Inclusion and Diversity
All Hands Talk

Jim Misewich
Energy and Photon Sciences

logo: (2011)...UN World Day for Cultural Diversity, UNESCO and the UN Alliance of Civilizations (UNAOC) launched a global campaign to create a grassroots movement of people who advocate for diversity. The campaign calls on individuals to take one action relevant to their lives that promotes diversity and inclusion--from experiencing another culture through film, food, or museums, to learning about other cultures or countries, or dedicating time to volunteer for that cause.
Reflections

My time at IBM
Success is a partnership and viewing all members of a team as colleagues can lead to greater success.

My career at BNL
Encouraging all people to stretch their job description and learn new skills can lead to a competitive edge.

My Physics Class at SUNY
The workforce of the future will be a very diverse one; if we want to be competitive, we need to learn how to be more inclusive.
Workforce of the Future

The future workforce will expect an inclusive environment.

How do we attract, retain and advance this workforce?

Sensitivity to differences transcends visible differences (e.g. religion, sexual orientation, disabilities).
Until we confront our biases (implicit and explicit) we will not have an inclusive workplace.

A growing body of literature makes clear that Under Represented Minorities (URM) and women researchers in STEM face discrimination and micro-aggressions or microinequities within their departments in addition to structural and systemic biases.

The challenge is to understand our biases and overcome them.

https://implicit.harvard.edu/implicit/takeatest.html
Implicit biases are reflected in our attitudes or stereotypes and affect us in an unconscious manner. Implicit biases lead to a non-inclusive environment.

EXAMPLE OF IMPLICIT BIAS:

- Assuming that the woman coming into the hospital room is a nurse instead of a doctor because of her gender expression.
- Assuming that you have to teach an older adult how to use a tech product.
- A store associate following a young person in a store because they are concerned about shoplifting.
### Inclusion is important to be competitive

**COLLABORATIVE** teams **SHINE**

Key to innovation is that **ALL VOICES ARE HEARD**

Best ideas are not **ALWAYS** from the **LOUDEST** voices

There are many reasons people are reluctant to share ideas: **fear of mocking, retaliation** or being drowned out

### Diversity is important for innovation

**DIVERSE** backgrounds bring **DIFFERENT VIEWS**

**DIVERSITY** brings credibility for future growth

**FUTURE** workforce **EXPECTS** a diverse workplace
The Problem is Real: Recent Headlines

The problem is felt in all sectors of our society

http://www.prweb.com/releases/2018/02/prweb15231600.htm  San Francisco (PRWEB) March 14, 2018
How are WE doing in the EPS Directorate?

Great in terms of representation from around the globe

Poorly in Terms of Diversity
Women and Under Represented Minorities
## Statistics on Current Workforce

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<thead>
<tr>
<th>Directorate</th>
<th>Status</th>
<th>Models</th>
<th>Best Practices</th>
<th>Our Plan</th>
<th>The future of EPS</th>
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**Statistics on Current Workforce**

**Demographics of Directorate Population by Women and URM**

URM = black/hispanic/native american
Small discrepancy accounts for cases where ethnicity is not provided

<table>
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<tr>
<th>Directorate Status</th>
<th>Men</th>
<th>Women</th>
<th>TOTAL</th>
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<td>11%</td>
<td>86</td>
<td>6</td>
<td>56</td>
<td>4%</td>
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<tr>
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<td>3</td>
<td>13</td>
<td>23%</td>
<td>10</td>
<td>0</td>
<td>3</td>
<td>0%</td>
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<tr>
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<td>10</td>
<td>6</td>
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<tr>
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<td>4</td>
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<td>16</td>
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<td>104</td>
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<td>100%</td>
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<tr>
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<td>499</td>
<td>13%</td>
<td>318</td>
<td>39</td>
<td>139</td>
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Diversity Traits are not always Visible
IBM Recognized Early on the Need for an Inclusive and Diverse Workforce

1899 | First woman and black employees hired
1914 | 76 Years before the ADA, IBM hires first disabled worker
1935 | Thomas Watson promises women equal pay for equal work
1943 | At 27, Ruth M. Leach is hired as first woman vice-president
1953 | IBM's first equal opportunity letter, 10+ years before the Civil Rights Act
1984 | Non-discrimination on the basis of Sexual Orientation
2012 | Ginni Rometty appointed as first woman CEO
IBM as a Model: How to Achieve I&D

IBM today conscientiously follows three basic rules to achieve a workforce that is inclusive and diverse:

**ATTRACT**
- STEM Pipeline
  - Including high school/junior high school
  - Recruitment
- Corporate responsibility

**ADVANCE**
- Sponsorship
- Skill Development
- Leadership Pipeline

**RETAIN**
- Give Support
- Innovative Practices
  - e.g., flexible work schedules
Diversity Programs Get Results

“The most effective programs spark ENGAGEMENT, Increase CONTACT among DIFFERENT GROUPS, or draw on people’s DESIRE to LOOK GOOD to others [peer pressure]”

The most effective programs that showed more than 20% change over five years in the representation amongst managers:

- Diverse Task Forces
- Diversity Managers
- Mentoring

“Why Diversity Programs Fail” by Frank Dobbin and Alexandra Kalev July-August 2016. HRB.org
Gender Gaps begin Closing Once Women Find a Culture Where they Feel they Belong

However, treatment of women is very dependent upon stereotyping and implicit biases towards URM’s.

PERCENT OF U.S. WOMEN IN STEM WHO REPORT...

- having to provide more evidence of competence than others to prove themselves.
- that colleagues have suggested they should work fewer hours after having children.
- that at work, they find themselves pressured to play a stereotypically feminine role.*
- that women in their work environments support one another.
- they’ve been mistaken for either administrative or custodial staff.

*Such as “office mother” or “dutiful daughter.”

SOURCE JOAN C. WILLIAMS, KATHERINE W. PHILLIPS, AND ERIKA V. HALL

HBR.ORG
Gender Gaps begin Closing Once Women Find a Culture Where they Feel they Belong

Stereotypes are powerful and depend upon who we are ….

The Harvey Mudd College Example

Computer science (CS) has been mandatory for decades at Harvey Mudd College with only 10% women graduating well into mid-2000s.

When the CS department decided to change the culture, women graduates increased and are above 50%.

How where the changes implemented?

Promoting the image of women in computer science

Training faculty to avoid stereotyping

Showing female majors relatable role models

Sapna Cheryan Associate Professor of Psychology, University of Washington

Business Case for Inclusion and Diversity

Diversity can boost innovation and employee engagement, and companies with greater gender and racial diversity financially outperform their peers.

CEOs Champion Diversity

ELLEVEST -
Sallie Krawcheck hires people who could bring in new perspectives over those who have similar backgrounds to others in the organization. She felt that the benefits of “culture add” (over culture fit) needed to be considered as part of the hiring criteria.

YOU TUBE -
Susan Wojcicki said that diversity is necessary for preventing homogeneity, falling behind, and losing their competitive edge.

SALESFORCE -
Marc Benioff said, “Diversity is an important part of our culture of equality. Our employees are telling us that they want to work for a company that cares about diversity, and it helps us recruit people whose values align to ours.”

STARBUCKS (S) and WIKIMEDIA Foundation (WF) -
Kevin Johnson (S) and Katherine Maher (WF) to fill a leadership position require a diverse slate of candidates to select from.

https://hbr.org/2017/08/what-11-ceos-have-learned-about-championing-diversity
Micro-inequities IMPAIR Performance

Subtle, cumulative, and repeated micro-inequities reinforce negative messages that can devalue and discourage employees, affecting an individual's performance and ultimately productivity.

Some unconscious use of language and behavior

- Using “he” when discussing a position or potential candidate.
- Frequently mispronouncing someone’s name.
- Confusing the people of color in the workplace with each other.
- Ignoring an idea when expressed by one employee, but acknowledging it when paraphrased by another.
- Subtle behaviors (looking at computer, answering cell phone) that indicate a manager/supervisor isn’t interested in the conversation with an employee.
- Norms that allow heterosexual, but not LGBTQ, personnel talk about what they did on the weekend with husbands, wives, or family.

(Young, 2007)
Achieving OUR Vision for EPS

Inclusion & Diversity Council
Building a vision that takes us from the I&D reality to a welcoming and empowering environment that leads to great science

Recruitment
Understanding the expectations today’s and future workforce to develop a strategy for an effective and dynamic process

Communication
Creating a supportive environment by fostering communication channels that allow ALL to be heard

Establishing I&D Goals
Supporting an engaged leadership and establishing a supportive governance
Inclusion and Diversity Council

• **MISSION:** Create a welcoming and empowering work environment that allows ALL members of the staff to participate in the directions and decisions within the directorate independent of diversity traits such as gender, race, sexual orientation, age, cultural background so that ALL are an integral part of the directorate.

• **ROLE:** To advise the ALD for EPS and help implement improvements on the following I&D Issues (next pages).

• **MEMBERS:** Co-chairs: Diane Cabelli, Vivian Stojanoff; Members: Michael Cowell, Ken Evans-Lutterodt, Mike Bebon, Grace Webster, John Tranquada, Stasia Scocca.
Facilitate the Recruitment, Advancement and Retention of a diverse workforce within the directorate

Create and Enable better Communication practices where ALL Voices are heard

Advise ALD on Best Practices to attain an inclusive and diverse work environment

Assist ALD in the development of a sustainable diverse and inclusive workplace
Is our Hiring Process Serving our Goals?

Our hiring process needs tuning

- Candidate pools lack diversity
- Diversity decreases through each step of the process.
Is our Hiring Process Serving our Goals?

**Appointments by Gender** *(data collected from FY2016 through FY2017 for 21 months)*

**Scientists S-1 through S-5**

- Applied: 368
- Qualified: 208
- Interviewed: 55
- Hired: 13

Women have substantially lower success rates than men

As Percentage of Total Applications

- Qualified: 16% women / 77% men
- Interviewed: 7% women / 89% men
- Hired: 8% women / 92% men

**Managers (M), Professionals (P, I), Research Associates (RA)**

- Applied: 2561
- Qualified: 1844
- Interviewed: 197
- Hired: 58

As Percentage of Total Applications

- Qualified: 23% women / 75% men
- Interviewed: 17% women / 81% men
- Hired: 14% women / 83% men
Is our Hiring Process Serving our Goals?

Appointments by RACE  (data collected from FY2016 through FY2017 for 21 months)

As Percentage of Total Applications

Applications - ~2 % Black and ~3% Hispanic, 7 % compared to 88% Asian and Caucasian

Qualified - 2 % Black and 3 % Hispanic, 6 % undeclared applicants compared to 89% Asian and Caucasian

Interviewed – 0.8% Black and 4% Hispanic, undeclared 8 % qualified compared to 87% Asian and Caucasian

Hired – 0 % Black and 6 % Hispanic, undeclared 7%, and 86% Asian and Caucasian

NO Black applicants are hired

Administrative Staff and Technical Staff:

There were only 10 hires in this period

Administrative Staff  ONLY women  while Technical Staff LARGELY  men
Current Hiring Process Limits Diversity

*EPS ALD commissioned EPS Team to research best hiring practices consistent with Laboratory principles*

**Research Shows:**

- Job advertisements with subtle male gender-biased wording discourage women from applying – limiting our pool of diverse applicants
- Unstructured interviews are unreliable in predicting job success
- Structured interviews based on job-relevant criteria minimize bias
- If the final candidate pool has only one minority candidate he or she has virtually no chance of being hired; if there are two, the odds of hiring a minority candidate is 194 times greater

HR has improved Lab’s hiring process to be more “Diversity” oriented

EPS is enhancing it by adding a few features
Revised EPS Hiring Process

General:

"Interprets" the new HR Subject Area, describing EPS-specific actions to implementation the SA requirements; increased emphasis on planning throughout the process

Recruiting:
Announcements screened for “neutral” wording; realistic expectations for candidate pool based on available statistics

Interview and Evaluation:
Diverse interview and evaluation panels; standard question set designed to job-relevant only requirements; objective for each question

Inclusion:
A sponsor to assist with assimilation; entrance interviews

We will pilot this process starting May
Improve Communication

**SUGGESTION and COMMENT BOXES**

The **purpose** of the suggestion and comment boxes is to support the mission of the E&PS I&D Council: **Empower ALL members of the staff to become an integral part of the directorate**

The **goal** is to provide an anonymous media, if that is the choice of the staff member, to communicate with management.

Suggestions will be **collected** by the E&PS, I&D Council on a weekly basis and brought to the attention of management at their monthly meeting.
EPS Peer Counselor Program

*EPS is introducing an informal avenue that provides a safe place for EPS staff to discuss concerns that fall outside of a formal complaint that requires investigation through the Lab-Wide Employee Support System*

Available for EPS staff who would like to “talk” about something that is on their mind and gain some advice or counsel

**EPS Counselors**

- Are members of the EPS I&D Council
- Are available to talk, listen, advise and assist staff with problem resolution
- May work with a staff member to help resolve an issue but does not represent an investigative body

These “talks” will remain confidential to the extent possible. However, if there is a potential violation of law, DOE Regulations, and/or BSA policy, the EPS Peer Counselor must promptly refer the matter to the EPS HRM for appropriate action and resolution.
EPS Peer Counselors

Four Principles Guide the Work of this Program:

Neutrality
The Counselor is here to listen but does not advocate; instead the Counselor facilitates communication and assists parties to reach mutually acceptable conclusions.

Confidentiality
The Counselor will only initiate communications at the behest of the visitor. The exception to this is any suspicion of imminent harm or violation of BNL policies.

Informality
The Counselor tries to help people resolve conflicts as early as possible and at the lowest possible level. No formal records are kept.

Independence
The Counselors report only to the ALD of EPS. The office does not replace a formal complaint process.
The EPS Peer Counselors

Diane Cabelli
EPS Special Assistant for I&D
I&D Council Co-Chair
x4361, Bldg 555, Office 170

Vivian Stojanoff
I&D Council Co-Chair
X8375, Bldg. 745, Office 5-113

Michael Cowell, x7076

Ken Evans-Lutterodt, x2095

Stasia Scocca, x3979

John Tranquada, 7547

Grace Webster, 3227

Please avail yourselves of the services of any of the peer counselors, independent of the division/department where you work. Consult the EPS Diversity Web Page for additional information.
What Will YOU DO?

Each one of YOU will develop YOUR own I&D Performance Goal

1. YOU choose Your goal and obtain your supervisor’s agreement

2. Your goal should be something YOU are comfortable with and passionate about

BUT: It must improve the EPS Directorate I&D culture
Setting Your Own I&D Goals

Look for behavior in ourselves that is exclusionary and find more inclusive behavior.

Learn techniques to elicit input from the widest array of participants.

Set meeting times to maximize relevant staff attendance.

Ensure all relevant stake-holders are represented and engaged. Those charged with implementing a process are stakeholders.

Have people personally and directly impacted by the decision been consulted where possible?

Ensure all parties feel empowered enough to include others who may have been accidentally overlooked.

Host tours for groups representing Under-Represented-Groups/Minorities (URM).

Mentor a summer student from a URM.

Mentor and guide a new staff member outside your own, self-identified “group”.

Bring BNL science to lower performing public school districts.

Take I&D training modules that help you to improve the I&D environment around you, communicate better.

Use your external networks to identify potential candidates from URMs for BNL consideration.

Why Inclusion & Diversity?

Directorate Status

Models

Best Practices

Our Plan

Vision
I&D Council
Hiring
Communication
Cultural Change

The future of EPS
Countless errors are made at BNL because decision making processes are often not inclusive.

From the supervisor level up, management has to learn how to be more inclusive in their decision making processes.

Do all parties at the table feel empowered enough to reach out and include others who may have been accidentally overlooked?

Are all relevant stake-holders present (or at least represented) at the table? Have you engaged them?

Administrative staff and their input are frequently overlooked, even though they are the ones that will be required to implement decisions.

Management Bears a Bigger Burden to Become Inclusive
Promoting Cultural Change

I&D goals for J. Misewich

- Value contribution of others in meetings and groups; positively acknowledge different thoughts and perspective.

- Review membership for balanced representation on key committees; promote staff development through team work for a diverse staff.

- Encourage women and minority postdocs and scientists to apply for LDRD Funds.

- Attend talks and events sponsored by BWIS and encourage staff to attend the talks and events.
The Future of BNL Science Depends on our Success in Inclusion and Diversity

Our goal is to have everyone come to work every day feeling that they are an empowered and respected member of a team that can do great science;

This requires understanding that we all have implicit biases and we must challenge them and understand them;

If we do that, we will have a more inclusive culture in our directorate, which will lead to a more diverse workplace;

Our tools in the quest for a cultural change include our hiring process, performance goals, peer counselors, suggestion boxes;

As always, we must constantly and honestly reassess ourselves and our processes for value and success.
This is very hard but the rewards are great!