



Communiqué

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Telling Our Stories at SXSW

Four Office of the Director of National Intelligence officers led a panel discussion about how the Intelligence Community (IC) incorporates storytelling into meeting its mission at the 2019 South by Southwest (SXSW) Conference, a festival that draws over 150,000 attendees Austin, Texas, each year.

The largest event of its kind in the world, SXSW encompasses three overlapping festivals – film, music, and interactive arts – and attendees participate in panels, lectures, symposia, screenings, performances, and other activities surrounding the core festivals. SXSW has built a reputation as a breeding ground for new ideas and creative technologies.



ODNI's Director of Lateral Innovation Katherine Tobin; Deputy Transparency Officer Michael Thomas, and Chief of IC Equal Employment Opportunity and Diversity Rita Sampson. (courtesy photo)

Stories continued on page 8

Annual Demographic Report: FY18

For the fourth consecutive year, the Office of the Director of National Intelligence publicly shared the *Annual Demographic Report on Hiring and Retention of Minorities, Women, and Persons with Disabilities in the United States Intelligence Community*, an overview of Intelligence Community workforce demographics regarding minorities,

women, and persons with disabilities (PWD). The report summarizes the overall representation of these groups within the IC as of September 30, 2018, individuals employed in the IC in aggregate by pay grade, and individuals hired by the IC elements.

Demographic continued on page 4

Chief's Notes



You'll see the Intelligence Community's commitment to building diverse and inclusive workplaces and to transparency in each issue of *Communique*.

In the Intelligence Community (IC), communication is essential to accomplishing an increasingly complex mission. In that spirit, it is imperative for the IC to communicate with our employees and the American people as much as our work allows. You can see that in the public dissemination of the *National Intelligence Strategy* that drives our shared mission. You'll also see that commitment to transparency in this, the first issue of the IC Equal Employment Opportunity and Diversity (IC EEOD) Office's year in review, *Communique*.

Each future issue of *Communique* will highlight EEO and diversity news from across the IC; feature the programs, initiatives and innovations of the IC's 17 elements; and share the impact of these efforts. In this issue, you'll learn what our employee-led resource organizations are doing to help make the Community more inclusive, and provide tools for members and allies to continue our tradition of bringing the best to bear on the challenges our Nation faces. You'll also read where and how we're engaging professional and innovative organizations in partnerships. Finally, you'll read how the leaders of our elements are committing – in word and deed – to fostering an inclusive workplace of professionals and leveraging the broad experiences and expertise of IC officers.

The IC is a vibrant community of professionals who seek every day to discover and develop solutions to provide quality intelligence to decision-makers, provide information to keep the American people safe, and deliver competitive advantage to our officers and warfighters. I am proud and excited that IC EEOD has the opportunity to share some of the stories and events that shape their work and lives. In this issue, we feature programs and initiatives that have impacted the IC over the past fiscal year.

Rita M. Sampson
Chief, IC EEOD

About IC EEOD

Vision: A diverse, inclusive and innovative Intelligence Community workforce that delivers global Intelligence advantage.

Mission: To work collaboratively to ensure equal employment opportunity, diversity, inclusion, and cross cultural understanding are appropriately incorporated into the policies, practices, strategies, and principles of the U.S. Intelligence Community and embraced by every member of the Intelligence Community Workforce.



Shark Tank: EEOD Professionals Pitch IC-wide Innovations

Over 100 equal employment opportunity and diversity (EEOD) professionals met for their annual training conference, and to strategize on important issues facing the Intelligence Community workforce. Conference attendees included EEO counselors, investigators, mediators, negotiators, program managers, human capital professionals, and executives from across the IC.

Attendees participated in an innovation exercise that followed the format of the television show *Shark Tank*. IC executives from National Geospatial-Intelligence Agency, Defense Intelligence Agency (DIA), National Reconnaissance Office, and Central Intelli-

gence Agency served as investor-sharks, while teams pitched three solutions to hard problems in the areas of IT/accessibility, EEO complaint processing, and minority representation.

Innovators pitched near- and long-term solutions for delivering real-time voice transcription to increase accessibility, including a Community-shared group of cleared contract stenographers to be deployed across the IC, purchasing more cartography equipment, and deploying more Caption Nation transcription software for all users.

“Leadership is communicating to a person their worth and potential so clearly that they come to see it in themselves.”

Shark Tank continued on page 16

Courageous Conversations: Findings From the IC Sexual Harassment Prevention & Response Task Force

Former Principal Deputy Director of National Intelligence (PDDNI) Sue Gordon, who chaired the IC Sexual Harassment and Prevention Task Force, addressed members of the Office of the Director of National Intelligence workforce in a “Courageous Conversations” event, providing updates on the Task Force findings, and next steps. She reaffirmed her and the Director of National Intelligence’s commitment to ensuring a safe and inclusive workplace within the Community.



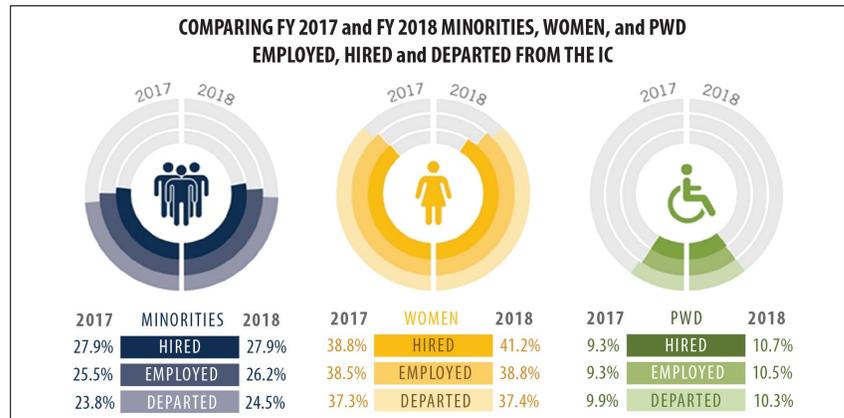
Former PDDNI Sue Gordon addresses members of the ODNI workforce at “Courageous Conversations”. (Photo by Michelle Hankins, NCTC Public Affairs)

Task Force continued on page 15

Annual Demographic Report from page 1

Why does this matter to our nation's security? As stated in the 2019 National Intelligence Strategy, "We face significant changes in the domestic and global environment. To navigate today's turbulent and complex strategic environment, we must do things differently . . . to continue to be the very best intelligence community in the world."

Representation of minorities, women, and people with disabilities within the IC increased in FY2018.



The IC is making progress. Data revealed that overall demographic diversity increased between FY 2016 and FY 2018. The representation of women in the IC workforce increased for the first time in the last four years, from 38.5% to 38.8%; the representation of minorities increased from 25.5% to 26.2%; and PWD representation increased from 9.3% to 10.5%.

In the areas where the IC is doing better, data indicates that impact initiatives drive the improvements. These initiatives include: collaborative and targeted recruitment and outreach events to broaden our networks; employee resource group engagement to cultivate a culture of inclusion; building a leadership pipeline; continuing student programs and scholarships; and implementing best practices to respond to workforce concerns and hold leaders accountable.

While the IC experienced increased diversity, the IC workforce falls short in comparison to the rest

of the federal workforce, civilian labor force, and U.S. population. During the same period, areas requiring focus became apparent:

- ◆ The representation of persons with targeted disabilities (PWTDD) decreased from 2.1% to 1.6%.
- ◆ Despite the increase in representation from FY 2017 to FY 2018, minorities, women, and PWD continued to be represented at a lower rate in higher pay grades — from GS/GG-13 to senior pay levels.
- ◆ The rates of minorities at 24.5% and PWD at 10.3% who left the IC was higher in FY 2018, compared to FY 2017 at 23.8% and 9.9% respectively.

Moving forward, the IC is looking to do more to increase diversity and inclusion, including implementing cross-cutting strategic initiatives, using statistical analysis and data to drive decision-making, enhancing compliance and preventive measures to address harassment, and expanding outreach to broaden the pool of highly qualified talent. ❖

Building and Leveraging Networks: 7th Annual IC Women's Summit

Over 500 women from all 17 Intelligence Community (IC) elements gathered for the Seventh Annual Intelligence Community Women's Summit: Networking in the 21st Century. Speakers shared research, advice, and insights into navigating the modern-day workplace as sessions covered such topics as leadership development, career advancement, and mental health and resiliency.

Know Your Unique Strengths

One of the summit's key themes was knowing yourself and understanding the unique strengths you bring to an organization and a networking relationship. "You have to start with you – if you are not complete, aware, whole, how in the world can you be a part of something, give to something, get through something?" asked former Principal Deputy Director of National Intelligence Sue Gordon in her opening remarks at the Summit. She also shared how she applies particular aspects of other respected women IC leaders to the way she acts, rather than trying to be exactly like that person.

Keynote speaker Rebecca Shambaugh, Chief Executive Officer of SHAMBAUGH Leadership, explained that by understanding, and intentionally leveraging, the way you present your strengths, you have an opportunity to exponentially increase your personal brand, or the way you are viewed and discussed within the organization. That brand, however, should be tethered to your own individual strengths. "It's important to know who you are. Know your true north, so as we encounter the twists

and turns, get new projects thrown at us, we know the true north," said Shambaugh.

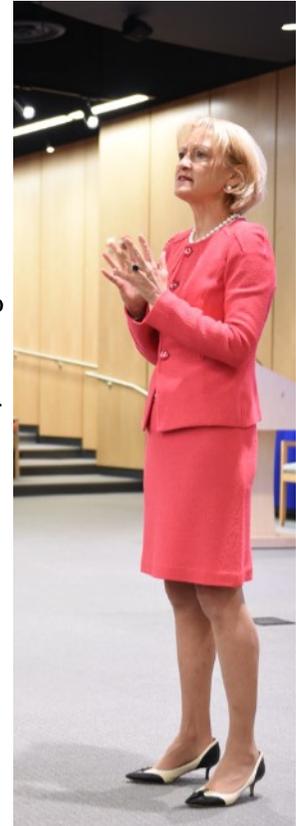
Networking in the 21st Century

Dr. Inga Carboni discussed common myths about networking and her research-based findings and recommendations for how to build and nurture personal and professional networks. Research shows that women tend to have smaller networks than men, a more narrow range of networks, and networks that are less likely to include powerful people. She explained that people who have structured their networks appropriately are more likely to get promoted, make more money, get early notice of jobs and opportunities for special projects, have better health, and less chance of depression.

Her presentation also sought to bust some of the common myths about networking and encouraged participants to think about networking differently. While some think that networking is "cheating" the system or playing into office politics, Carboni explained that good leaders are expected to forge and leverage relationships to solve problems in support of the organization. Relationships and networks can help solve problems and overcome obstacles diplomatically.

Moving the Needle and Lifting Up Others

During an afternoon panel titled "Moving the Needle", Nora Gardner



Rebecca Shambaugh, CEO of SHAMBAUGH Leadership, presents at the 7th IC Women's Summit.

Leveraging Networks continued on page 14

Inclusion as a Mission Imperative: 8th Annual IC Pride Summit



Chief of IC Equal Employment Opportunity and Diversity Rita Sampson (pictured center) presents Dennis (left) and Judy Shepard, parents of Matthew Shepard and founders of the Matthew Shepard Foundation with an IC medallion.

“In the Intelligence Community, we must create an environment that fosters everyone to be their best selves, because this world, this community, demand excellence.”

Hundreds of officers from across the Intelligence Community (IC) gathered in person and virtually for the Eighth Annual IC Pride Summit. Attendees also included members of other government and private sector organizations, including guests from the House of Representatives and the Johns Hopkins Applied Physics Laboratory. This year’s theme, As One Community, highlighted the importance of every member of the Community — especially those of the Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQ) community — feeling connected to the IC’s mission.

Former Principal Deputy Director of National Intelligence Sue Gordon opened the Summit, saying, “I believe that inclusion is not just the right thing to do, but is imperative to our mission. In the Intelligence Community, we must create an environment that fosters everyone to be their best

oneselves, because this world, this community, demands excellence.”

One keynote speaker, the Honorable David J. Glawe, Under Secretary for Intelligence and Analysis, Department of Homeland Security, shared that he is the highest ranking openly gay official in the U.S. government and discussed his journey rising through the ranks of law enforcement and government, as well as his ultimate decision to be open with his sexuality and to lend his voice to the community.

Judy and Dennis Shepard, parents of Matthew Shepard and founders of the foundation named in his memory, talked about their efforts to tell their son’s story in hopes of encouraging others to replace hate with understanding, compassion, and acceptance. Mathew, a 21-year-old student at the University of Wyoming,

IC Pride continued on page 13

U.S. Intelligence Officials Pledge to Detect, Prevent, and Respond to Sexual Harassment

As a direct result of several months of open and candid discussions, the U.S. Intelligence Community (IC) element leaders signed *A Pledge to Our People* to implement stronger measures to identify and address sexual harassment and all forms of discrimination in the IC. The *Pledge* focuses on five key areas: (1) shared accountability; (2) responsibility at all levels; (3) transparency; (4) leadership training; and (5) employee awareness. The discussions were prompted by the November 2017 *Open Letter to the National Security* signed by 223 women from across the national security community, which called for a comprehensive approach to reduce the incidence of sexual harassment, assault, and abuse in the national security workforce.

Immediately following the *Open Letter*, the former Director of National Intelligence, Dan Coats, issued a message to the workforce clearly stating that IC leaders will not tolerate such behavior. “The women and men of the IC are our most important asset. Part of our duty, and the duty of every IC professional, is to create a safe work environment free of any form of harassment or discrimination.”

Former Principal Deputy DNI, Sue Gordon, initiated the IC Sexual Harassment and Response Task Force to examine ways the IC could better prevent and respond to issues of harassment in the workplace. These events led to the full commitment of each IC agency director to improve the workplace environment for all employees; and to create space that is free of sexual harassment, assault, and abuse, and thrives on diversity and inclusion.

Historically, sexual harassment within the Federal workforce significantly decreased between 1994 and 2016, from 44.3 to 17.7 percent for women and from 19.1 to 5.5 percent for men. However, it was estimated that between 2016 and 2017 one in seven federal employees experienced sexual harassment behavior, with women experiencing sexual harassment behavior twice as likely as men.

Furthermore, the Equal Employment Opportunity Commission *Select Task Force on the Study of Harassment in the Workplace 2016* report indicates both men and women are least likely to take some type of formal action in response to harassment. The study estimated that only 30% of federal employees who experienced sexual harassment behavior spoke to their leaders, and 10% of employees formally filed a complaint. These figures suggest serious under-reporting of sexual harassment behavior.

The *Pledge* provides a unified commitment to strengthen IC policy and increase accountability with regard to harassment and discrimination, develop an in-person anti-harassment course with core components to allow reciprocity across the IC, and develop a campaign kit to increase IC workforce awareness of definitions, responsibilities, reporting processes, and victim rights. Further, this commitment aligns with the *2019 National Intelligence Strategy*, which designates *People* as one of its Enterprise Objectives. ❖

“*The Pledge provides a unified strategy to strengthen IC policy and increase accountability ...*”

“Storytelling is a critical part to how we approach diversity, inclusion, and equal employment opportunity in the Intelligence Community.”



Thomas, Tobin, Sampson, and Director of Governance, Robert Cowden take a fun play on the secrecy and speaking in a public forum. (courtesy photo)

Stories from page 1

The National Intelligence Council’s Rob Cowden collaborated with Michael Thomas of the ODNI Civil Liberties, Privacy and Transparency Office to develop this ODNI-sponsored panel, knowing their pitch for this “interactive” festival had to be a good one.

“The majority of SXSW sessions are crowdsourced by festival organizers in a public voting process,” said Thomas. “Depending on the year, only 10% -15% of the thousands of submissions are selected for inclusion.”

Joined by IC Equal Employment Opportunity and Diversity (IC EEOD) Chief Rita Sampson and ODNI Director of Lateral Innovation Katherine Tobin, the group decided to talk about how the IC uses storytelling to communicate its message publicly, and to break down barriers internally and build a culture of diversity and inclusion in the IC. Aptly titled “Seek Truth, Speak Truth: A Spy’s Guide to Storytelling”, the panel offered a glimpse inside the often secret world of the IC.

A former speechwriter, Cowden emphasized the importance of being authentic, personal, and honest in storytelling to successfully carry the organization’s message. “I think that’s a big piece of both storytelling — in general and our transition that we’re making as we try to be more open with the public — is that you have to be able to expose some vulnerability, because vulnerability is what gives credibility to whatever your destination is in the course of a story,” added Thomas.

While government is somewhat purposefully and intentionally bureaucratic, explains Tobin, hitting those barriers can sometimes derail your idea, if not your career. “So how do I try to overcome those bureaucratic obstacles and that fear of the unknown in a way that allows us to move forward in a way to do things better – we do that through storytelling.” She continued, “Because through storytelling you move from ‘here’s this great idea, it’s going to be really shiny’...it takes the focus away from the idea and on to the people you’re helping.”

“Storytelling is a critical part to how we approach diversity, inclusion, and equal employment opportunity in the Intelligence Community,” said Sampson, who discussed the IC’s efforts to be more transparent with its diversity data, and acknowledged that the Community had work left to do. “It’s not exactly a pretty story,” said Sampson, in reference to the IC’s *Annual Demographic Report* and *Diversity and Inclusion* study.

“But this is what we thought we needed to tell inside that story – this is our starting point for getting better and for attracting people into the Community and telling about the great work that we do.”

One example of the IC’s efforts to tell stories about the progress the Com-

munity has made in the vein of inclusion is a panel featuring Sampson and other IC officers at SXSW two years ago — “America’s LGBT Spies”.

“This was a great way for us to present ourselves as an employer of choice for our LGBT community,” said Sampson. “Because we all know that, historically, being open within the Community was a challenge, but that page of the story has turned, and we are in a place where we are inclusive and welcoming of all people. So, not just writing it down, but coming out here and telling our story was just . . . it was amazing.”

While moderating the discussion, Thomas threaded the importance of the principles of transparency in building public trust, and highlighted some of the stories the IC has told

digitally on its public-facing Intel.gov website.

One story Thomas highlighted was that of Tracy Ballard, the first CIA officer to come out in a security review, who appeared in an award-winning video, which the panel played during the 2019 SXSW panel. In the video, Ballard talks about her experience working as an intelligence officer in a time when you could not legally hold a top secret



security clearance and be openly gay, and her groundbreaking role in the progress the IC has made in inclusion of the LGBT community.

“One of the coolest things for me,” said Cowden, “was that when it was time for Q&A, one woman got up right away and said she came from the LGBTQA community and that the discussion had been really interesting for her, because she never would have thought a person like her would have been welcomed to the IC. It really heartened me to hear that our being on that panel and telling our own story had impacted those in the audience.”

“This is what we mean when we say diversity and inclusion, is that everyone gets to tell their story, and live their story, authentically, every day at work,” said Sampson. ❖

Tobin, Thomas, Cowden, and Sampson host a storytelling panel at the SXSW festival’s interactive arts portion in Austin, TX. (courtesy photo)

2018 IC EEOD Outstanding Leadership Award

Cathy G. serves as the first-ever Unified Culture Lead within her element's second-largest directorate of 8,000 employees worldwide. Cathy received the 2018 Intelligence Community Equal Employment Opportunity and Diversity (IC EEOD) Outstanding Leadership Award, for leading a strategic workforce program focused on inclusion, and ultimately, creating a "movement" in which all levels of the workforce were actively engaged.

Her work has led to an improved sense of workplace culture that values employees, promotes their engagement, and connects them to the mission. This is evidenced by her agency's Intelligence Community Climate Survey results, which show year-over-year improvement in response to climate survey questions related to "support for diversity," with positive scores as high as 91 percent and a minimum of 70 percent positive in every diversity question.

Cathy first engaged both leadership and the workforce and built a cadre of enthusiastic advocates to advance her agency's inaugural Unified Culture Strategic Plan (UCP). In the first year, the UCP directly engaged more than 4,000 members of the workforce as active participants in one or more activities. Feedback from each event continues to be extremely positive and expands the troupe of unified culture advocates who drive the initiative.

She began her career in the security office. With a background in education and special education — disciplines outside the customary criminal justice or law enforcement foundations of her peers — Cathy sought and found mentors who showed her how to navigate her career through the organization. "There are great leaders and mentors in every organization, and mine helped me stay focused and work from my strengths as an analyst and writer," said Cathy. "I learned to bloom where I was planted [and] always ensured no one out-worked me."

After 10 years, Cathy transitioned to human resources roles, with increasing responsibility within multiple agencies. She solidified her philosophy for advancing diversity and inclusion when she served as her agency's first Stokes Educational Scholarship Program Manager. Whether creating a directorate-wide hiring strategy or implementing a new human resources program, Cathy ensures her team incorporates sound diversity and inclusion principles into their business processes up front — not as a separate process and not assigning responsibility in any singular, exclusive office. This has proven to be a winning strategy. ❖

"... [my] mentors helped me stay focused and work from my strengths... I learned to bloom where I was planted..."

2018 IC EEOD Individual Achievement Award

Lewis R., an Anti-Harassment Program Training and Education Professional, was awarded the Intelligence Community Equal Employment Opportunity and Diversity (IC EEOD) Individual Achievement Award in recognition of his outstanding service developing and implementing a comprehensive training program to prevent workplace harassment. He collaborated with Anti-Harassment Program counterparts to improve the effectiveness of training and developed new approaches to workforce outreach and education throughout the IC.

His early start as a political analyst lead to an assignment managing a cross-agency, multidisciplinary team focused on a sensitive issue in the Middle East. Prior to and during his time with his agency, Lewis volunteered to assist his wife, who teaches an adapted aquatics exercise class for adults with physical disabilities. This experience led him to work in the disability arena where he served as Group Chief for Reasonable Accommodations. After another assignment, Lewis returned to his agency's Equal Employment Opportunity Office as the Training and Education Professional for the Anti-Harassment Program, wherein he gained certification as an EEO Counselor and Investigator.

"This kind of work is an important function for any organization," said Lewis. "We encourage professionals to focus on 'soft skills' that transcend any directorate or mission area, and to avoid behaviors that could weaken the ability of professionals to meet mission. Work gets done by people treating each other well and forging

relationships with different offices and various agencies."

With leadership support, Lewis expanded the number of training sessions for his agency's flagship course, including a new segment that is now part of a fundamental tradecraft class. More than 5,500 professionals in his agency and the Office of the Director of National Intelligence (ODNI) took the courses in FY18. In addition, professionals took advantage of the Anti-Harassment Program website on his agency's intranet or read the numerous brochures and posters he created for the program.

He also developed new anti-harassment training for managers and a course that promotes civility in the workplace. Lewis cites current and past federal leaders who make civility a hallmark of their conduct. "It's easy for professionals to lose focus of the basics [of behavior] when the mission gets intense and the stakes are high," said Lewis. "But no matter how far you rise in an organization or how important your responsibilities are, you need to invest time and energy in treating people well. Even George Washington realized that his temper was a problem for himself and the people around him. So, he did something about that. He transcribed *Rules of Civility & Decent Behavior In Company and Conversation* to remind himself about the need to control his anger." ❖

"It's easy for professionals to lose focus of the basics [of behavior] when the mission gets intense . . . But, no matter how far you rise in an organization or how important your responsibilities are, you need to invest time and energy in treating people well."

2018 IC Women's Retreat: Taking Action Together!

Originally published by the Intelligence Community Women Mentoring Circle blog

Top: ADM Sharp, Director of the National Geospatial-Intelligence Agency, speaks on the IC Women's Retreat Panel.
Bottom: (Pictured left to right) IC EEOD Chief, Rita Sampson; ADM Sharp, Karissa Calvo, SES/Enterprise Operations Section/IT Enterprise Operations Division /FBI; Dr. Rena Robey, Senior Talent Development Strategist for Mission Engagement/NSA; Ms. Ceilia "CC" Dural, Chief, Community Strategies and Assessments Division, Chief Human Capital Office, ODNI.

A group of 75 enthusiastic and motivated personnel from across the IC gathered for the first IC Women's Retreat. The retreat provided an opportunity for women and men to work together on issues that affect women in the IC.

The Retreat included a panel discussion moderated by Rita Sampson, Chief of the IC Equal Employment Opportunity and Diversity Office, with panelists from the Office of Naval Intelligence, Federal Bureau of Investigation, National Security Agency and Office of the Director of National Intelligence (ODNI) Chief Human Capital Office.

Keynote speakers included Amy Pepper, Associate Deputy Director of National Intelligence for Strategy & Engagement at ODNI, and Sonya H., Chief Diversity and Inclusion Officer. The program also included a networking social featuring Elyse



Fox, Founder of Sad Girls Club, and Claudette Gadsden, and a discussion on self-care and the Superwoman Syndrome led by Motivational Speaker and Life Coach.

Participants broke into four cohort group discussions focused on "Women in Leadership Roles", "Superwoman/Supermom Syndrome", "Taking Career Leaps", and "Negotiating Skills." At the end of the two-day retreat, each cohort created action plans, which will be carried out over 12-18 months, with a plan to brief ODNI leadership on each theme's progress. ❖



IC Pride continued from page 6

who was openly gay, was brutally attacked and tied to a fence in a field outside of Laramie, Wyoming, on October 7, 1998. Five days later, he died from his wounds .

“Fear comes from ignorance, unfortunately, and that can turn to hate,” said Judy Shepard. “But understanding that we did not have the opportunity to have Matt back in the family, we thought storytelling was the way to go, to reach those that still had the opportunity to include their friends or family members who were part of the LGBTQ community back into their family.”

Dennis Shepard encouraged others to celebrate differences, rather than look at them negatively. “Look around you, look behind you, and to your left and to your right,” said Shepard. “Not one of you is identical to the other. That’s what we should be celebrating, that we are all different, so be proud of that fact. Whether its race, religion, gender, skin color, disability, sexual orientation, it doesn’t matter. We’re here today because we support each other.”

Breakout sessions allowed summit participants to meet in person and via video teleconference to discuss topics such as intersectional identities, how to be a supportive and accepting ally, and the changing landscape of the workplace.

One attendee talked about her participation in a “privilege walk” exercise during a breakout session. “It was a powerful visual. A lot of people ended up not being where they thought they might end up compared to others on the spectrum.”

“You can’t always tell someone’s situation,” said another attendee, in discussing the privilege walk. “Use this opportunity during Pride Month to



Beck Bailey, Deputy Director of Employee Engagement, Workplace Equality Program, for the Human Rights Campaign, discusses the business case for diversity and inclusion.

be open and learn more about others you might not normally interact with.”

In the afternoon, Beck Bailey, Deputy Director of Employee Engagement, Workplace Equality Program, for the Human Rights Campaign (HRC), discussed the business case for diversity in the IC and the importance of being inclusive in order to recruit and retain top talent.

Bailey presented research conducted by HRC with members of the LGBTQ community, as well as members of the non-LGBTQ community. This research showed that there is a business case to be made regarding having people be able to connect and interact at work, which members of the LGBTQ community may not always feel comfortable doing for fear

IC Pride continued on page 14

“Look around you . . . Not one of you is identical to the other. That’s what we should be celebrating, that we are all different . . .”

IC Pride continued from page 13

of being judged or discriminated against.

In talking about the IC’s particular battle with the private sector for top talent, Bailey said, “It is such an imperative for all organizations not only to attract and retain the best talent for the mission at hand, but to engage those folks – to have them be proactive and innovative – and when people are engaged and they bring their best selves, they stay.”

PFLAG, the nation’s largest family and ally support organization, hosted the “When Someone Comes Out: Demonstrating Support and Ac-

ceptance” session. Participants examined how living authentically positively impacts various aspects of peoples’ lives, as well as what it means to come out and ways to support others through the process. PFLAG offers a number of free resources for those with questions about what to do when someone comes out on its website.

“How can we succeed as a country,” asked Dennis Shepard, “if you can’t bring your full self to work – if you can’t have a picture of your family at your desk without fear of losing your job?” ❖

Leveraging Networks from page 5



Dr. Inga Carboni, an award-winning professor at the College of William and Mary Mason School of Business, presents on building and nurturing your network.

from the McKinsey Group noted that some corporations were moving toward more “conscious inclusion”, clustering working groups of individuals of different backgrounds, which helped to limit

the occurrence of what some call “onlyness” (when an individual finds that they are the only woman, woman of color, or team member of color, for example, within a particular organization or work unit).

Colonel April D. Skou, U.S. Army, shared how she lifts up others by setting a good example of work-life balance. She does this by talking regularly about where she’s going after work or that she’s leaving work early to support her family or her children’s activities.

Gardner suggested another way to lift up other women and other colleagues was to counter micro-aggressions with micro-promotions. “This is the opposite of when someone takes your idea and repeats it and make it their own – take someone’s idea and repeat it and give her credit,” said Gardner.

Tameeka W. discussed the efforts of an informal, self-collected network of women from around the IC. The group started with an “IC Women’s Retreat” (see page 12). The outcome was the formation of four cohorts tackling negotiating skills, women in leadership roles, superwoman/supermom syndrome, and taking career leaps.

Nazaret B. discussed how the IC Women’s Mentoring Circles bring women from around the Community together to support one another through mentoring opportunities. “We wanted to motivate, encourage, and inspire. We also wanted to be part of the solution.” ❖

Task Force from page 3

“This is about who we are,” said PDDNI Gordon. “This is about what environment we are going to create. We are a mission-focused organization — and that is awe-



Cynthia H. Ferentinos briefs members of the IC Sexual Harassment Prevention and Response Task Force on U.S. Merit Systems Protection Board Research on Sexual Harassment. (Photo by Brian Murphy)

some, and our mission is vital — but it is not a choice between mission and being treated with dignity and respect.”

The previous spring established the Task Force in response to a November 2017 open letter to the national security community signed by 223 women who are survivors of sexual harassment, assault, or abuse, or who know others who are victims. The letter called for the national security community, including the IC, to take a comprehensive set of actions to reduce the incidence of sexual harassment and abuse in the workplace.

Consisting of representatives from throughout the Community, as well as the IC’s deputy directors, the Task Force created three working groups focused on policy, education and training, and culture. It found that harassment was the number one reason behind complaints in the IC, as it is across the entire federal government. “It takes on a number of forms,” said PDDNI Gordon, “from small slights and bullying to abuse of power and, in some cases, ag-

gression and physical danger. In any form, we will not tolerate harassment.”

While the Task Force also found that education and training are an important approach to addressing harassment, findings revealed they are not a cure-all. The IC needs to deliver training that informs, educates, and allows opportunity for dialogue in a new way, but also must combine that with well-crafted policy and develop an inclusive culture of civility.

To address these findings, the IC’s Deputy Executive Committee has pledged to address five areas: accountability, responsibility at all levels, transparency, training, and employee awareness. During the Courageous Conversation, PDDNI Gordon welcomed dialogue with attendees who asked questions, setting the example for IC officers to engage in conversations about workplace concerns without fear of reprisal. As part of the event, ODNI employees also had the opportunity to meet and talk with the new ODNI ombudsman and other ODNI redress offices get resources on harassment prevention and response and resolving workplace concerns; and talk to representatives from the IC Office of Equal Employment Opportunity and Diversity and the ODNI Talent Management Office.

Upcoming training will provide more guidance and opportunities for the workforce to resolve concerns at the lowest possible level, while promoting a workplace of civility and professionalism. ❖

“We are a mission-focused organization — and that is awesome, and our mission is vital — but it is not a choice between mission and being treated with dignity and respect.”

Shark Tank continued from page 3



Former PDDNI Sue Gordon addresses the IC EEOD professionals at the annual training conference.

“Leadership is communicating to a person their worth and potential so clearly that they come to see it in themselves.”

A second team took on how to broaden developmental and promotional opportunities for minorities. Solutions included a multimedia campaign to make opportunities visible and increasing the involvement of employee resource groups.

The third team pitched solutions to improve the timeliness of EEO investigations such as using cleared mediators and arbitrators to provide alternative avenues of redress and automating processes across the IC.

Former Principal Deputy Director of National Intelligence Sue Gordon kicked-off the conference, highlighting the importance of viewing people from the perspective of their abilities, and thanking EEOD professionals for their service to the IC. “I am so grateful and the Community is so grateful to you.” She continued, “There is no mission without people. We do better when we are diverse and inclusive, giving the best of what we are [and] you help everyone get to be who they are.”

Later in the conference, David Fram, an expert in disability and equal employment opportunity law and policy from the National Employment Law Institute said, “How can I help you?” are the *Five Magic Words* to start with when an employee needs assistance. He explained that undue hardships and grievances are largely preventable or solvable through collaboration, care, courtesy, and respect.

At a Lunch & Learn workshop, Harvey Young, a certified executive facilitator from Franklin Covey, spoke about the importance of not just leaders’, but followers’ responsibilities to the organization’s mission. Young suggested that everyone in an organization is a potential leader in some measure or capacity.

“Leadership is communicating to a person their worth and potential so clearly that they come to see it in themselves,” said Young.

Meanwhile, at a different Lunch & Learn workshop, DIA intelligence professional Kathryn M. and equal opportunity consultant Aketa E. shared facilitation tools they used to turn around a climate of disengagement, distrust, and institutional memory of unresolved grievances to one of greater trust and improved performance.

“I kept myself visible and available to both the workforce and management,” said Aketa. “It started with simply listening, and then eventually (over months), responding to short conversations and feedback.” ❖

All Hands on Deck: Deaf and Hard of Hearing Employees Drive Change



The Deaf and Hard of Hearing IC Affinity Network (DHH ICAN) hosted the annual DHH All Hands event, which drew attendees from across the Intelligence Community. Sponsored by the IC Equal Employment Opportunity and Diversity (IC EEOD) Office, this annual event allows DHH ICAN members to receive updates from its leadership and provide input/feedback on the way forward.

Keynote speaker, former Principal Deputy Director of National Intelligence Sue Gordon, challenged attendees to be 1) strategic and focused; 2) dynamic and responsive; and 3) trusted and accountable as they got to work on discussing current challenges and issues, as well as potential solutions surrounding deaf and hard of hearing employees.

Participants had an opportunity to participate in three different working groups centered on the three strategic areas that underpin DHH ICAN's efforts: barriers and accessibility;

professional development; and recruitment, hiring, and retention. Feedback from the breakout groups helps drive the group's future initiatives and focus.

The All Hands also featured presentations on initiatives led by IC elements. The CIA Director of Diversity and Inclusion discussed the agency's new Accessibility Strategy, a five-year approach to making the workplace more accessible. It reflects the commitment of CIA Director Gina Haspel to ensure "all officers are equipped with the tools, resources, and opportunities to maximize their mission contributions." Furthermore, it accelerates and prioritizes disability inclusion, outlines integration of awareness, and calls for adjustments to our processes and business practices.

Guest speaker La'Naia Jones, Deputy IC CIO outlined the community's commitment to deliver technological solution to assist DHH employee, including an initiative on addressing 508 challenges across the enterprise, and how the IC can improve capabilities to better accommodate DHH employees.

Rita Sampson, Chief, IC EEOD, commended DHH ICAN for its accomplishments over the past few years, including becoming a chartered organization and setting a trailblazing vision and strategy for contributing to the advancement of the IC and our shared mission. She closed the All Hands with a charge to advance beyond working group participation to execution and delivery in partnership with IC elements and other organizations. ❖

"All officers must be equipped with the tools, resources, and opportunities to maximize their mission contributions."

Black Engineer of the Year STEM Global Competitiveness Conference



“Unfortunately, many students and professionals don’t know a lot about the IC as a career choice,” said Sampson. “So, we can’t just post vacancies and expect people to apply. Instead, we must lead outreach to communities that are not very well represented in the IC — especially individuals with the skills that we need in our core mission areas like STEM.”

Sampson was joined by La’Naia J. Jones, the IC’s Deputy Chief Information Officer, and Dr. Stacey Dixon, the Deputy Director of the national Geospatial Agency and former Director of the Intelligence Advanced Research Projects Activity, for a panel on the security clearance process co-hosted by the IC.

Top: (From left to right) Donna Bell, Ford Motor Company leads the conversation between panelists Rita Sampson, IC Equal Employment Opportunity and Diversity; Crystal Jackson, Raytheon; and Kareem Maine, General Motors. Bottom: The BEYA STEM Conference included recruitment events, which gave interested students and professionals the opportunity to learn more about employment in the IC.

Intelligence Community (IC) officers participated in the Black Engineer of the Year (BEYA) STEM Global Competitiveness Conference in Washington, DC. Over the three-day event, IC professionals shared personal stories and career information with attendees.

The IC is increasing efforts to attract more diverse applicants for science, technology, engineering, and math (STEM) positions. Rita Sampson, Chief, IC Equal Employment Opportunity and Diversity, noted that the IC has increased demographic diversity within its workforce, but that there is more work to be done.





La'Naia Jones (left), Deputy IC Chief Information Officer, and Dr. Stacey Dixon (right), Deputy Director of the National Geospatial Agency and former Director of the Intelligence Advanced Research Projects Activity (IARPA), share their experiences during the BEYA STEM Global Competitiveness Conference.

“[When I began working in the IC], it just opened up the doors — not only to have so many opportunities to excel in leadership, but to use those tech skills to do things that a lot of my counterparts would not have the opportunity to do.”

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“Many people are intimidated by the security clearance process, but they should not be,” Sampson observed.

Dr. Dixon reflected on her career in the IC. “It’s been a great experience for me. I grew up in DC, surrounded by this stuff and I never thought I would end up in it. When I did, it just opened up the doors – not only to have so many opportunities to excel in leadership, but to use those tech skills to do things that a lot of my counterparts would not have the opportunity to do.”

Jones dispelled myths about the security clearance process and shared details of her global career experience, living in numerous countries around the world and now leading innovation across the IC.

Sampson also participated on the “Let’s Get Ready to Rumble: Managing Groups and Cultures When You Are Not in Charge” panel moderated

by Donna Bell, the CTO Chief of Staff and Director of Research Operations for Ford Motor Company. With fellow panelists Crystal Jackson, Director, F-15 Development & Emerging business Raytheon’s Space and Airborne Systems, and Kareem Maine, Assistant Plant Manager for Warrant Transmission Operations General Motors, Sampson discussed leadership experiences in complex workplace environments.

The panel highlighted the importance of understanding group dynamics, knowing how to deal with difficult people, and maintaining your professionalism in a variety of group challenges. And, the panel emphasized the critical roles of culture, values, and perceptions within group interactions. Other IC panel discussions included insights on leadership development and career management. ❖

The Power of Words: Captioning Tool Available to the IC



CaptionNation integrates computer transcription and human quality control to deliver quick turn-around products.

Whether it's a new website, a handy application, or a time-saving tip, CaptionNation is a tool that provides on-demand captioning and transcription services for any audio or video.

Closed Captions (CC) make it possible for people who are deaf or hard-of-hearing to access audio or video content. CC also improves comprehension of presentations that are difficult to understand due to mumbling or background noise. In addition, it can help viewers maintain concentration, providing a better experience for viewers with learning disabilities, attention deficits, or autism. And, CaptionNation

allows viewers to watch videos in sound-sensitive environments, like offices and libraries.

Developed by NSA's Video, Image, Speech and Text Analytics (VISTA) Innovation Research team, CaptionNation increases compliance with the *Rehabilitation Act of 1973* (similar to the *Americans with Disabilities Act of 1990*). The tool integrates computer transcription and human quality control to deliver quick turn-around products that are far better than manual transcription or other available high-side options.

CaptionNation, now available across the IC, is still relatively new, but the more you use it, the better it will get!

"This is not the solution for every situation, but if we can just raise awareness about the need for captioning and the need to think about accessibility. We have a small win," says Rita Sampson, Chief, IC EEOD. ❖

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