

Performance Appraisal Guidance on DEI Goals

This document is intended to assist departments and staff in further developing Diversity, Equity, and Inclusion (DEI) goals for Performance Appraisals. DEI goals should aim to provide impact and value to the organization by first providing impact and value directly to employees – this includes the individual, others within the organization, and/or external to the organization in the spirit of and in representation of the Lab. Achieving this will require a work environment and culture that promotes equity, supports diversity, and requires inclusion. To better attain these goals already included in the Human Resources process of goal setting, a common set of element definitions for DEI is necessary for consistent evaluation throughout the Lab, as follows:

- **Diversity:** Diversity is difference in individual attributes like national origin, race, disability, gender, age, religion, socioeconomic status, sexual orientation, veteran status, and family structure.
- **Equity:** An equitable work environment gives everyone access to the same opportunities. Support for equity acknowledges that people start out with different advantages and seeks to eliminate barriers to success.
- **Inclusion:** Harnessing the strength derived from differences through an environment of belonging, where all are welcomed, valued, respected, and invited to fully participate.

The DEI Office and HR suggest the list of activities in Table 1 as examples of DEI activities – categorized within the three elements described above and based on impact to the person or Personal Impact (the individual), Group Impact (the BNL functional unit or department) and Organizational Impact (BNL/DOE). The overall DEI goal will consist, at minimum, two activities from any of the three categories identified in Table 1. The Suggested Grading Table serves as a guide for managers and supervisors to identify the final performance level for the DEI goal based on the impact of the selected activities from Table 1.

However, members of staff satisfactorily completing only Personal Impact activities on a bi-monthly interval for a total of six Personal Impact activities for the fiscal year can result in an Exceeded Expectation performance. Similarly, Group Impact activities on a quarterly interval for a total of four Group Impact activities can also result in an Exceeded Expectation performance.

Suggested Grading Table:

	<i>Below Expectation</i>		<i>Achieved Expectation</i>		<i>Exceeded Expectation</i>	
Activity 1	P	P	P	G	G	O
Activity 2	P	G	O	G	O	O
Legend:	P = Personal Impact					
	G = Group Impact					
	O = Organizational Impact					

Table 1 serves as a guide for Brookhaven Lab staff to develop performance appraisal DEI goals by referencing the goal descriptions but are not limited to the suggested examples. Individuals and their supervisors requiring extra support in crafting these goals should contact the DEI Office for further assistance.

TABLE 1:

Personal Impact (<i>The Individual</i>)		
Element	Goal Description	Examples Include
Diversity	These goals tend to only impact the staff member and expose individuals to diversity concepts and principles. However, the supervisor should require accountability in the form of a discussion with peers.	<ul style="list-style-type: none"> Attend a DEI speaking event or talk Read/review diversity related materials (books, videos) Participate in an ERG event
Equity	These goals welcome members of the AAT Protected Class* to understand the mission of the department.	<ul style="list-style-type: none"> Assist or participate in departmental tours (virtual or in-person) with external stakeholders Advise an individual on how to advance/complete their academic pursuits
Inclusion	The staff member experiences different cultural expressions and activities to better understand an inclusive environment.	<ul style="list-style-type: none"> Volunteer in a DEI event Attend an ERG event/activity
Group Impact (<i>BNL functional unit or department</i>)		
Types	Goal Description	Examples Include
Diversity	These goals tend to impact both the staff member and the department/organization and assist in attracting diverse talent.	<ul style="list-style-type: none"> Host a student from the AAT protected classes* for a day Conduct a lecture/talk at any school (K-20) Participate in a recruitment event (Career fair) Attend a DEI training course, document and apply key learnings in the department
Equity	These goals assist the department/organization in making members of the AAT protected class* successful in the present roles.	<ul style="list-style-type: none"> Coach members of the AAT protected class* to understand the department Lead and conduct departmental tours (virtual or in-person) with external stakeholders Tutor and support members of the AAT protected classes* for career development
Inclusion	These goals help create a sense of belonging for all individuals including marginalized groups.	<ul style="list-style-type: none"> Assist a DEI event for the department Help organize a DEI event with an ERG or DEI Council

Organizational Impact (BNL/DOE)

Types	Goal Description	Examples Include
Diversity	These goals tend to impact staff members, the department/organization, Brookhaven, and DOE by supporting diverse talent in the workforce.	<ul style="list-style-type: none"> • Mentor a member of the AAT protected classes* in Lab’s internship programs • Supervise a member of the AAT protected classes* as a student/post doc or be part of the Lab wide or Postdoc Mentor Programs managed by HR • Recruit a member of the AAT protected classes* for positions in the department/BNL/DOE to further diversify the applicant pool and interview slate.
Equity	These goals identify and remove barriers at the institutional level that inhibit growth and access for members of the AAT protected Class*.	<ul style="list-style-type: none"> • Develop internal processes to fully support members of the AAT protected classes* e.g., develop internal program to learn key procedures • Modify infrastructure to remove physical barriers for access to different locations (bldgs. patios, etc.) onsite • Develop an internal program to learn key organization procedures
Inclusion	These goals assist leadership in creating a psychologically safe and respectful workplace.	<ul style="list-style-type: none"> • Volunteer for a DEI Office working group • Volunteer for a Culture Change working group with a goal to foster inclusion. • Develop activities to AAT protected classes* and staff • Become an active member of an ERG or DEI Council

***Note:**

According to the Department of Labor “for federal contractors and subcontractors, affirmative action must be taken by covered employers to recruit and advance qualified minorities, women, persons with disabilities, and covered veterans. Affirmative actions include training programs, outreach efforts, and other positive steps.” Some of our goal types will then be directed towards affirmative action-targeted (AAT) protected classes: qualified minorities, women, persons with disabilities, and covered veterans.