

Early Career Workforce at BNL

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Planning, Performance, and Quality Management

BROOKHAVEN
NATIONAL LABORATORY



Overview

- 1) Overall Goal
- 2) Background
- 3) Early Career Survey Results
- 4) The Next Steps



Overall Goal



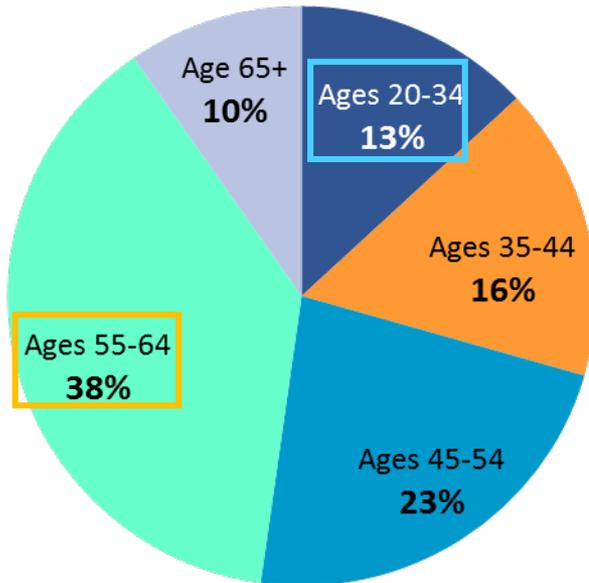
To proactively prepare for the growth and development of future scientists and leaders at all levels at our Lab:

- **Attract talent** and insight of diverse perspectives
- **Retain talent** through inclusive environment
- **Develop talent** through professional growth; transfer pipeline of knowledge

Brookhaven's Age Profile (Sept. 2018)

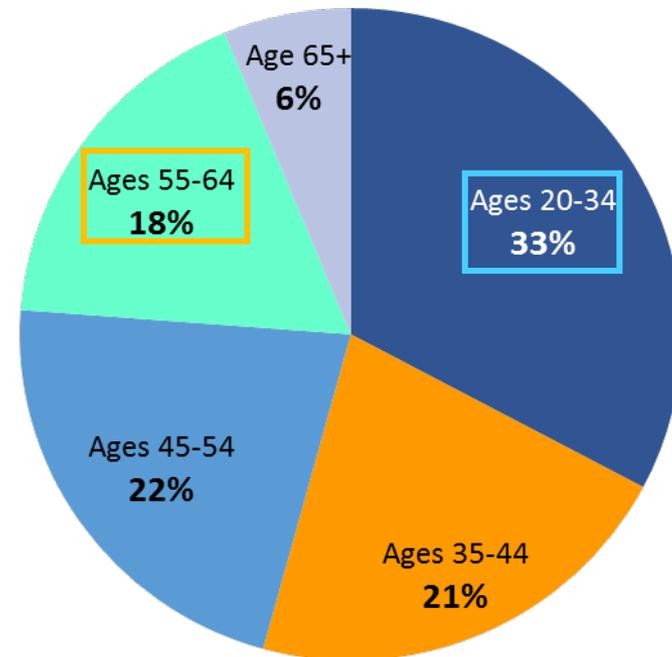
BNL Workforce

Total Workforce: 2443, Data as of 9/30/18

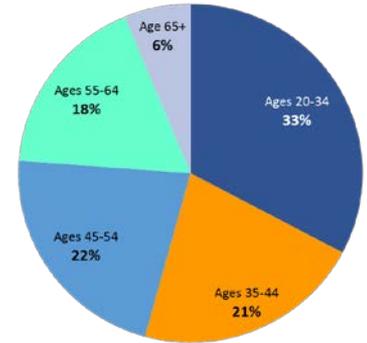


National Labor Force Statistics- 2017

Total: 153.337 million

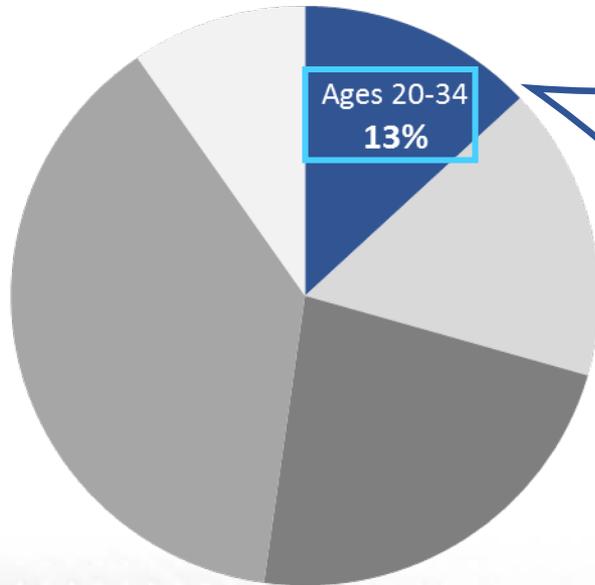


Brookhaven's Age Profile (Sept. 2018)



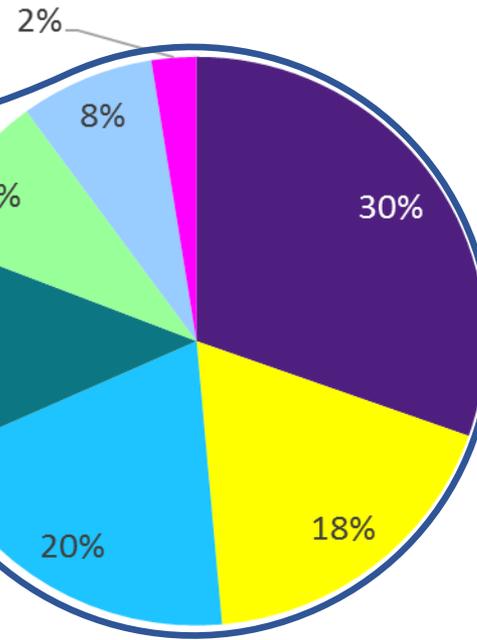
BNL Workforce

Total Workforce: 2443, Data as of 9/30/18



BNL Early Career Workforce

Total: 319, Data as of 09/30/18



- Postdocs
- Research Staff
- Operational Support Staff
- Technicians
- Engineers
- Union Workers
- Students

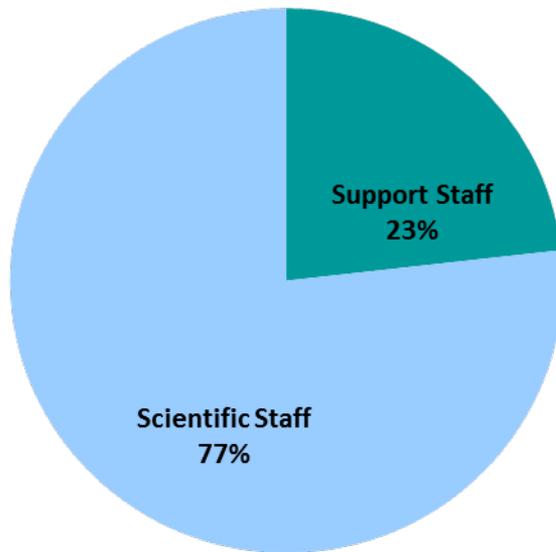
Early Career Survey Background



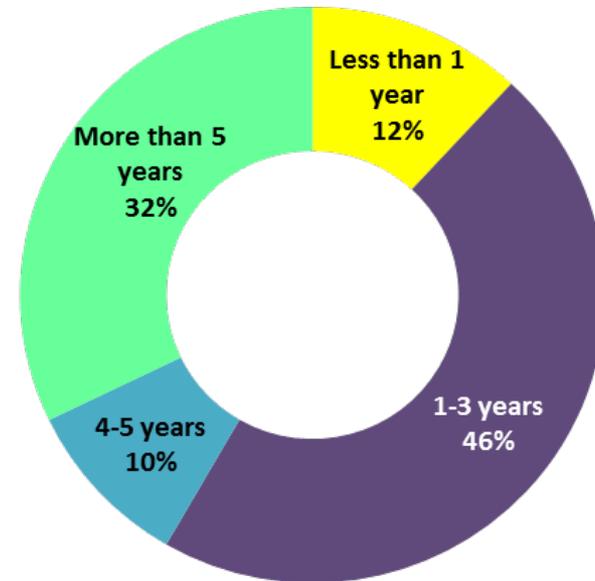
- Attended Strategic Planning CoP
- Benchmarked early career programs and Generational Diversity activities across Battelle Labs
- Collaborated with BNL's Inclusion & Diversity Office. Discussed early career workforce possibilities
- Engaged with early career staff and key stakeholders to gather input, develop survey questions, and vet content
- Dispatched survey to targeted group (ages 20-34)

Demographic Results: Total 168 Responses

Survey Responses:
Science vs. Operations

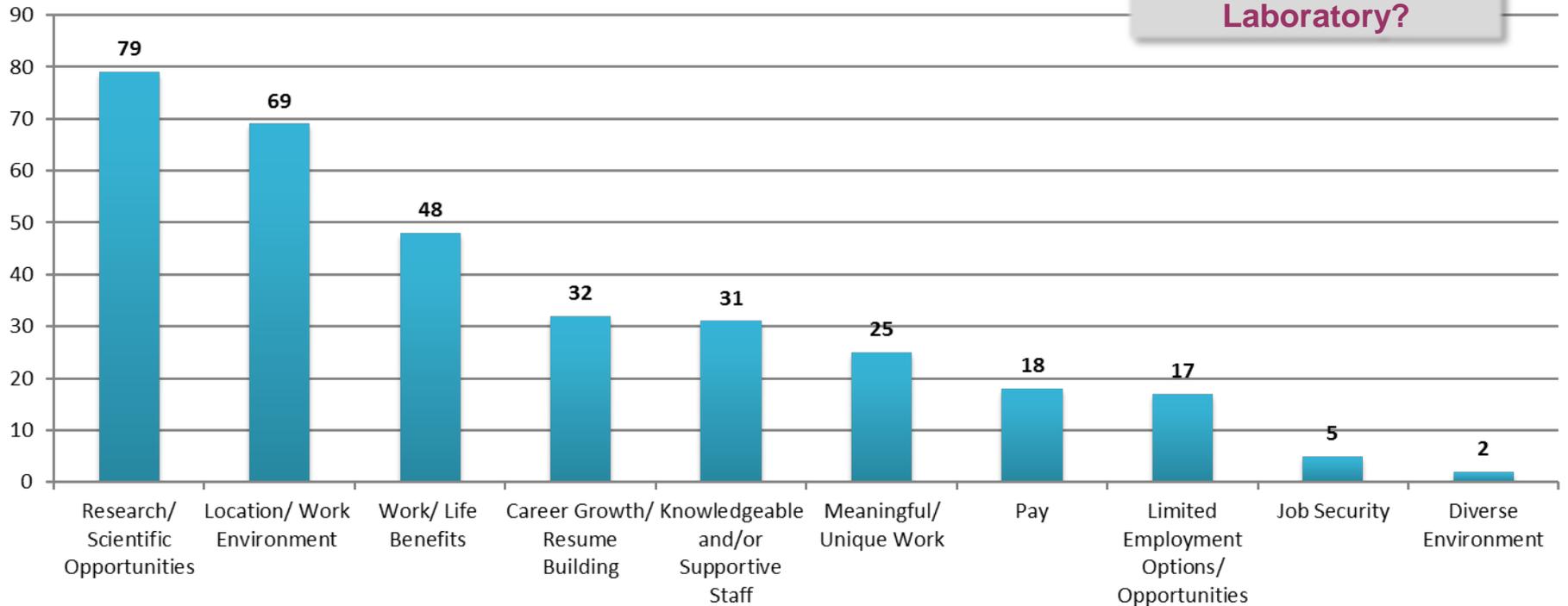


Duration of Employment at BNL



Early Career Attraction

What attracted you to working at the Laboratory?



[Tell us your story:](#)

Why did you choose to come to BNL?

Attraction- Response Examples

“The National Laboratories are highly prized resources on a national scale. The high concentration of experts from many different fields means it is the best place for higher learning beyond that of universities or colleges.”

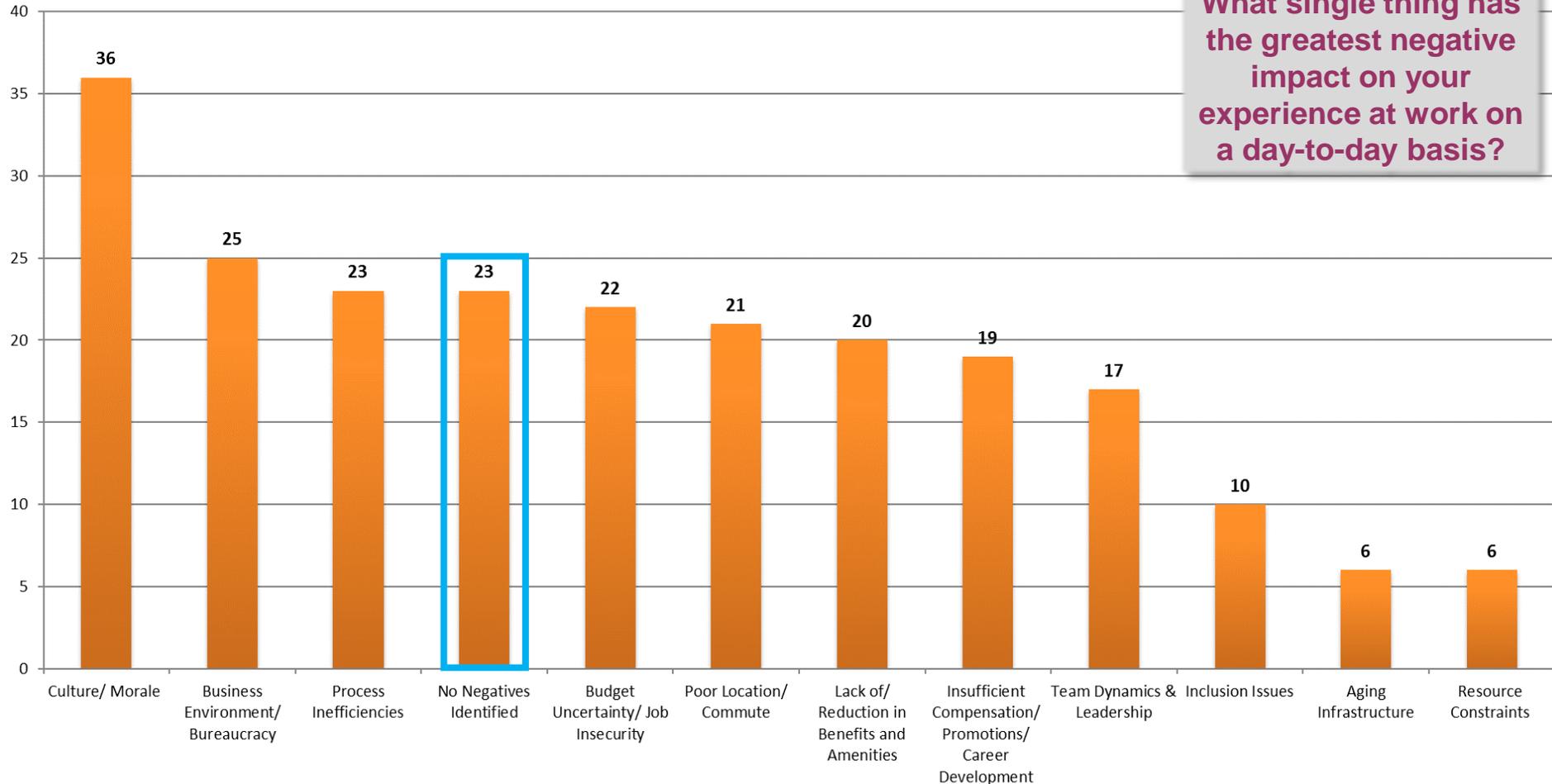
“I really liked the idea of working in a large scale research environment with a large, interdisciplinary team and to be exposed to a very broad spectrum of sciences and professions to advance my personal skills in all areas.”

“Proximity to home, flexibility, and the Child Development Center attracted me to BNL...”

“The opportunity for leading research and development. Having the freedom to choose interesting research topics, and collaborating with people from multi-disciplines, and contributing to nation-wide projects. The work-life balance is relatively better than industry.”

Early Career Retention- Challenges

What single thing has the greatest negative impact on your experience at work on a day-to-day basis?



From your perspective:

Is there anything missing?

Retention- Response Examples

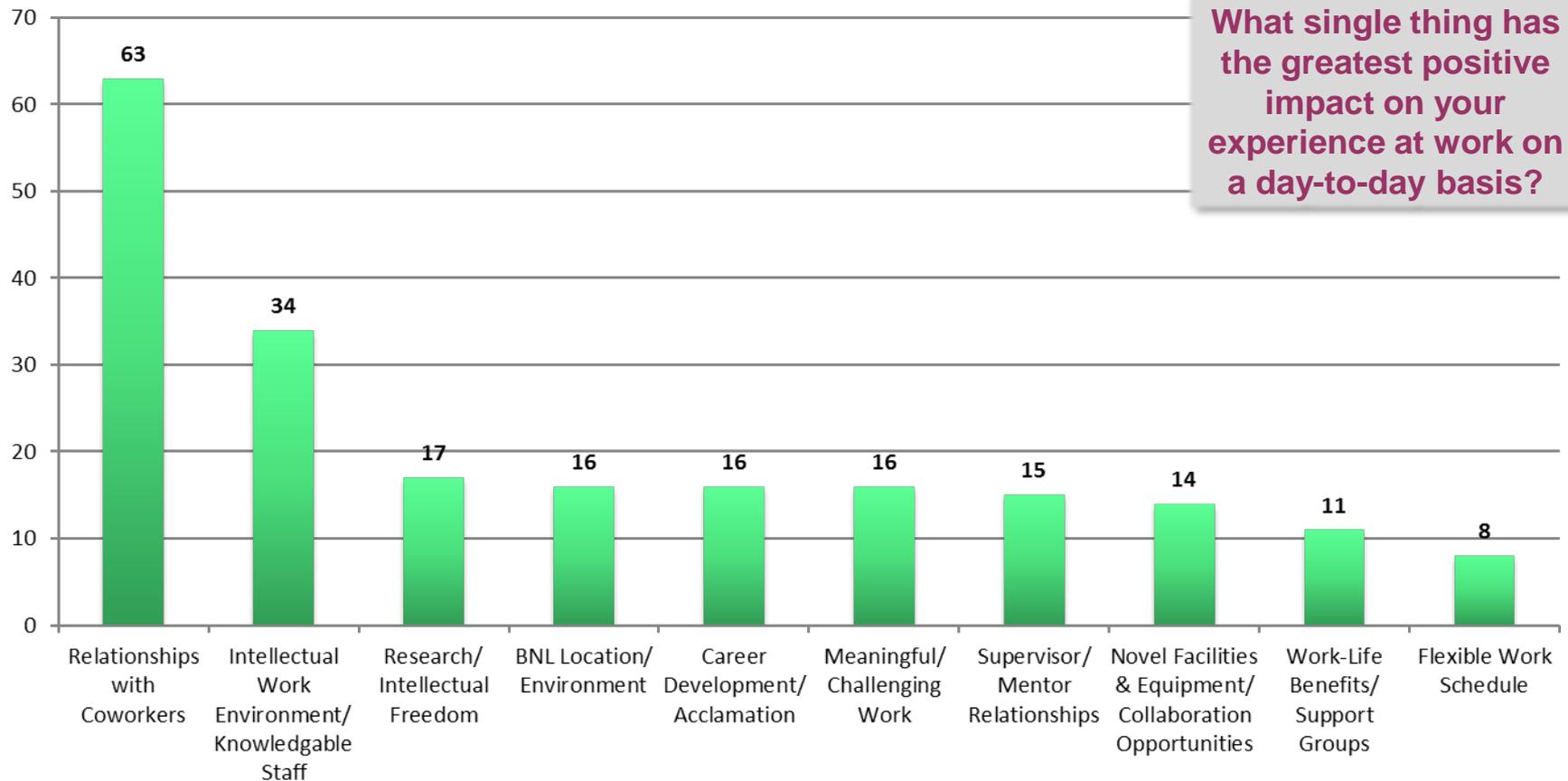
"It seems like it's become more difficult, since I started at BNL, to get things done. People don't seem to consider the big picture/overall goal of the lab... I find myself saying often, 'Why is this so hard/difficult to accomplish?' It's frustrating."

"Perhaps the bureaucracy of how things operate at times here and the many layers we have seem to over complicate processes."

"Being pulled in many different directions because we are understaffed and every decision is made under a time crunch."

"It is a stressful work environment which stems from many different things...lack of communication, lack of assets and resources, lack of manpower, excessive overburdening, constant evolution of procedures and scope of work and policy, etc."

Early Career Retention- Positives



From your perspective:

Is there anything missing?

Retention- Response Examples

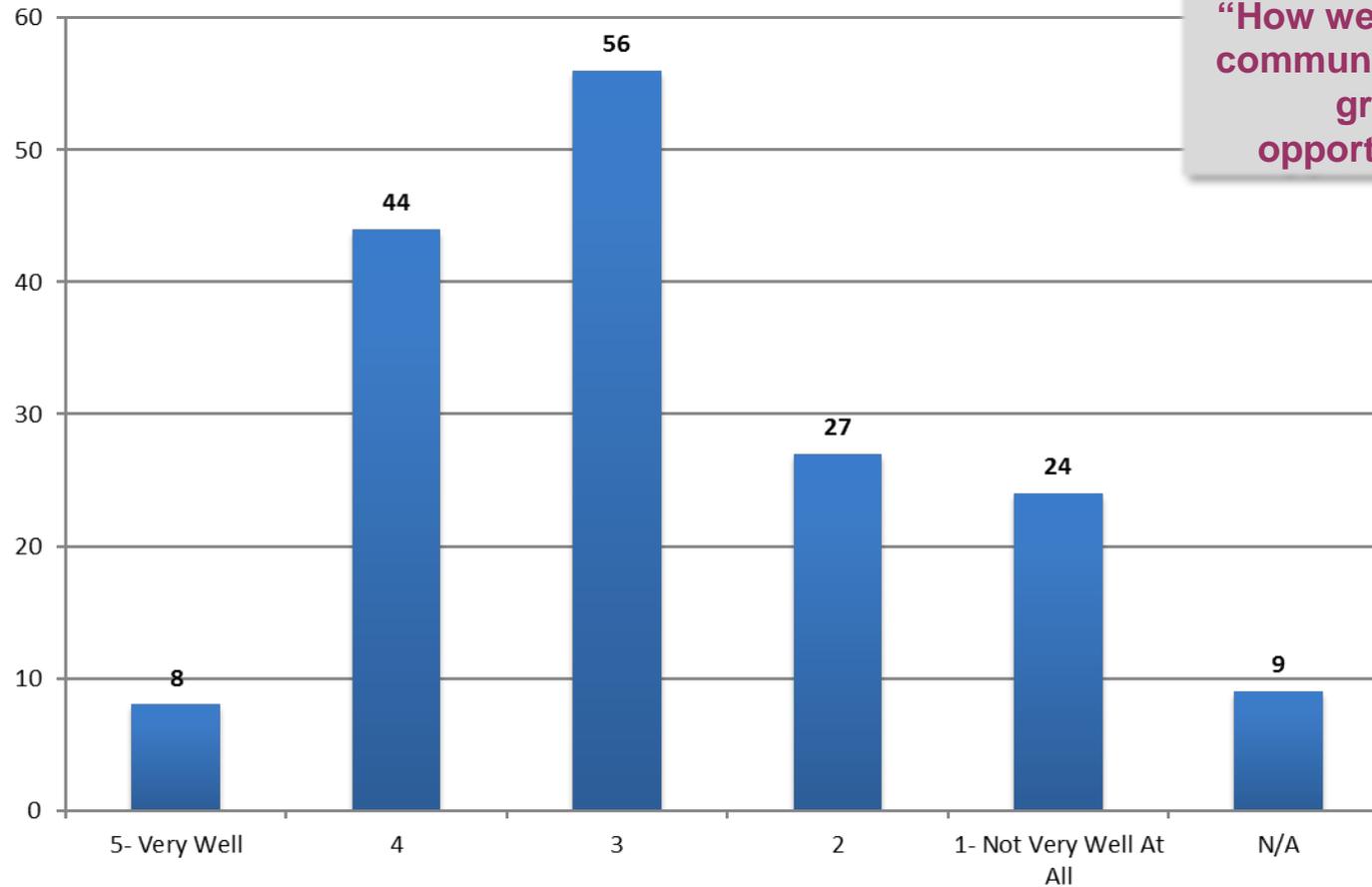
"The work that I do is so rewarding; to know that my day-to-day work will end up adding to a scientific work is what makes this job worth doing. I had hoped this could have led me into a more permanent position at BNL, in science or not, because of how fulfilling it is to come work on these projects every day."

"The greatest positive impact are the people that I work with. We have a really tight knit group and the amount of knowledge they possess is overwhelming."

"Since day one everyone has gone out of there way to help me learn all aspects of my job. We have a great team and I am very grateful to be a part of it."

"The strength and resilience of many of my colleagues has the greatest positive impact on me on a day-to-day basis. Despite the numerous challenges they face every day, especially when people start cracking from stress, they are still able to work together somehow towards a common goal. Specifically, I have learned that we don't always need to agree, so long as we work together and get the job done."

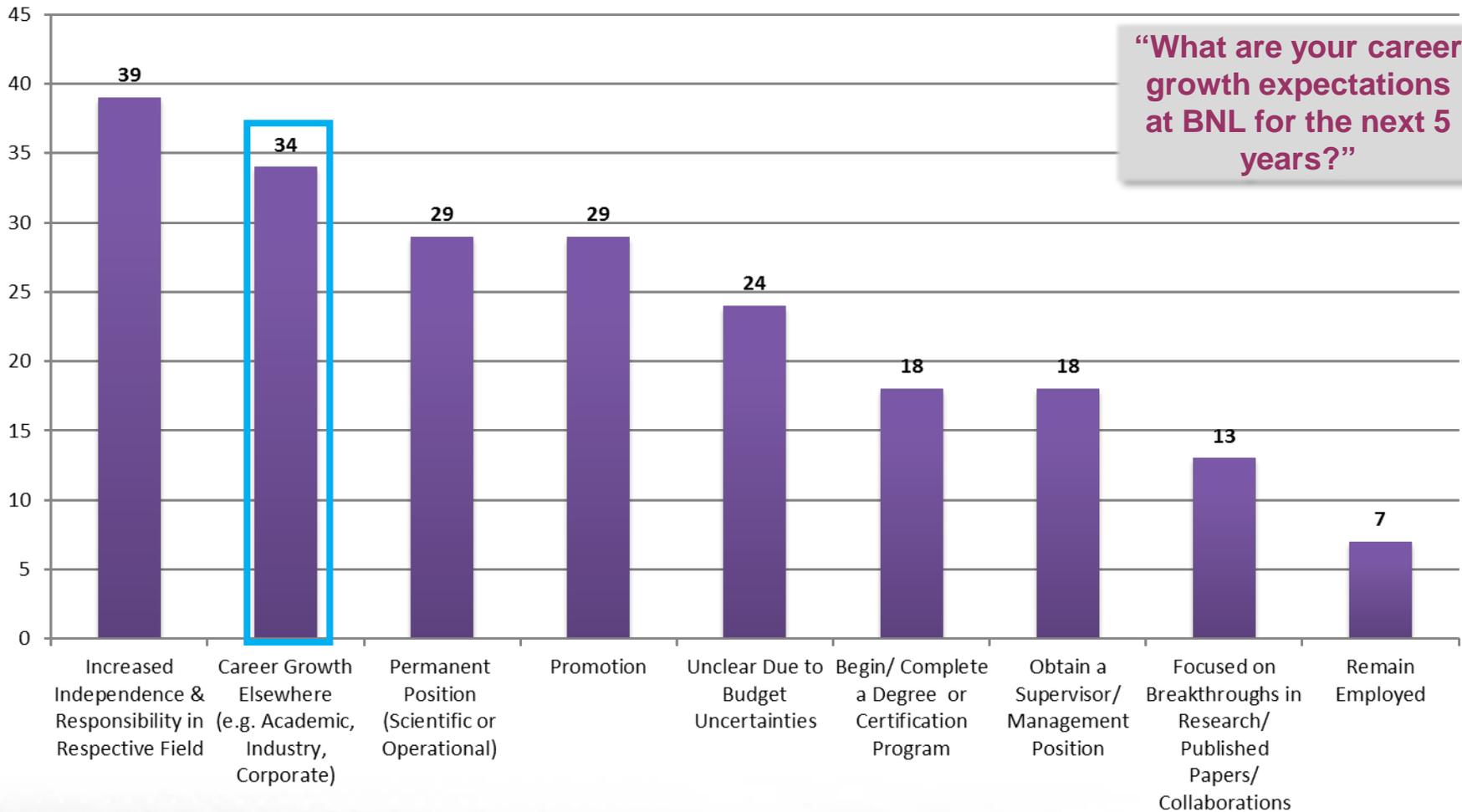
Early Career Development



“How well does BNL communicate career growth opportunities?”

***Out of 168 responses**

Early Career Development



Development- Response Examples

"Find a permanent position in scientific research. Either a university position or a scientific staff position."

"I would like to see Discovery Park open and the new opportunities that will bring in"

"I expect to obtain a full time position above entry level, and have steady responsibilities and assignments."

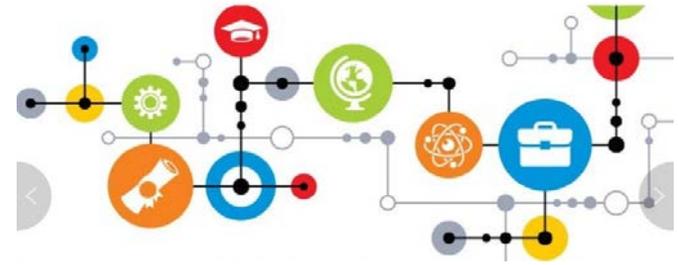
"I honestly do not know what to expect. There isn't a real path that is communicated to the employees."

"I really don't have any expectations. Things are very uncertain right now, so it's hard to tell how organizational changes will affect my career. "

"Hope to gain a different experience in another job opportunity."

"I hope to move into my field and work with people I can learn from, but I don't expect that will happen anytime soon."

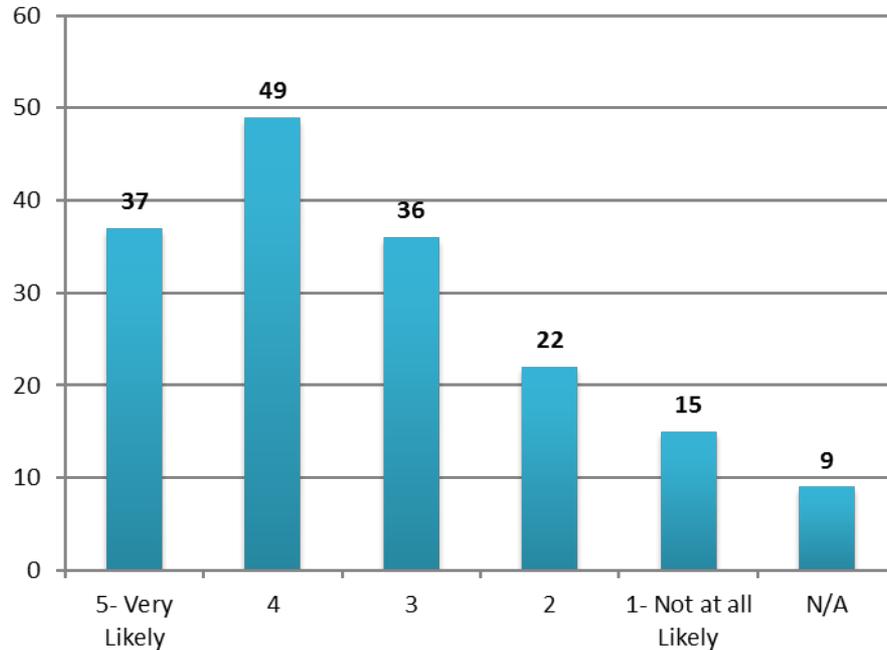
The next steps...



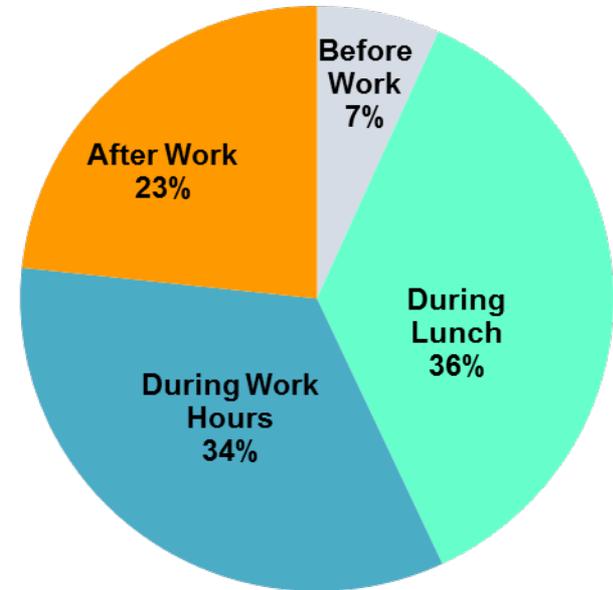
- Engage stakeholders and Build Interest
- Coordinate Generational Diversity/Early Career themed discussions
 - Potential discussion topics, speakers, etc.
- Discuss survey results with Inclusion & Diversity Office and brainstorm ideas
 - Collaborate on early career events with ASAP
 - Create an Early Career Employee Resource Group

Early Career Resource Group Interest

Resource Group Attendance Likelihood



Resource Group Meeting Times



“If there were a resource group that met occasionally to address topics specific to early career staff at BNL, how likely would you be to attend? When would be the best time for such a group to meet?”

Conclusion

The Laboratory is making progress; recognition of- and planning for- the Early Career Workforce as part of our strategy will ensure the Laboratory is proactively preparing for the growth and development of future scientists and leaders.

- **Attract a Diverse Workforce:**
 - What can we do to continue to attract interest in our science and spark interest in supporting our science?
- **Retain and Develop a World-class Staff:**
 - What can we do to develop and transfer the pipeline of knowledge to the next generation at BNL?
 - How can this be integrated into career development opportunities and succession planning?

What can each of us do?

Thank you!

- **The Inclusion & Diversity Office**
- **Diane Hatton**
- **David Manning**
- **Joe Gettler & Danielle Pontieri**
- **Roy Lebel, Teresa Daniels, & Nicole Puglin**

Questions?



Or Comments: mquarant@bnl.gov

Back Up Slides

Battelle Benchmarking

- Benchmarked across Battelle to explore early career programs and Generational Diversity activities
- Some established early career programs - beginning to address generational diversity and needs of early career staff
- Examples include:
 - Early career ERGs
 - Post-doc associations
 - Mentorship programs
 - Tuition reimbursement programs
 - Informal networking events
 - Collaborative early career seminars
 - Early career Q&A and career management sessions
 - Generational Diversity presentations

