

13 April 2016

MEMORANDUM FOR: Principle Deputy Director, National  
Reconnaissance Office

FROM:   
Inquiry Officers

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SUBJECT: Executive Summary of Management Directed  
Inquiry of the Office of NRO Equal  
Employment Opportunity & Diversity  
Management

(U) The following Management Directed Inquiry (MDI) summary is for your review and response. This summary contains sensitive information that is sharable only with management officials responsible for making a determination about appropriate action.

(U//~~FOUO~~) This inquiry is accomplished according to NRO guidance and under the delegated authority of NRO leadership. The purpose of this report is to provide adequate information to NRO leadership to determine the most appropriate way forward for the OEEO&DM work environment and office structure specifically related to the Military Equal Opportunity (MEO) function.

**I. Background:**

(U//~~FOUO~~) Because of a series of seemingly disruptive activities within the OEEO&DM, on 21 March 2016, the PDDNRO appointed  to conduct a MDI of the OEEO&DM. This MDI is predicated upon the notion that the OEEO&DM was experiencing a hostile work environment. This notion appeared to be evidenced in a recent request to realign the MEO position under the DDNRO, as well as a recent harassment complaint filed by an OEEO&DM employee.

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**II. Inquiry:**

(U) Given the background, a two-phase approach was selected as the data-gathering method. The first phase made use of the NRO climate survey questionnaire. Ten questions were selected and put to the OEEO&DM employees. Once the survey data were collected, the results were compared to the same questions asked in the 2015 annual climate survey. The second phase ensued which consisted interviewing each member of the OEEO&DM team.

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Interviews were also accomplished with [redacted]

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### III. Summary of Findings:

#### a. Survey Response.

(U) The chart below highlights the percentage change of the 10 selected questions when compared to the same responses in 2015.

Survey Question	Total % Agree in 2015	% agree*	% neutral
6. Employees have a feeling of personal empowerment with respect to work processes.	100	63	18
9. Leadership communicates openly and honestly with me.	100	45	27
21. My supervisor treats me with respect.	88	54	36
23. I have trust and confidence in my supervisor.	81	45	18
34. The people I work with cooperate to get the job done.	94	27	27
40. I recommend my D and O as a good place to work.	100	36	36
50. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	67	18	18
52. I am held accountable for achieving results.	81	81	9
57. Discussions with my supervisor about my performance are worthwhile.	67	63	0
73. I am treated respectfully without regard to my race, gender, age, disability status, sexual orientation, or cultural background.	100	36	18

\*n = [redacted]

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(U) With only one exception (Q52), each result indicates a statistically significant decline in the percent agree. Consequently, part of phase two was to derive what may underlie the decline. Additionally, other questions related to the perceived hostile work environment and office structure were asked.

#### b. High Points.

(U) At the beginning of the interview, participants were asked to reflect on what works well in the office. Overall, most of them believe their own particular teams function very effectively and they enjoy a strong, collaborative relationship within said teams. They believe they are highly skilled, well trained, and have all of the resources they need to accomplish their portion of the OEEO&DM mission. They indicated that although some unpleasant issues exist, they can pull together to accomplish external requirements. Additionally, each staff

member believes his/her team chief has their best interests in mind and has full capacity to meet team objectives.

**c. Work Environment.**

(U) Everyone interviewed acknowledged that the office atmosphere had degenerated from earlier times. With a few exceptions, no one identified the work environment as "hostile." That said, however, the term "hostile" was used to describe how the environment felt in a subjective manner. This should not be ignored. Objectively, though, no one could identify behaviors demonstrative of the legal definition of a hostile work environment. This does not mean that the workplace is free from behaviors that need to be modified. On the contrary, the current situation, as evidenced by the responses, indicates the need for intervention. One such indication is the perception of a racial divide within the office. People believe the divide exists [REDACTED]

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[REDACTED] Although the racial make-up of the supporters is not exclusively Black and White, the tension between these two groups bears weight upon the racial division perception. Notions of micro-inequities and unconscious bias were prevalent amidst the descriptors participants used to identify the underlying themes in the office. [REDACTED]

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[REDACTED] Herein lies the need for intervention. In total, these interventions would address the lack of effective communication, the strained relationship between [REDACTED] and the lack of trust with current office leadership.

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**d. Office Structure.**

(U) Nearly everyone agreed that the office was structured effectively to accomplish the existing office mission. Inasmuch as the office is adequately staffed, participants believed, however, that having someone in a leadership position staffed by NRO cadre would aid in maintaining office continuity, stability within the office regardless of other attritional events, and preservation of established processes.

(U) The current structure with regard to the Chief of MEO has this person reporting to the Director, OEEO&DM. A recent proposal to move the MEO position from with OEEO&DM to be realigned under the DD/NRO seems to have contributed to the

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disruption and bifurcation within the OEEEO&DM. [REDACTED]

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[REDACTED]

Although a few people suggested the NRO would benefit from having the MEO position aligned under the DD/NRO, no specific benefits were articulated. The only benefit seemed centered on the incumbent's visibility and career enhancement when in the DD/NRO's span of control.

V. Discussion:

a. Hostile Work Environment.

(U) According to regulations, harassment is a form of unlawful discrimination, nonsexual or sexual, that may arise in the context of a collegial conversation, an expressed difference of opinion, or other kinds of day-to-day behavior. An individual may face discrimination in a specific personnel decision, such as an assignment or promotion, but harassment can take place in the work environment at any time. Harassment can be either verbal or physical conduct constitutes nonsexual harassment when the conduct meets all of the following criteria:

- It denigrates or shows hostility or aversion toward an individual or group, and
- It is based on such factors as age, color, gender, mental or physical disability, national origin, race, religion, sexual orientation, status as a parent, or reprisal for opposing employment discrimination and/or for participating in the EEO process; and
- It creates a hostile or offensive work environment, unreasonably interferes with an individual's work performance, or otherwise adversely affects an individual's employment opportunities.

(U) Available evidence does not appear to support the existence of the legal definition of a hostile work environment. Nevertheless, it would be advisable to address the current state of the environment. Given that the current Director is leaving, the newly appointed Director would address the most salient concerns listed in paragraph III.c above.

b. Office Structure.

(U) The current number of NRO Cadre staff [REDACTED] enlisted military billet. The rest of the positions are

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identified as [redacted] It would appear that the current structure is adequate to effect the mission of the OEEO&DM. The recent move of the Chief MEO position out of the Compliance staff with direct reporting responsibility to the D/OEEO&DM is in alignment with US Air Force Instructions. Cited within the proposal was to move the MEO position under the DD/NRO was DoDD 1350.2, para 6.2.12 and 6.3.1.1, and DoDD 1020.02E, para 5.0., which state:

*DoDD 1350.2, para 6.2.12. Establish and fill sufficient full-time staff positions and allocate sufficient resources to conduct all EO programs. Qualifications and grades of personnel serving in EO billets shall be specified. EO staff personnel shall be selected for training at DEOMI by Service-established criteria and placed upon assignment at a level that enables them to communicate effectively the goals and objectives of the program and to obtain the understanding, support, commitment, and involvement of the organization's leaders. The professional development training of EO staff personnel shall include continuing education and training to ensure mastery and competency in the EO field.*

*DoDD 1350.2, para 6.3.1.1. Establishing an EO program that complies with the guidelines of this Directive and reflects the standards, values, and principles of existing Service programs, resources, and counseling services. Commanders and Agency heads should be aware that some Service members may only know of, or be comfortable using, their parent Service's complaint system. These individuals should not be denied the benefit of their parent Service's EO and counseling systems if necessary to ensure the DoD standards on complaint handling are met for each member.*

*DoDD 1020.02E, para 5. DEOMI. DEOMI develops and implements programs that support objectives of the DoD and emerging requirements of DoD Components in the areas of MEO, EEO, and diversity and inclusion. DEOMI must:*

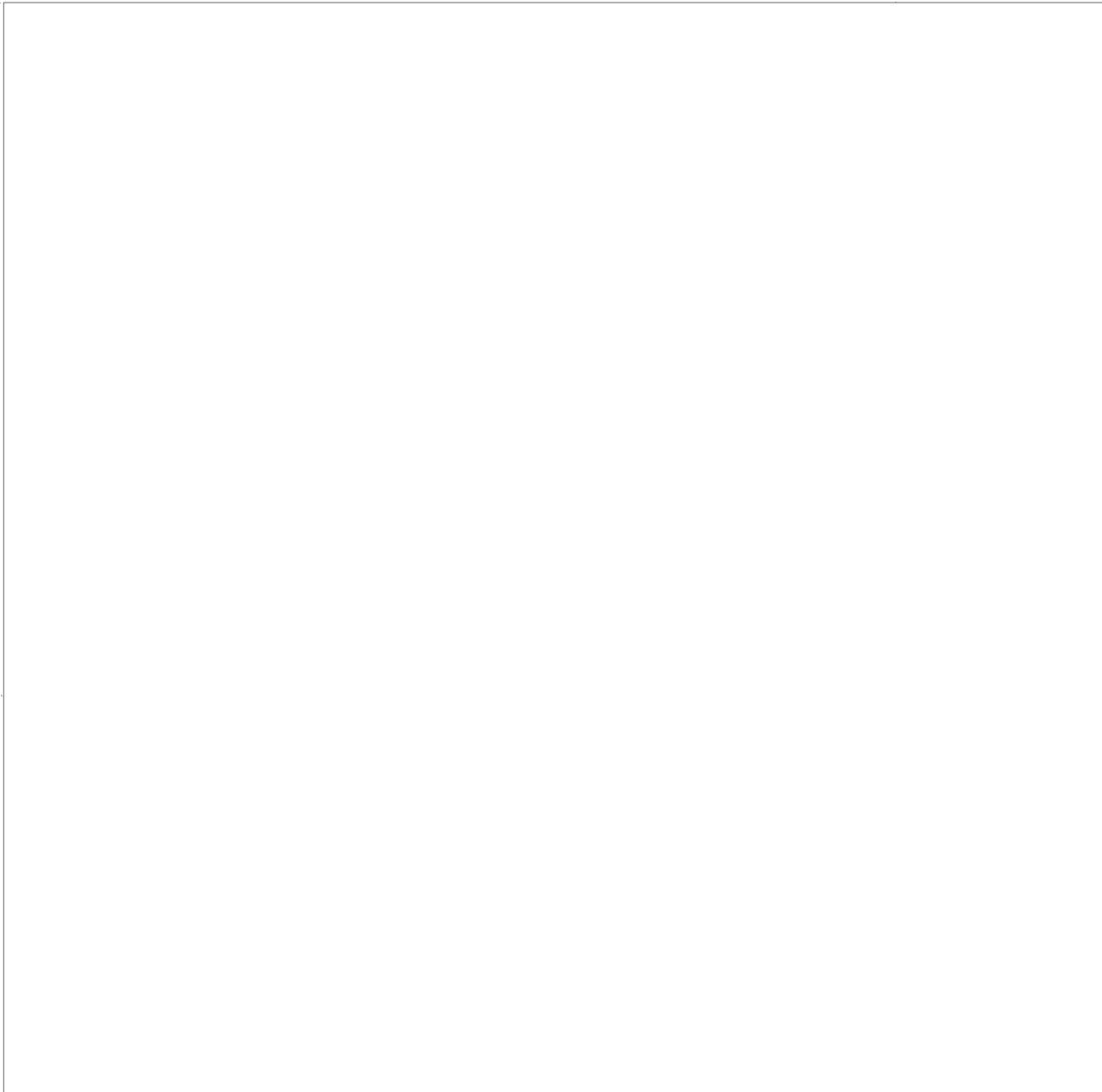
- a. Provide training, education, and related research.*
- b. Consult with DoD Components and assess DoD programs addressing human relations and diversity and inclusion issues.*
- c. Facilitate ordering, analyses, and consultation regarding the results of the Defense Equal Opportunity Climate Survey.*

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(U) Upon further inquiry, paragraph 2.b(4) of DoDD 1020.2E states, "[Ensure] [s]ystems are in place to receive and process complaints of discrimination or harassment, to include sexual, and that those resolution systems are compliant with federal and DoD guidance." Based on the guidance provided, the placement within an organization is not articulated with specificity regarding the MEO program. Rather, it speaks to requirement to have a program that addresses workplace discrimination and harassment and that the personnel assigned these duties be sufficiently trained and resourced.

**VI. Recommendations:**



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