven intelligence elements of other departments and agencies—the **Department of Energy**, **Department of Homeland Security**, **U.S. Coast Guard**, **Federal Bureau of Investigation**, **Drug Enforcement Agency**, **Department of State**, and the **Department of the Treasury**.



**ic** | **LGBTQ IN INTELLIGENCE**  
PRIDE | PROMOTING A DIVERSE INTELLIGENCE WORKFORCE

**INTELLIGENCE FLASHBACK**

1950s	1980s	1990s	2000s	2010s
President Eisenhower issues an executive order barring homosexuals from Federal employment	First known openly gay Intelligence employee allowed to continue to work	Executive Order 12968 prohibits sexual orientation being used as a basis to deny security clearances	Intelligence Community LGBTQ Employee Resource Groups formed	Benefits extended to same-sex partners as a result of repeal of DOMA  EO 13672 adds gender identity as a protected category  Don't Ask, Don't Tell repealed
		Don't Ask, Don't Tell implemented		



## Why is there an ODNI?

The 9/11 Commission's report in July 2004 proposed sweeping change in the Intelligence Community. It brought about the creation of an Office of the Director of National Intelligence (ODNI) to:

- Break down stovepipes & duplication of effort
- Provide oversight/guidance to the IC
- Promote intelligence integration
- Promote Information sharing and collaboration

## How does IC Pride fit in?

IC Pride is the LGBT ERG chartered under ODNI's Equal Employment Opportunity & Diversity Office to:

- Advocate for policies that guarantee LGBT inclusion within the IC
- Benchmark IC organization best practices regarding LGBT inclusion, recruitment, and retention.
- Ensure inclusiveness in IC communications and branding.
- Provide educational forums for employees and managers on LGBT issues
- Assist in resolving systemic issues impacting the representation, development, and advancement of LGBT employees

## Ally Engagement: Protections At Work



POLICY	AUTHORITY	EXPLANATION
<b>Executive Memorandum 69993</b>	President Obama October 5, 2016	Promoting Diversity and Inclusion in the National Security Workforce, this memorandum supports that effort by providing guidance that [...] complements ongoing actions that agencies are taking pursuant to Executive Order 13583 and under the leadership of the Diversity and Inclusion in Government Council, including but not limited to efforts related to gender, race, ethnicity, disability status, veterans, sexual orientation and gender identity, and other demographic categories.
<b>OPM Guidance</b>	U.S. Office of Personnel Management June 2015	Discrimination based on sexual orientation and gender identity is covered in the term "sex." Employment rights and protections include: Title VII of the Civil Rights Act of 1964 (EEOC); Civil Service Reform Act of 1978 (OSC and MSPB); Unions and Agency Policies.
<b>Executive Order 13672</b>	President Obama July 21, 2014	Further Amendments to Executive Order 14726 and Executive Order 12246 which added "gender identity" to the categories protected against discrimination in hiring in the federal civilian workforce and both "sexual orientation" and "gender identity" to the categories protected against discrimination in hiring and employment on the part of federal government contractors and sub-contractors. The amended regulations took effect on April 8, 2015.
<b>IC Statement on Commitment to EEO and Diversity</b>	Director of National Intelligence (DNI) February 1, 2013	The Intelligence Community's Commitment to Equal Employment Opportunity and Diversity signed by the DNI and the Directors of all sixteen agencies that fall under the ODNI. "We define diversity in a broad context, but also in relation to the mission, considering all aspects that make individuals unique and America strong: race, color, ethnicity, national origin, gender, age, religion, language, ability, sexual orientation, gender identity and heritage. [...] This brings innovation and creativity to the workplace, combats stagnation, and demonstrates our commitment to including all Americans."
<b>EEOC Rulings</b>	U.S. Equal Employment Opportunity Commission	Recognizes that Title VII of the Civil Rights Act of 1964 prohibits discrimination on the basis of sex including discrimination on the basis of sexual orientation or gender identity.
<b>Executive Order 13087</b>	President Clinton May 28, 1998	Amends Executive Order 11478 to prohibit discrimination based on sexual orientation in the federal civilian workforce.

count on your community.

## Ally Engagement: Protections At Work

POLICY	AUTHORITY	EXPLANATION
<b>Executive Order 12968</b>	President Clinton August 2, 1996	Provides Eligibility Standards for Access to Classified Information. "The United States Government does not discriminate on the basis of race, color, religion, sex, nation origin, disability or sexual orientation in granting access to classified information" and "in determining eligibility for access under this order, agencies may investigate and consider any matter that relates to the determination of whether access is clearly consistent with the interests of national security. No inference concerning the standards in this section may be raised solely on the basis of the sexual orientation of the employee."
<b>Executive Order 11478</b>	President Nixon August 8, 1969	Prohibits discrimination in the competitive service of the federal civilian workforce on certain grounds. The order was later amended to cover additional protected classes. Executive Order 11278 covers the federal civilian workforce. It prohibits discrimination in employment on the basis of race, color, religion, sex, national origin, handicap, and age. It requires all departments and agencies to take affirmative steps to promote employment opportunities for those classes it covers.
<b>Executive Order 11246</b>	President Johnson September 24, 1965	Establishes requirements for non-discriminatory practices in hiring and employment on the part of U.S. government contractors. It "prohibits federal contractors and federally assisted construction contractors and subcontractors, who do over \$10,000 in Government business in one year from discriminating in employment decisions on the basis of race, color, religion, sex, or national origin." It also requires contractors to "take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, sex or national origin."
<b>Policy Letters on Harassment</b>	Agency Directors Recurring	Guidance by Agency Directors that harassment is a form of employment discrimination that violates Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act of 1967, and the Americans with Disabilities Act of 1990. Characteristics protected by law from harassment include an individual's race, color, religion, sex (including gender identity), sexual orientation, national origin, disability, and age (40 or older).
<b>Policy Letters on Diversity</b>	Agency Directors Recurring	Agency commitment to foster an inclusive work environment that respects, values, and draws on the strengths of a diverse workforce.
<b>Policy Letters on EEO</b>	Agency Directors Recurring	Agency commitment to a discrimination-free work environment that is free of harassment. Commits to making decisions based on merit without regard to race, color, religion, national origin, sex, age, sexual orientation, gender identity, disability or genetic information.



The IC LGBT+ Affinity Group, colloquially called IC Pride, was formed in 2011. IC Pride fosters and facilitates a more diverse and inclusive workplace within the Intelligence Community by supporting leadership, accountability, educational opportunities, and talent management. IC Pride serves to strengthen the IC by building a more collective and diverse community. For more information contact IC Pride\_Leadership@oic.gov.

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# IC Pride Structure and Working Groups

## Leadership: (year established)

- Chair & Co-Chair (2011)
- Secretary (2014)
- Senior Champion(s): NSA (2011), NGA (2014), DIA (2014), CIA (2015), NRO (2018), ONI (2018)

## General Membership:

- Agency Representative(s)
- Working Group Chair & Co-Chair
- Working Group Members

## Working Group: (year established)

- Transgender (2012)
- Communications & Technology (2014)
- Recruitment & Retention (2014)
- Ally Engagement (2014)
- Extended Enterprise (2016)
- Intersectionality (2017)

## IC Pride's Strategic Goals

December 2017

Strategic Theme	Expand Reach and Strengthen Leadership Pipeline	Share Best Practices Across the IC	Influence IC Policies	Promote Visibility in IC and Conduct LGBT Education Efforts	Conduct External Outreach
Definition	Expanding IC Pride's reach into other parts of the IC and strengthening our leadership pipeline	Using our network within IC Pride to share best practices and lift up other organizations	Influencing policies to ensure that they are inclusive of all employees, with a special focus on issues that can negatively impact LGBT employees	Promoting education, awareness, and visibility within the IC through a variety of educational efforts, briefings, and ally-building with the goal of building a more inclusive culture	Endorsing that the IC is an inclusive place to work for LGBT individuals through outreach events

See Handout





## IC Pride Working Groups

### Ally Engagement Working Group (AEWG) established in 2014

The Ally Engagement Working Group (AEWG) will incorporate best practices for developing, training and maintaining LGBT Allies within the IC. The AEWG will leverage existing Ally programs across the IC as well as in both public and private sector in order to develop an Ally program which can be implemented across the IC.

### Communication and Technology Working Group (CTWG) established in 2014

The Communication and Technology Working Group (CTWG) will create and maintain a digital presence on various networks for the dissemination of works created on behalf of the IC LGBT Affinity Group. To ensure the necessary technological infrastructure, this working group will also act a conduit for change by involving the LGBT+ and ally community within the intelligence field.

### Extended Enterprise Working Group (EEWG) established in 2016

The Extended Enterprise Working Group (EEWG) will serve as an advocate for LGBT+ personnel in the extended enterprise. The EEWG will work to understand the current climate by conducting surveys and soliciting feedback to identify and respond to key issues that affect this community. The EEWG will address issues of concern for these employees and support IC agency and LGBT+ representatives in identifying and incorporating best practices to better support and integrate them in their agencies' IC missions.

### Intersectionality Working Group (IWG) established in 2017

The Intersectionality Working Group (IWG) will increase awareness, education, and collaboration with diversity and inclusion Employee Resource Groups (ERGs) across IC agencies to ensure equal employment opportunity, diversity and cross-cultural understandings are appropriately incorporated into the policies, practices, strategies, and principles of the IC LGBT Affinity Network (IC Pride). This group will deepen and expand knowledge about intersectionality and LGBTQ issues and create avenues of understanding for executives, encourage people to utilize their unique backgrounds and experience to leverage the power of diverse thinking and realize potential for impact, and partner with other IC ERGs to facilitate networking and collaboration.

### Recruitment and Retention Working Group (RRWG) established in 2014

The Recruitment and Retention Working Group (RRWG) will research and examine best practices for LGBT hiring and talent management across IC agencies. The RRWG will develop specific recommendations that can be shared across the IC based on collective best practices and, where appropriate, will assist with implementing these recommendations.

### Summit Working Group (SWG) established in 2014

The Summit Working Group (ISWG) is an annual working group established to create a venue for members of the IC to come together and attend an event to allow for education, collaboration, and networking centered around LGBT inclusion and diversity. The yearly Summit includes keynote speakers, breakout sessions, and panel discussions for intelligence officers. The leadership for this working group rotates as the Summit is hosted by a different IC entity each year.

### Trans Working Group (TWG) established in 2012

The Transgender Working Group (TWG) will identify issues affecting transgender IC employees and advocate for trans-inclusive policies and best practices. The TWG will compile and share resources for education and outreach on transgender issues.



## IC LGBT+ Summit

- IC Pride facilitates an IC-wide LGBT+ Summit each year, hosted by a different IC organization
- Focuses on workplace-related issues; provides resources for LGBT employees, managers, and allies
- Mechanism for establishing working groups or yearly deliverables
- “It takes a village”—other IC Pride working groups and representatives from across the IC assist with execution

Video (4:49)



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OUT & EQUAL  
2018 WORKPLACE SUMMIT

## Ally Engagement Working Group

- Ally Engagement Training
- Educational Tools
  - ✓ Protections at Work
  - ✓ Chart of Terminology
  - ✓ Conversations at Work
- Business Case for Diversity and Inclusion is Critical to Mission Success

## Ally Engagement: Chart of Terminology



TERMS TO USE	USAGE EXAMPLES	TERMS TO AVOID	EXPLANATION
<b>Gay (adj), lesbian, bi, bisexual</b>	"gay men" "lesbian couple" "He is gay" "She is bi"	<b>Homosexual, same-sex, gay</b> (noun)	Gay is an adjective, not a noun; it is sometimes used as a shorthand term encompassing gay, lesbian, and bisexual orientations (though not transgender people or gender identity). Also, while many lesbians may identify as gay, the term lesbian(s) is clearer when talking only about a woman or women.
<b>Sexual orientation</b>	"Sexual orientation can be a complex topic to discuss."	<b>Sexual preference, gay lifestyle, same-sex attractions</b>	The term "sexual preference" is used inaccurately or hurtfully to suggest that being gay is a choice, and therefore can be changed or "cured." Similarly, the term "gay lifestyle" is used to stigmatize people and suggests that their lives should be viewed only through a sexual lens. Just as one would not talk about a "gay lifestyle," don't talk about a "sexual preference."
<b>Gender identity, gender expression</b>	"Everyone should be treated fairly, regardless of gender identity or expression."	<b>Sexual identity, transgender identity</b>	Gender identity refers to a person's sense of self as a man, woman, or transgender person. Gender expression refers to outwardly expressed gender and is not interchangeable terms. Everyone has gender identity and expression.
<b>Cisgender</b>	"I am a cisgender woman"	<b>"Not trans" (everyone has a gender identity, not just transgender people)</b>	Cisgender refers to a person whose gender aligns with the gender they were assigned at birth. It is the preferred word as opposed to "normal" which insinuates transgender people are "abnormal."
<b>Transition</b>	"He transitioned a few years ago."	<b>Sex change, sex change operation, pre-op/post-op</b>	Transition is the process a person goes through to live in congruency with their gender. What this process entails varies from person to person.

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## Ally Engagement: Conversations at Work



Being a vocal ally is vital in promoting an inclusive environment. How do you educate your colleagues on LGBT workplace issues? Are you able to call out non-inclusive behavior?

### WAYS TO OPEN UP A DIALOGUE

<b>Use appropriate humor</b>	"Not a buzzkill, but..."	Gives you an opening to start the conversation without giving people a sense that you're about to climb on your soapbox.
<b>Use facts</b>	"A lot of people don't know that..."	Helps you focus on the unfunny aspects of the remark.
<b>Make your comments relatable</b>	"Growing up, it was really hurtful to me when people said..." "Wow, I really hope that people at school/work don't say things like that about your kids someday."	Helps people understand the impact of a comment without insulting or minimizing their background; helps refocus the conversation.
<b>Explain why you're having the conversation</b>	"I consider myself to be an ally who wants everyone to feel included."	Reveals that you are an ally and why!
<b>Acknowledge the speaker's feelings</b>	"I'm sorry you feel that way, but..."	Conveys to the speaker that you've heard them.

There is no single best way to respond to a given situation. New allies often find it difficult to speak up or guide the conversation in a positive direction, but it isn't about yelling from your soapbox. This handout is not intended to give you the perfect response but to help you handle work and social situations with humor and gentle corrections—from beginner ("I'm a new ally"), to intermediate ("I'm comfortable having these conversations"), to advanced ("I know my stuff!").

SITUATION	BEGINNER	INTERMEDIATE	ADVANCED
<b>Hear a joke or comment that you find offensive? Speak up!</b>	Ouch! or Really? Seriously?	Would you like to rephrase that?	Please think about what you are saying. Your words (or actions) are seen as being disrespectful to others whether or not you intend them that way.

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## Transgender Working Group

- Best practices pamphlet
- Supporting individual employees
- Training
- ODNI policy guidance
- Agency policy
- Interagency resource

Video (5:34)



**IC Pride Conversations**

The Term *Queer* and  
Mirroring Language

OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE  
 CHIEF, INTELLIGENCE COMMUNITY EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY  
 WASHINGTON, DC 20511

MEMORANDUM FOR: Intelligence Community Equal Employment Opportunity and Diversity Council Principals  
 Intelligence Community Chief Human Capital Officers

SUBJECT: Key Elements to Include in Policies Covering Employment of Transgender Individuals in the Intelligence Community

**Memorandum Purpose and Overview:**

The Federal government is committed to maintaining a workplace that is free from discrimination, in accordance with the law, Executive Orders, and policy. This memorandum may be used as a guide to Intelligence Community (IC) elements, as they review their existing non-discrimination policies, to ensure such policies guarantee a non-discriminatory working environment for all individuals, irrespective of gender identity and expression. This memorandum provides specific guidance relating to transgender individuals in the IC workplace, including applicants for IC employment (hereafter "individual(s)"). This guidance aligns with IC Directive (ICD) 110, the IC policy to promote equal employment opportunity, identify and eliminate discriminatory practices, and promote diversity to enhance the intelligence mission.<sup>1</sup>

The information that follows is intended as an IC resource, to further promote a workplace atmosphere of fairness, equity, and inclusion, consistent with ICD 110 and the *Principles of Professional Ethics for the Intelligence Community*.

**IC Policy Guidance**

The Office of Intelligence Community Equal Employment Opportunity and Diversity provides the following guidance to assist IC elements when addressing issues related to non-discrimination against individuals based on gender identity and expression. This guidance was coordinated with IC elements, and prepared in consultation with Lesbian, Gay, Bisexual and Transgender (LGBT) Employee Resource Groups and leaders including IC Pride and other Federal agencies that have adopted policies concerning transgender individuals. This guidance applies regardless of an individual's explicit self-identification as transgender, and addresses key elements that should be included in transgender workplace policies: transition; confidentiality and privacy; dress and appearance; individual autonomy; names and pronouns; hiring process; co-worker's personal views; recordkeeping; sanitary and health facilities; security clearance process; insurance benefits; sick and medical leave; training and assistance; and workplace assignments and duties.

<sup>1</sup> ICD 110 states "the IC shall provide equal employment opportunity in employment for all persons, ensure non-discrimination and protection from reprisal in employment matters, and promote the full realization of equal employment opportunity and diversity . . . across the IC."

## Best Practices in Fostering LGBT Diversity in the Workplace

Cultural and Procedural Recommendations for LGBT Workforce Management

This paper outlines cultural and procedural recommendations for fostering lesbian, gay, bisexual, and transgender (LGBT) diversity in the workplace. First, it addresses actions that an organization can take to create the necessary cultural environment for inclusion. Next, it outlines areas that IC elements or organizations can specifically focus on to attract and retain LGBT employees through the full talent cycle. Finally, it provides an example of an outward-phased approach for implementing the recommendations.

The guidelines contained in this paper are intended as an IC resource consistent with Intelligence Community Directive (ICD) 110, to promote equal employment opportunity, diversity, and a culture of inclusion to enhance the intelligence mission.

<sup>1</sup> LGBT is an acronym for lesbian, gay, bisexual, and transgender and refers to these individuals collectively.

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See Handouts

## Questions and Discussion

<https://www.intelligencecareers.gov>