Becoming Visible in the Workplace

Changing Times for Gays and Lesbians
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?
- 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.
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 your “outness” level

- Asking yourself the “right” questions can guide you through the coming out process during the job search
- Can assist you 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*
REASONS EMPLOYEES ARE NOT OPEN TO EVERYONE AT WORK

Are any of the following reasons why you personally are not out to anyone at work?

- Because it is nobody's business: 66%
- Making people feel uncomfortable: 51%
- Being stereotyped: 41%
- Losing connections and relationships: 39%
- Not considered for advancement: 28%
- Perceived as unprofessional: 26%
- Lack of policies to protect: 18%
- Fear of getting fired: 17%
- Fear for personal safety: 13%
- Experienced past humiliation: 11%

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
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
In 29 states, it is legal to fire someone based on the sexual orientation.

In 38 states, it is legal to do so based on gender identity.

**States That Ban Employment Discrimination based on sexual orientation.**

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

*Also have laws that prohibit discrimination based on gender identity (12 states and DC)
Local Governments That Offer Domestic Partner Health Benefits

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

Source: Human Rights Campaign
919 18th St., N.W., Suite 800,
Washington, D.C. 20006
Phone: 202/628-4160
As of today, the rights of individuals based on their sexual orientation are not protected by the U.S. Constitution.

Currently, federal law bars workplace discrimination on the basis of race, color, sex, national origin, age, disability and genetic information.

There is NO federal laws barring workplace discrimination on the basis of sexual orientation and gender identify.

- (ENDA is a bill before Congress that would prohibit employment discrimination based on sexual orientation and gender identity)
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

- Search for a supportive workplace
- Help job seekers make informed decisions

Criteria used to rank employers
1. Prohibits Discrimination based on Sexual Orientation
2. Provides Diversity Training covering Sexual Orientation
3. Prohibits Discrimination based on Gender Identity
4. Provides Diversity Training covering Gender Identity
5. Offers Partner Health Insurance
6. Offers Partner Dental, Vision, Cobra Benefits
7. Offers at least 3 other “soft” benefits
8. Has Employee Resource Group
9. Positively Engages the External GLBT Community
10. Exhibits Responsible Behavior toward GLBT Community
337 businesses achieved the top rating of 100 percent this year, compared with 305 with top ratings in the 2010 Corporate Equality Index. Collectively, these businesses employ over 8.3 million full-time U.S. workers. When the Human Rights Campaign’s Corporate Equality Index was launched in 2002, only 13 companies received 100 percent.
<table>
<thead>
<tr>
<th>Company Name</th>
<th>Location</th>
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<tbody>
<tr>
<td>Adobe Systems Inc.</td>
<td>San Jose</td>
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<td>Aetna Inc.</td>
<td>Hartford</td>
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<td>Agere Systems Inc.</td>
<td>Allentown</td>
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<tr>
<td>Agilent Technologies Inc.</td>
<td>Palo Alto</td>
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<td>Allianz Life Insurance Co. of N. Am.</td>
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<td>Alston &amp; Bird LLP</td>
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<td>American Express Co.</td>
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<td>AMR Corp.</td>
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<td>Anheuser-Busch Companies Inc.</td>
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<td>Apple Computer Inc.</td>
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<td>Arnold &amp; Porter</td>
<td>Washington</td>
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<td>AT&amp;T Inc.</td>
<td>San Antonio</td>
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<td>Avaya Inc.</td>
<td>Basking Ridge</td>
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<tr>
<td>Bain &amp; Company Inc.</td>
<td>Boston</td>
</tr>
<tr>
<td>Bank of America Corp.</td>
<td>Charlotte</td>
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<tr>
<td>Bausch &amp; Lomb Inc.</td>
<td>Rochester</td>
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<tr>
<td>BellSouth Corp.</td>
<td>Atlanta</td>
</tr>
<tr>
<td>Best Buy Co. Inc.</td>
<td>Richfield</td>
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<td>Boeing Co.</td>
<td>Chicago</td>
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<td>BP America</td>
<td>Warrenville</td>
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<tr>
<td>Bright Horizons Family Solutions Inc.</td>
<td>Watertown</td>
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<tr>
<td>Bristol-Myers Squibb Co.</td>
<td>New York</td>
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<tr>
<td>California State Automobile Assoc.</td>
<td>San Francisco</td>
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<tr>
<td>Capital One Financial Corp.</td>
<td>McLean</td>
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<tr>
<td>Cargill Inc.</td>
<td>Wayzata</td>
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<td>Carlson Companies Inc.</td>
<td>Minnetonka</td>
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<td>Charles Schwab Corp., The</td>
<td>San Francisco</td>
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<td>Chevron Corp.</td>
<td>San Ramon</td>
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<td>ChoicePoint Inc.</td>
<td>Alpharetta</td>
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<td>Chubb Corp.</td>
<td>Warren</td>
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<td>CIGNA Corp.</td>
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<td>Cisco Systems Inc.</td>
<td>San Jose</td>
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<td>Citigroup Inc.</td>
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<td>Clear Channel</td>
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<td>Communications Inc.</td>
<td>San Antonio</td>
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<td>Clorox Company</td>
<td>Oakland</td>
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<td>CMP Media LLC</td>
<td>Manhasset</td>
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<td>CNA Insurance</td>
<td>Chicago</td>
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<td>Coca-Cola Company</td>
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<tr>
<td>Consolidated Edison Co.</td>
<td>New York</td>
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<td>Coors Brewing Company</td>
<td>Golden</td>
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<td>Corning Inc.</td>
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<td>Credit Suisse Securities (USA) LLC</td>
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<td>Cummins Inc.</td>
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<tr>
<td>DaimlerChrysler Corp.</td>
<td>Auburn Hills</td>
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<tr>
<td>Dell Inc.</td>
<td>Round Rock</td>
</tr>
<tr>
<td>Deloitte &amp; Touche USA LLP</td>
<td>New York</td>
</tr>
<tr>
<td>Deutsche Bank</td>
<td>New York</td>
</tr>
<tr>
<td>Dorsey &amp; Whitney</td>
<td>Minneapolis</td>
</tr>
<tr>
<td>Dow Chemical Co.</td>
<td>Midland</td>
</tr>
<tr>
<td>DuPont (E. I. du Pont de Nemours)</td>
<td>Wilmington</td>
</tr>
<tr>
<td>Eastman Kodak Co.</td>
<td>Rochester</td>
</tr>
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</table>
Progress at the Fortune-Ranked Companies

This year marked the fifth time the Fortune 1000 was invited to take part in the Corporate Equality Index survey. The Fortune 500 has been invited each year since 2002. For the first time, the CEI features unofficial ratings of the Fortune 500 companies that have not responded to repeated invitations to the survey (see the ratings in black below and in gray in Appendices A and B beginning on page 37). These ratings are based on publicly available information as well as information submitted to HRC from unofficial LGBT employee groups or individual employees. The average rating for non-responders is 17 percent, compared with 85 percent for the responsive Fortune 500 companies.

Eighty-nine percent of the Fortune 500 include "sexual orientation" in their non-discrimination policies and 48 percent include "gender identity." The majority of the Fortune 500 — 57 percent — offer partner benefits and 41 percent offer at least one transgender-inclusive health-related benefit.

Of the 263 Fortune 500-ranked businesses that participated in the CEI, 144 received 100 percent ratings (compared to 123 last year), with an average CEI rating of 84 percent. Of the 86 Fortune-ranked businesses between 500 and 1000, 22 (compared to 15 last year) received 100 percent ratings, with an average rating of 78 percent. In total, 329 — or one-third — of Fortune 1000 employers are rated.

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

<table>
<thead>
<tr>
<th>Company</th>
<th>Fortune 2009 Rank</th>
<th>CEI 2011 Rating</th>
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</thead>
<tbody>
<tr>
<td>Exxon Mobil Corp.</td>
<td>1</td>
<td>0</td>
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<tr>
<td>Wal-Mart Stores Inc.</td>
<td>2</td>
<td>40</td>
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<tr>
<td>Chevron Corp.</td>
<td>3</td>
<td>100</td>
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<tr>
<td>ConocoPhillips</td>
<td>4</td>
<td>70</td>
</tr>
<tr>
<td>General Electric Co.</td>
<td>5</td>
<td>80</td>
</tr>
<tr>
<td>General Motors Co.</td>
<td>6</td>
<td>100</td>
</tr>
<tr>
<td>Ford Motor Co.</td>
<td>7</td>
<td>100</td>
</tr>
<tr>
<td>AT&amp;T Inc.</td>
<td>8</td>
<td>100</td>
</tr>
<tr>
<td>Hewlett-Packard Co.</td>
<td>9</td>
<td>100</td>
</tr>
<tr>
<td>Valero Energy Corp.</td>
<td>10</td>
<td>35</td>
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<tr>
<td>Bank of America Corp.</td>
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<td>100</td>
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<tr>
<td>Citigroup Inc.</td>
<td>12</td>
<td>100</td>
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<tr>
<td>Berkshire Hathaway Inc.</td>
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<td>15</td>
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<tr>
<td>International Business Machines Corp. (IBM)</td>
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<td>100</td>
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<tr>
<td>McKesson Corp.</td>
<td>15</td>
<td>70</td>
</tr>
<tr>
<td>JPMorgan Chase &amp; Co.</td>
<td>16</td>
<td>100</td>
</tr>
<tr>
<td>Verizon Communications Inc.</td>
<td>17</td>
<td>70</td>
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<tr>
<td>Cardinal Health Inc.</td>
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<tr>
<td>CVS Caremark Corp.</td>
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<td>90</td>
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<tr>
<td>Procter &amp; Gamble Co.</td>
<td>20</td>
<td>100</td>
</tr>
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</table>
Policy Shifts – Good for GLBT

Sexual Orientation

99%

CRITERION 1a
Businesses That Prohibit Discrimination Based on Sexual Orientation

of CEI-rated employers provide employment protections on the basis of sexual orientation.

These 612 businesses account for 15,390,645 U.S. employees that are afforded protections by their employer instead of the federal government.

94%

CRITERION 1b
Businesses That Provide Diversity Training Covering Sexual Orientation

of CEI-rated employers further elaborate on the topic of sexual orientation in the workplace through diversity training.

*HRC Corporate Equality Index 2010
Policy Shifts – Good for GLBT

Partner Benefits
Offering partner benefits is a low-cost way for employers to remain competitive by attracting and retaining LGBT and other fair-minded employees. The majority of employers offering partner benefits experience a total financial impact of less than one percent of total benefits cost.

HRC provides extensive resources relating to domestic partner benefits on its website at www.hrc.org/issues/domestic_partner_benefits.htm.

CRITERION 3a
Businesses That Offer Domestic Partner Health Insurance

95%

of CEI-rated employers provide partner health coverage to employees. Of these employers, 66 percent provide them to both same and different-sex partners of employees. Collectively CEI-rated businesses with partner benefits available employ 14,270,268 workers.

HRC looks to employers to provide equal benefits to LGBT employees and their families across the complete package of benefits offered, not just basic health care coverage. HRC does not penalize an employer if a particular benefit is not offered to any employees.

87%

CEI-Rated Businesses that Offer COBRA/COBRA-Like Continuation Coverage

Job loss is devastating for all employees and their families. For LGBT employees and their families, the loss of a job can have a doubly devastating impact since the federal mandates under the Consolidated Omnibus Budget Reconciliation Act (COBRA) do not cover same-sex partners and their dependents. However, 87 percent of CEI-rated employers have implemented COBRA-equivalent coverage to ensure that LGBT workers and their families can still access continued healthcare coverage.

*HRC Corporate Equality Index 2011
LGBT Employee Groups and Diversity Councils

Having a formally recognized employee resource group (also known as an ERG, employee network group or affinity group) for lesbian, gay, bisexual and transgender workers is a cornerstone of visible LGBT inclusion.

LGBT ERGs can foster a sense of community within an employer’s walls as well as provide leadership opportunities for LGBT employees to better their own work environments. In addition, many ERGs’ reach extends beyond the everyday affairs of an employer to policy-making, representing the employer at professional events and external activities, participating in prospective employee recruitment efforts, mentoring and other retention-focused programming.

Businesses usually provide these groups with a budget and access to resources, such as meeting rooms and e-mail networks. The groups provide a clear line of communication between employees and management, ensuring that policies and practices have their intended effect. LGBT ERGs also help to provide a sense of safety and acceptance for LGBT employees within the workplace.

Recognizing the differences in businesses rated in the CEI, criterion 4 can also be met with an organization-wide diversity council or working group with a mission that specifically includes LGBT diversity.

More information on ERGs and helpful tips on forming them are available at
www.hrc.org/issues/workplace/diversity/GLBT_employee_groups.htm.

CRITERION 4
Businesses That Have Employer-Supported Employee Resource Groups OR Firm-Wide Diversity Councils

81% of CEI-rated employers have an employee resource group or diversity council that includes LGBT issues. 62 percent have employee groups, 33 percent have diversity councils and 37 percent of rated employers have both. 93 percent of employee groups are sponsored by an executive champion.
Public Engagement

The CEI recognizes employers that “come out” and demonstrate their commitment to LGBT inclusion by publicly engaging with the broader LGBT community. Efforts such as positive, direct marketing and advertising; philanthropic activities; and event sponsorships send a clear message to current and prospective LGBT employees that they are not only accepted by the organization, but valued.

Many businesses engage LGBT consumers directly through local or national marketing and advertising in LGBT media. LGBT-specific messages in general media and sponsorships of LGBT organizations or events reflect how consumer-facing businesses are vying to capture a portion of the ever-growing LGBT marketplace. For example, businesses supporting Pride celebrations are establishing connections with LGBT consumers in strategic geographic markets.

Corporate philanthropic activities ranging from financial support to in-kind donations of products or services can bolster a business’s profile in the LGBT community. Corporate giving to organizations promoting LGBT health, education or political efforts further demonstrates this commitment to broader LGBT equality.

Typically, these efforts have a strategic connection to the core mission of a business, such as a law firm’s pro bono legal support of organizations tasked with direct legal representation of LGBT individuals, or travel and entertainment organizations contributing to LGBT tourism efforts.

Businesses have also stepped up their support of the LGBT community by joining HRC’s Business Coalition for Benefits Tax Equity and The Business Coalition for Workplace Fairness, among other efforts to promote

**CRITERION 5**
**Businesses That Positively Engage the External LGBT Community**

83% of CEI-rated businesses report some form of external engagement with the LGBT community, through marketing, advertising and recruitment efforts or philanthropic contributions to LGBT organizations.
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.
Gender Identity Issues in the workplace

Gender Identity

76%

CRITERION 2a
Businesses That Prohibit Discrimination Based on Gender Identity

of CEI-rated employers provide employment protections on the basis of gender identity or expression, the highest figure to date. This is the biggest success story of any single criterion in the CEI. The proportion of employers offering these protections has increased dramatically since the first CEI 2002, when just five percent of rated businesses included gender identity in their non-discrimination policies. Now more than three-quarters of all rated businesses afford workplace protections on the basis of gender identity.

These 472 businesses account for 11,167,296 U.S. employees that are afforded protections by their employer instead of the federal government.

79%

CRITERION 2b
Businesses That Provide Diversity Training Covering Gender Identity OR Have Supportive Gender Transition Guidelines

of this year's rated businesses have written gender transition guidelines and/or cover gender identity as a topic in diversity training, up from 72 percent last year. A total of 172 employers have transition guidelines, up from 141 last year.

Gender transition guidelines are a tool for human resources and managers to understand the needs of transitioning employees. Successful guidelines clearly delineate responsibilities and expectations of transitioning employees, their supervisors, colleagues and other staff. Should an employee approach a manager or human resources professional with the intention to transition, having gender transition guidelines on file will help to equip all affected parties with necessary information and protocols for a safe and respectful transition.
Career Resources

- **Human Rights Campaign** ([www.hrc.org](http://www.hrc.org))
  - Workplace Non-Discrimination Policies
  - Domestic Partner Benefits
  - Find Employer Policies
  - Transgender Issues
  - Corporate Equality Index

- **Gay Financial Network** ([www.gfn.com](http://www.gfn.com))
  - Career Center and Job Postings

- **Federal Globe** ([www.fedglobe.org](http://www.fedglobe.org))
  - Resource for GLBT federal employees

- **National Gay and Lesbian Task Force** ([www.thetaskforce.org](http://www.thetaskforce.org))
  - Resource Library

- **Gaywork.com** ([www.gaywork.com](http://www.gaywork.com))
  - Job Postings and Business Profiles

- **Pride at Work** ([www.prideatwork.org](http://www.prideatwork.org))
  - News and Events

- **Queer Resources Directory** ([www.qrd.org](http://www.qrd.org))
  - Business, Legal, and Workplace Issues
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?
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Contact information:
Weston Career Center
Olin Business School Washington University in St. Louis