



Office of the
Principal Deputy Director

3 March 2017

MEMORANDUM FOR National Reconnaissance Office (NRO), Director of the
Office of Equal Employment Opportunity & Diversity
Management (OEEO&DM), Mr. Phil Hardy

SUBJECT: Response to Defense Intelligence Agency, Equal Opportunity
and Diversity Office (DIA/EO) Management Inquiry

REFERENCE: A. "Management Inquiry of Office of Equal Employment
Opportunity & Diversity Management National
Reconnaissance Office", signed 16 December 2016 by Ms.
[redacted] Chief, Diversity Management
Division, Defense Intelligence Agency, Equal Opportunity
and Diversity Office (DIA/EO)

(b)(3)

(U//~~FOUO~~) On 19 October 2016, I requested the Defense Intelligence
Agency, Equal Opportunity and Diversity Office (DIA/EO) conduct a
management inquiry regarding allegations of a hostile work
environment, concerns of perceived racism, and unbalanced workloads in
the National Reconnaissance Office, Office of Equal Employment
Opportunity and Diversity Management (NRO/OEEO&DM). I also asked
DIA/EO to determine if NRO/OEEO&DM leadership is successfully
addressing these workplace concerns. I requested this inquiry after
the NRO Ombudsman informed me he had received numerous complaints that
a hostile work environment existed in NRO/OEEO&DM.

(U//~~FOUO~~) The DIA/EO inquiry report (Reference A) included interviews
with [redacted] members of NRO/OEEO&DM and identified the
following "Findings" from their report:

(b)(3)

- a. "There is an apparent use of bullying tactics within the NRO
OEEO&DM Office."
- b. "The perception of racial inequities exists within the NRO
OEEO&DM Office, thus creating a Harassment/hostile working
environment."
- c. "There is an inference of retaliatory behavior from NRO
OEEO&DM Office management."
- d. "Actions taken [redacted] have only
exacerbated employee perceptions."

(b)(3)

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- e. "Preferential treatment [redacted] toward White employees appears to be a catalyst for the racial divide. The preferential treatment and/or appearance thereof for African-American employees [redacted] further perpetuates the racial divide." (b)(3)
- f. "OEEO&DM internal practices related to rotations, telework, and alternative work schedules appear to have a "disparate impact" on White employees." (b)(3)

(U//~~FOUO~~) The NRO Anti-Harassment Policy Number 2016-05, dated 2 March 2016 prohibits all forms of workplace harassment and states the NRO is committed to its longstanding core value of teamwork built on respect and diversity and maintaining a zero tolerance policy for any form of workplace harassment. The findings set forth in the DIA/EO inquiry report (Reference A) clearly indicate there is a lack of understanding of this policy across the NRO/OEEO&DM workforce. The NRO OEEO&DM Office should be the role model of positive behavior for the NRO workforce to emulate.

(U) After reviewing the DIA/EO inquiry report, I have accepted the following recommendations that are to be completed within the next 6-12 months:

1. "Unconscious Bias training must be completed by each member of the office. Group discussion should follow to discuss how the office can work together to prevent further perceptions of prejudice and bias. The Agency's psychologist should be in attendance due to the nature and sensitivity of the topic."
2. "Anti-Bullying training must be completed by each member in the office.. The Anti-bullying training should emphasize the 4 main types of bullying, the signs, and impact of bullying on the workforce as per the Workplace Bullying Institute. Recommend each staff member be trained to recognize the effects of bullying on the work environment, workplace relationships, and an individual's mental and physical health. In addition to recognition, staff members should hold other members accountable when bullying behavior is displayed."
3. "EEO Training. Highly recommend all OEEO&DM personnel attend EEO refresher, Civility in the Workplace, and Corporate Communications training conducted externally to NRO."
4. "Schedule an offsite focused on team building and developing a strategy for the vision and mission of the OEEO&DM office."

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(U) In addition, I would like you to:

5. Review the OEEO&DM organizational structure and resources to ensure OEEO&DM is operating as an efficient and effective office.

(U) The NRO is committed to its longstanding core value of "Teamwork Built on Respect and Diversity" and maintaining a zero tolerance policy for any form of workplace harassment. The NRO relies on the critical work OEEO&DM does each and every day to empower our workforce and ultimately enable the NRO mission. The NRO needs OEEO&DM to come together as a team, push beyond unnecessary barriers, refocus on our mission, and once again become the role model of positive behavior for others to emulate. To this end, I look forward to receiving your written implementation plan that addresses the aforementioned directions within 30 days.



Frank Calvelli