

Becoming Visible in the Workplace

Changing Times for Gays and
Lesbians

Nazareth
COLLEGE



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OLIN BUSINESS SCHOOL

The Landscape Today

- ▶ Every student seeking a job or starting a career will have questions about the company culture.
 - Gay and lesbians are faced with additional questions related to their sexual orientation, career search, and the transition into the workplace.

Common Workplace Issues

- ▶ Who do I tell first?
- ▶ When should I come out?
- ▶ What if I face discrimination?
- ▶ What are my rights?
- ▶ What if I know someone else at work who is gay, but they are not out at work?
- ▶ What if I am “outed” first?



School vs. Workplace



- ▶ At School:
 - Supportive environment.
 - Active gay (GLBT) student groups.
 - Supportive friends.
 - Non-discrimination and harassment policies.
- ▶ At Work:
 - Can vary dramatically in terms of support, openness and protection for GLBT employees.



SafePlace

Finding the Right Work Culture



- ▶ Students must do what is **comfortable**.
- ▶ **Coming out** in the workplace **is a process**.
- ▶ Students must decide what is important in managing their career path.
- ▶ **Workplace culture** may change in response to political or social pressures.

Does sexual orientation affect workplace productivity ?

- ▶ Employers want...
 - Cohesive, productive work force.
- ▶ Employees want...
 - Comfortable and safe work environment
- ▶ Gay or straight employees want...
 - **Gay employees** strive to be productive with no difference to sexual orientation

Identify “outness” level

- ▶ Asking the “right” questions can guide the student through the coming out process during the job search
- ▶ Assist the student in preparing for the workplace






- ▶ Friends, peers and support networks GLBT?
- ▶ Active in GLBT organizations on campus, community or online?
- ▶ Enjoy going to GLBT events such as Pride, shows, concerts, etc?
- ▶ Most friends and family members know sexual orientation?
- ▶ Is partner out?



Understanding the “outness” level

- A. Being “Out” is who I am. Being visible will provide me with equal treatment and support.
= strong desire for openness at work regarding sexual orientation
 - B. Sexual orientation is only a small part of what defines me as a person. I am very careful about who I tell and don’t tell.
= prefer openness at work but may compromise
 - C. Sharing information about myself is not preferred. I tell very few people, if anyone at all.
= prefer a high degree of privacy
- 

Why People Come Out

- ▶ Influences may include:
 - Family and friends
 - Culture and spirituality
 - Literature
 - Role models
 - Feelings about appearance
 - Social skills
 - Economics, age, social environment



Stages of Self-Acceptance

- ▶ Identity Confusion
- ▶ Identity Comparison
- ▶ Identity Tolerance
- ▶ Identity Acceptance
- ▶ Identity Pride
- ▶ Identity Synthesis

Some people might get stuck and never leave the first stage while others may skip stages.

Remember that people will conceptualize sexuality differently.

The probable steps individuals go through from the first recognition in their lives that they might be gay to the point where being gay is integrated into every aspect of who they are and what they do, including their work.

Adapted from "Homosexual Identity Formation" by Vivienne Cass, Spring 1979

Life-long process

- ▶ Gary Osifchin, Plant Manager, S.C. Johnson:
“one constant source of stress was having to come out anew every time he sat down with a new supervisor or switched units. Somebody might see a picture of a guy on my desk, and that just sparks conversation...”
(Business Week 12/03)

Identity Confusion

- ▶ **Implication to Employee**

- Search for more information on the subject

- ▶ **Implication to Employer**

- Employee may not be happy
- Encouraging a corporate GLBT support group is an effective means of enabling employees to find helpful information and thereby becoming a productive team member

Identity Comparison

- ▶ **Implication to Employee**

- Fear negative reactions

- ▶ **Implication to Employer**

- Employee may resent co-workers who are “out”
- Communicate company values and encourage honesty, support

Identity Tolerance

▶ Implication to Employee

- May seek out company GLBT support group and may still be apprehensive about coming out at work

▶ Implication to Employer

- Employee work may still be affected by the energy lost to keeping the secret

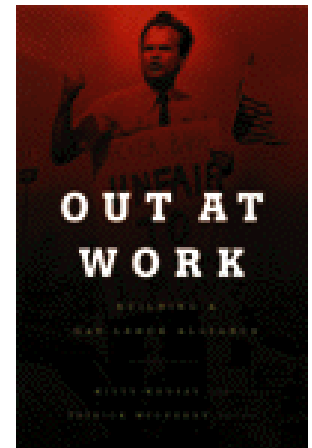
Identity Pride

- **Implication to Employee**
 - Likely to join support group and organize “gay awareness” programs, etc.
- **Implication to Employer**
 - If the boss or co-worker accepts them for who they are the employee will tend to become a strong team player



Identity Synthesis

- ▶ **Implication to Employee**
 - Understands diversity
- ▶ **Implication to Employer**
 - Employee values workforce diversity



Book cover:
Building a Gay-Labor Alliance
Krupat & McCreery

Does the Company Really Have Influence?

► Significant influence

- Over the development of self-esteem and ability
- Creating a safe environment
- Corporate familiarity with the “coming out” process and non-discrimination policies



The Workplace Comes Out



- Phase 1
 - **Acknowledgement** – May not always agree but no longer pretends that diversity doesn't exist
- Phase 2
 - **Accommodation** – Substituting “partner” for spouse or offering domestic partner benefits
- Phase 3
 - **Inclusion** – Proactive stances that are reflected in diversity documents

Legal Landscape

State Governments with Non-Discrimination Policies that Include Sexual Orientation

Alaska	Massachusetts
Arizona	Michigan
California	Minnesota
Colorado	Montana
Connecticut	New Jersey
Delaware	New York
Hawaii	Pennsylvania
Illinois	Rhode Island
Kentucky	Vermont
Louisiana	Washington
Maine	Wisconsin
Maryland	

Plus, 414 Fortune 500 companies, 257 City & County Governments
And 551 Colleges and Universities



Source:
Human Rights Campaign



Discrimination in the Workplace

In 34 states, it is legal to fire someone based on the sexual orientation.

In 44 states, it is legal to do so based on gender identity.

States That Ban Employment Discrimination based on sexual orientation.

California*	Nevada
Connecticut*	New Hampshire
District of Columbia*	New Jersey*
Hawaii*	New Mexico*
Illinois*	New York*
Maine*	Rhode Island*
Maryland	Vermont*
Massachusetts*	Wisconsin
Minnesota*	

*Also have laws that prohibit discrimination based on gender identity

Source: Human Rights Campaign
919 18th St., N.W., Suite 800,
Washington, D.C. 20006
Phone: 202/628-4160




Legal Landscape



- ▶ As of today, the rights of individuals based on their sexual orientation are not protected by the U.S. Constitution
- ▶ There is NO federal job protection on the basis of sexual orientation. (*ENDA is a bill before Congress that would prohibit employment discrimination based on sexual orientation*)
- ▶ Eleven states have laws protecting the employment rights of gays in the workplace

Common Questions from GLBT Students

- ▶ Should I document my GLBT activities on my resume?
 - ▶ Should I come out in the interview?
 - ▶ How do I locate gay-friendly companies?
 - ▶ Where can I find more information on coming out in the workplace?
- 

GLBT Activities on Resume?

- ▶ What was the answer: A, B or C?
- ▶ Desire to “screen out” non-supportive employers?
- ▶ Focus on skills and accomplishments rather than the affiliation
- ▶ “Hybrid” resume that combines both the functional and chronological format

Employer Research

- Searching for a supportive workplace
- PlanetOut and HRC assist job seekers make informed decisions about employers



ECHELON
The Source For **GLBT** Business Professionals

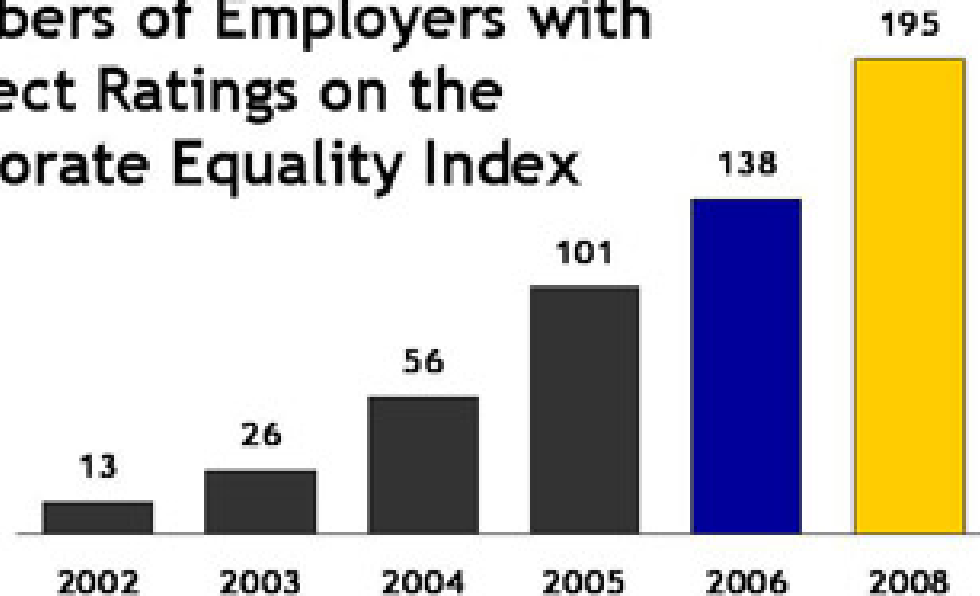
CORPORATE EQUALITY INDEX

A Report Card on Gay, Lesbian, Bisexual and Transgender Equality in Corporate America

Numbers of Employers with Perfect Ratings on the Corporate Equality Index



HUMAN
RIGHTS
CAMPAIGN
FOUNDATION



Numbers of Employers with Perfect Ratings on the Corporate Equality Index



+41%

2008 2006

One word: competitiveness.

It's not just a nice-to-do thing.

It's a requirement to be

successful in the private sector.

— John Hassell, director for federal and state government affairs, Hewlett-Packard Co., asked why his company supported GLBT-inclusive workplaces

Table 1. Companies Scoring 100 Percent on the 2006 Corporate Equality Index

Adobe Systems Inc.	San Jose	CA	Carlson Companies Inc.	Minnetonka	MN
Aetna Inc.	Hartford	CT	Charles Schwab Corp., The	San Francisco	CA
Agere Systems Inc.	Allentown	PA	Chevron Corp.	San Ramon	CA
Agilent Technologies Inc.	Palo Alto	CA	ChoicePoint Inc.	Alpharetta	GA
Allianz Life Insurance Co. of North America	Minneapolis	MN	Chubb Corp.	Warren	NJ
Alston & Bird LLP	Atlanta	GA	CIGNA Corp.	Philadelphia	PA
American Express Co.	New York	NY	Cisco Systems Inc.	San Jose	CA
AMR Corp.	Fort Worth	TX	Citigroup Inc.	New York	NY
Anheuser-Busch Companies Inc.	St. Louis	MO	Clear Channel Communications Inc.	San Antonio	TX
Apple Computer Inc.	Cupertino	CA	Clorox Company	Oakland	CA
Arnold & Porter	Washington	DC	CMP Media LLC	Manhasset	NY
AT&T Inc.	San Antonio	TX	CNA Insurance	Chicago	IL
Avaya Inc.	Basking Ridge	NJ	Coca-Cola Company	Atlanta	GA
Bain & Company Inc.	Boston	MA	Consolidated Edison Co.	New York	NY
Bank of America Corp.	Charlotte	NC	Coors Brewing Company	Golden	CO
Bausch & Lomb Inc.	Rochester	NY	Corning Inc.	Corning	NY
BellSouth Corp.	Atlanta	GA	Credit Suisse Securities (USA) LLC	New York	NY
Best Buy Co. Inc.	Richfield	MN	Cummins Inc.	Columbus	IN
Boeing Co.	Chicago	IL	DaimlerChrysler Corp.	Auburn Hills	MI
BP America	Warrenville	IL	Dell Inc.	Round Rock	TX
Bright Horizons Family Solutions Inc.	Watertown	MA	Deloitte & Touche USA LLP	New York	NY
Bristol-Myers Squibb Co.	New York	NY	Deutsche Bank	New York	NY
California State Automobile Association	San Francisco	CA	Dorsey & Whitney	Minneapolis	MN
Capital One Financial Corp.	McLean	VA	Dow Chemical Co.	Midland	MI
Cargill Inc.	Wayzata	MN	DuPont (E. I. du Pont de Nemours)	Wilmington	DE
			Eastman Kodak Co.	Rochester	NY



Source:
HRC Corporate Equality Index 2006

The Most Powerful & Gay-Friendly Public Companies in Corporate America

1. American Express Co.
2. Walt Disney Co.
3. Microsoft Corp
4. Lucent Technologies Inc.
5. Xerox
6. International Business Machines
7. Hewlett-Packard Co.
8. Apple Computer Inc.
9. AMR Corp.
10. Citigroup Inc.
11. Gap Inc.
12. Verizon Communications
13. AT&T Corp.
14. AOL-Time Warner Inc.
15. JP Morgan Chase & Co.
16. Intel Corp.
17. SBC Communications
18. Ford Motor Co.
19. Compaq Computer Corp.
20. New York Times Co.
21. Oracle Corp.
22. Coca-Cola Co.
23. Sun Microsystems
24. Texas Instruments
25. Aetna Inc.
26. FleetBoston Financial
27. Bank of America Corp.
28. US Airways Group Inc.
29. General Motors Corp.
30. Boeing Co.
31. Merrill Lynch & Co.
32. Charles Schwab Corp.
33. General Mills
34. Eastman Kodak Co.
35. Qwest Communications Int.
36. UAL Corp.
37. Chevron Corp.
38. Wells Fargo & Co.
39. Cisco Systems Inc.
40. Motorola Inc.
41. Costco Wholesale Corp.
42. Chubb Corp.
43. Federated Department Stores
44. Enron Corp.
45. Allstate Corp.
46. Gillette Co.
47. Honeywell International
48. Fannie Mae
49. Barnes & Noble Inc.
50. Nordstrom Inc.

Progress at the Fortune-Ranked Companies

This year marked the second time the Fortune 1000 list of the largest publicly traded companies was invited to take part in the Corporate Equality Index survey. The Fortune 500 list has been invited each year since 2002.

Of the 255 Fortune 500-ranked businesses that the CEI rated, 104 received 100 percent ratings. The average CEI rating of Fortune 500 companies was 81. Of the 45 Fortune 1000-ranked businesses, excluding the Fortune 500, that were rated on this year's CEI, 12 received 100 percent ratings. The average rating of these companies was 71.

Including the results of this year's progress on the CEI, an additional 28 Fortune 500-ranked businesses prohibit discrimination on the basis of gender identity compared to last year, bringing the total to 152, or 30 percent of the Fortune 500 companies.

Eight of the top 20 Fortune-ranked companies received 100 percent ratings.

	2006 FORTUNE RANK	2008 CEI RATING
Exxon Mobil Corp.	1	0
Wal-Mart Stores Inc.	2	40
General Motors Corp.	3	100
Chevron Corp.	4	100
Ford Motor Co.	5	100
ConocoPhillips	6	63
General Electric Co.	7	75
Citigroup Inc.	8	100
American International Group Inc.	9	30
International Business Machines Corp.	10	100
Hewlett-Packard Co.	11	100
Bank of America Corp.	12	100
Berkshire Hathaway Inc.*	13	—
Home Depot Inc.	14	85
Valero Energy Corp.*	15	—
McKesson Corp.*	16	—
J.P. Morgan Chase & Co.	17	100
Verizon Communications Inc.	18	85
Cardinal Health*	19	—
Altria Group Inc.*	20	—

** The HRC Foundation does not have sufficient information to provide a rating for this company.*

Local Governments That Offer Domestic Partner Health Benefits

Employer Name	City	State	DP Sex	DP Year
<u>Alameda, City of</u>	Alameda	CA		
<u>Alameda, County of</u>		CA	Same & Opposite	1996
<u>Albany, City of</u>	Albany	NY		
<u>Albuquerque, City of</u>	Albuquerque	NM	Same & Opposite	2000
<u>Ann Arbor School District</u>	Ann Arbor	MI		2000
<u>Ann Arbor, City of</u>	Ann Arbor	MI		1992
<u>Atlanta, City of</u>	Atlanta	GA	Same & Opposite	1999
<u>Avon Board of Education</u>	Avon	CT	Same Only	2001
<u>Avon, Town of</u>	Avon	CT	Same Only	2001
<u>Baltimore, City of</u>	Baltimore	MD	Same Only	1995
<u>Bar Harbor, City of</u>	Bar Harbor	ME	Same & Opposite	1999
<u>Berkeley, City of</u>	Berkeley	CA	Same & Opposite	1984
<u>Bloomington, City of</u>	Bloomington	IN	Same & Opposite	1997

Source: Human Rights Campaign
 919 18th St., N.W., Suite 800,
 Washington, D.C. 20006
 Phone: 202/628-4160



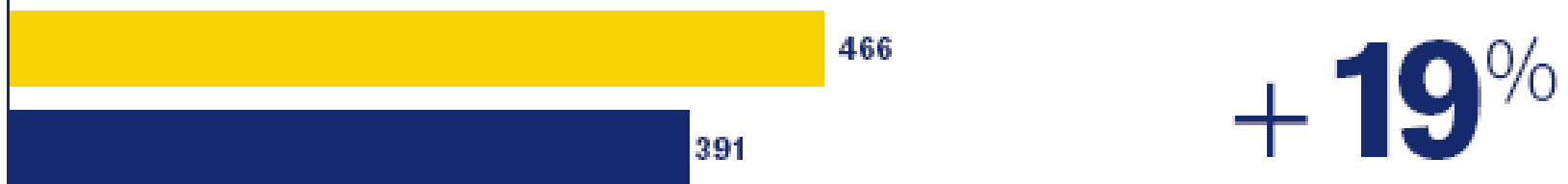
Policy Shifts – Good for GLBT

Businesses That Prohibit Discrimination Based on Sexual Orientation



Criterion 1b (See Appendix B on p. 27 for individual employer ratings)

Businesses That Provide Diversity Training Covering Sexual Orientation



2008 2006

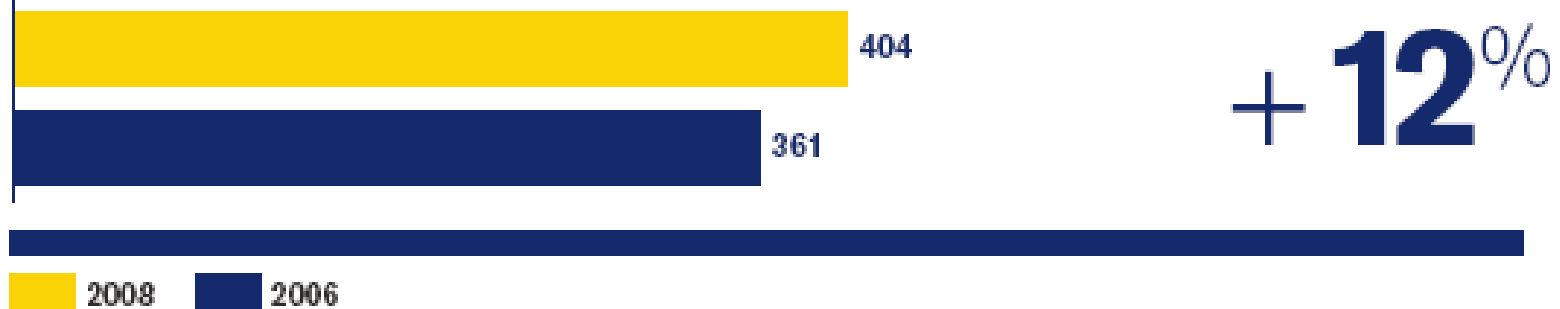
Employee Groups

78%

of CEI-rated employers have an employee resource group or diversity council that includes GLBT issues (criterion 4). Of those businesses that have an employee resource group, 85 percent of the groups are sponsored by an executive champion – someone in upper management who connects the group to the senior decision makers of the company.

Criterion 4 (See Appendix B, on p. 27 for individual employer ratings)

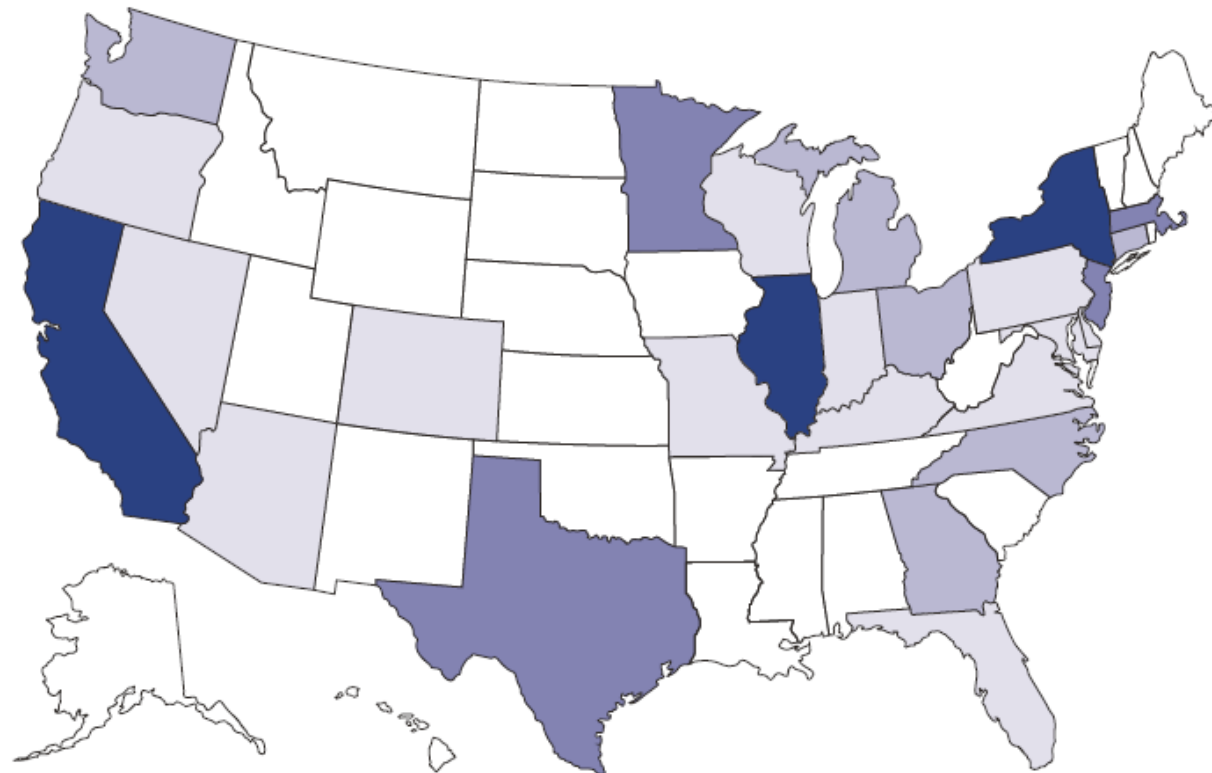
Businesses That Have Employer-Supported Employee Resource Groups OR Firm-Wide Diversity Councils



KOLAGE

COCA-COLA (KO) LESBIAN AND GAY EMPLOYEES

**NUMBER OF BUSINESSES IN EACH STATE
WITH CEI RATINGS OF 100 PERCENT**



- 1-3 businesses
- 4-8 businesses
- 9-12 businesses
- 13 or more businesses



TODAY, there are thousands of employers large and small, for-profit and non-profit that have instituted policies to protect gays and lesbians (and bisexual and transgender) workers from discrimination

Advertising & Marketing	63
Aerospace & Defense	83
Airlines	89
Automotive	72
Telecommunications	87
Hotel, resorts and Casinos	98
Retail and consumer products	78
Transportation & Travel	78

*Performance by Industry
Average Across All
Industries = 76 percent*

Career Resources

- ▶ **Human Rights Campaign** (www.hrc.org)
 - Workplace Non-Discrimination Policies
 - Domestic Partner Benefits
 - Find Employer Policies
 - Transgender Issues
 - Corporate Equality Index
- ▶ **Gay Financial Network** (www.gfn.com)
 - Career Center and Job Postings
- ▶ **Federal Globe** (www.fedglobe.org)
 - Resource for GLBT federal employees
- ▶ **National Gay and Lesbian Task Force** (www.thetaskforce.org)
 - Resource Library
- ▶ **Gaywork.com** (www.gaywork.com)
 - Job Postings and Business Profiles
- ▶ **Pride at Work** (www.prideatwork.org)
 - News and Events
- ▶ **Queer Resources Directory** (www.qrd.org)
 - Business, Legal, and Workplace Issues



TRANSGENDER ISSUES IN THE WORKPLACE

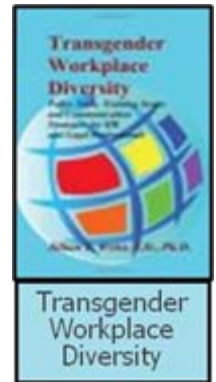
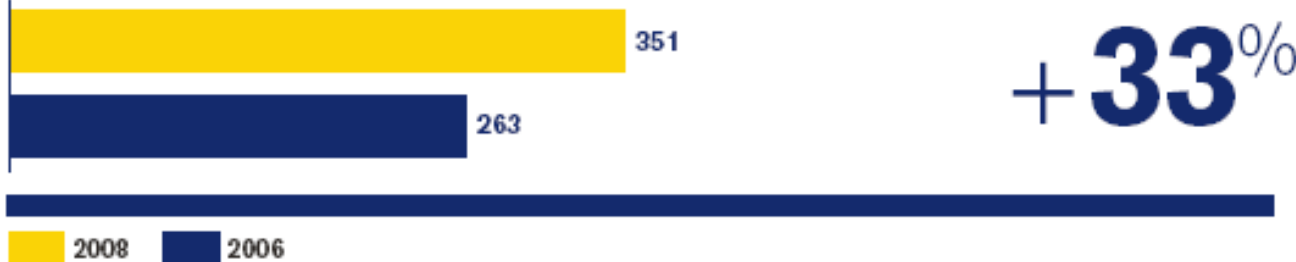


Businesses That Prohibit Discrimination Based on Gender Identity and/or Expression



Criterion 2b (See Appendix B, on p. 27 for individual employer ratings)

Businesses That Provide Diversity Training Covering Gender Identity OR Have Supportive Gender Transition Guidelines

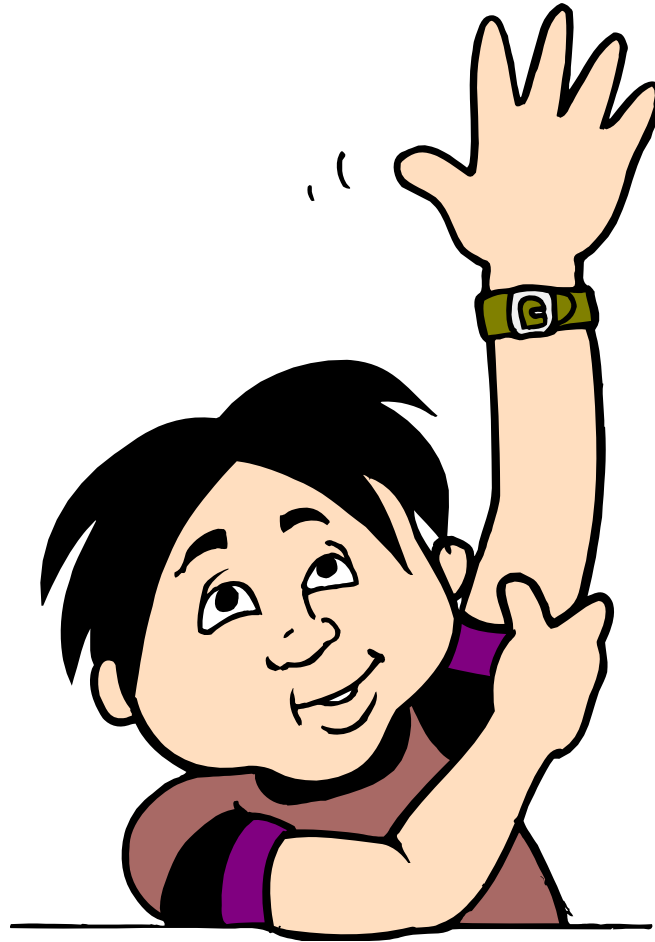


Final Word on Coming Out in the Workplace

- ▶ Fit between individuality and organization
 - Access your readiness
 - Perform at your best
 - Gather supporters
 - Conduct a trial run
 - Consider the timing
 - Have no expectations



Questions?



Contact information:



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