Brookhaven Lab
Employee Engagement Survey
June 2019

NPP Directorate
All Hands Meeting 6 August 2019

05/29/2019 - 06/20/2019
TIME PERIOD

587
RESPONDENTS

76%
RESPONSE RATE
Agenda

• Engagement Survey Lab-wide recap
• NPP specific results (in comparison)
  • Overview
  • Positives
  • Negatives
• Main take-aways
• Next steps
Survey Content

- Survey categories were selected based on Steering Committee input, 7 employee focus groups, and CultureIQ research, with significant overlap between these sources.
- When possible, questions selected from CultureIQ’s survey question database to measure the desired categories.
- Custom questions were created when CultureIQ database did not have the needed questions.
- 64 close-ended questions measuring these categories:
  - Agility
  - Alignment
  - Collaboration
  - Communication
  - Efficiency
  - Empowerment
  - Engagement
  - Growth & Development
  - Inclusion & Diversity
  - Safety & Well-Being
  - Valuing Employees
- 4 open-ended questions: what BNL should stop, start, and continue to make it a better place to work, and what BNL could do to create a greater sense of community among employees.
Survey Participation

1,921 responded, 3% below the CultureIQ median, with 3,774 comments from 4 questions.

Response Rates and Number of Completed Surveys:

- BSD (207): 89%
- EPS (357): 71%
- ESH (117): 98%
- F&O (304): 67%
- HR (65): 84%
- NPP (585): 76%
- EBN (155): 89%
- CSI (32): 73%
- Director's Office (99): 86%
# Dimension Summary

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Positive</th>
<th>Neutral</th>
<th>Negative</th>
<th>A</th>
<th>B</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety &amp; Well-Being</td>
<td>79</td>
<td>13</td>
<td>7</td>
<td>79</td>
<td>76 (+3)</td>
<td>76 (+3)</td>
</tr>
<tr>
<td>Alignment</td>
<td>73</td>
<td>19</td>
<td>7</td>
<td>73</td>
<td>73 (0)</td>
<td>71 (+2)</td>
</tr>
<tr>
<td>Engagement</td>
<td>71</td>
<td>20</td>
<td>9</td>
<td>71</td>
<td>72 (-1)</td>
<td>68 (+3)</td>
</tr>
<tr>
<td>Collaboration</td>
<td>68</td>
<td>23</td>
<td>10</td>
<td>67</td>
<td>75 (-8)</td>
<td>61 (+6)</td>
</tr>
<tr>
<td>Growth &amp; Development</td>
<td>68</td>
<td>21</td>
<td>11</td>
<td>68</td>
<td>68 (0)</td>
<td>62 (+6)</td>
</tr>
<tr>
<td>Inclusion &amp; Diversity</td>
<td>68</td>
<td>20</td>
<td>12</td>
<td>68</td>
<td>77 (-9)</td>
<td>63 (+5)</td>
</tr>
<tr>
<td>Valuing Employees</td>
<td>68</td>
<td>20</td>
<td>12</td>
<td>68</td>
<td>-</td>
<td>64 (+4)</td>
</tr>
<tr>
<td>Empowerment</td>
<td>63</td>
<td>24</td>
<td>14</td>
<td>63</td>
<td>-</td>
<td>58 (+5)</td>
</tr>
<tr>
<td>Communication</td>
<td>59</td>
<td>24</td>
<td>17</td>
<td>59</td>
<td>-</td>
<td>54 (+5)</td>
</tr>
<tr>
<td>Efficiency</td>
<td>58</td>
<td>21</td>
<td>21</td>
<td>58</td>
<td>66 (-8)</td>
<td>52 (+6)</td>
</tr>
<tr>
<td>Agility</td>
<td>47</td>
<td>34</td>
<td>19</td>
<td>47</td>
<td>61 (-14)</td>
<td>40 (+7)</td>
</tr>
</tbody>
</table>

**Brookhaven Lab Employee Engagement Survey June 2019**

**Directorate: ALD, Nuclear & Particle Phys.**

**Benchmark: Best Companies to Work For 2019**

**Remainder of Lab**
Inclusion & Diversity by Ethnic Group and Gender

Perceptions of Inclusion & Diversity are substantially less favorable for Blacks/African Americans than other groups, and results are moderately more favorable for men than women.

<table>
<thead>
<tr>
<th>Group</th>
<th>Percentage Favorable</th>
</tr>
</thead>
<tbody>
<tr>
<td>BNL Overall</td>
<td>65%</td>
</tr>
<tr>
<td>Asian (N=268)</td>
<td>71% +/- 4%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>40% +/- 7%</td>
</tr>
<tr>
<td>Hispanic/Latino (N=96)</td>
<td>63% +/- 6%</td>
</tr>
<tr>
<td>White (N=1,449)</td>
<td>65% +/- 2%</td>
</tr>
<tr>
<td>Women (N=539)</td>
<td>59% +/- 2%</td>
</tr>
<tr>
<td>Men (N=1,372)</td>
<td>67% +/- 2%</td>
</tr>
</tbody>
</table>
Inclusion and Openness by Ethnic Group

There are substantial differences by ethnic group on these topics, with Asians perceiving a more inclusive and open environment than other groups, and African-Americans responding much less favorably about these topics.
Many Feel Uncomfortable Speaking Up

Although employees feel more comfortable speaking up to question unethical behavior than to challenge the status quo, results trail the benchmark considerably on both questions.

<table>
<thead>
<tr>
<th>Item</th>
<th>BNL Overall</th>
<th>Best Companies to Work For Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>57. I can report unethical practices without fear of reprisal.</td>
<td>59</td>
<td>79 (-20)</td>
</tr>
<tr>
<td>55. The environment at BNL makes it safe to challenge the status quo.</td>
<td>37</td>
<td>59 (-22)</td>
</tr>
</tbody>
</table>
Next Steps (Lab wide) – Four Phases

- **Phase 1:** Share Laboratory Level Results – Today
- **Phase 2:** Share Directorate Results (August/September)
  - Directorate All Hands Meetings – most are scheduled
  - Directorates identify immediate and long-term priority areas of focus
- **Phase 3:** Analyze comments and align Directorate and Lab Wide Focus Areas (September/October)
  - Analyze the comments and share the major themes with the staff
  - Management Council workshop to align and reconcile lab-wide and directorate priorities
- **Phase 4:** Initiate Action Planning to address short and long-term lab wide and directorate priorities (October and ongoing)
  - Employees can engage in action planning at the institutional and directorate levels.
  - Depending on the initiatives, opportunities will include participating in working teams and focus groups to generate ideas
  - Work teams will be cross cutting
  - Volunteers will be solicited for work team and focus group participation
- **Ongoing:** Monthly Lab-wide communication on status
  - Will include information on action planning
  - Use a wide array of avenues, including Monday Memo, all staff emails, home page notifications, Coffee and Conversation, and brown bag lunches
Data Summary

**SURVEYS**

Brookhaven Lab Employee Engagement Survey June 2019
RESPONDENTS: 587

**TARGET GROUP**

Filters
Manager Hierarchy: Mueller, Berndt O
RESPONDENTS: 587

**COMPARISONS**

Filters
All
RESPONDENTS: 1921

Filters
Best Companies to Work For 2019
RESPONDENTS: -
### Response Rates (Gender)

<table>
<thead>
<tr>
<th>Group</th>
<th># Respondents</th>
<th>Response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>F</td>
<td>85</td>
<td>81</td>
</tr>
<tr>
<td>M</td>
<td>502</td>
<td>75</td>
</tr>
<tr>
<td>AD</td>
<td>311</td>
<td>73</td>
</tr>
<tr>
<td>AM</td>
<td>30</td>
<td>88</td>
</tr>
<tr>
<td>IO</td>
<td>37</td>
<td>73</td>
</tr>
<tr>
<td>PO</td>
<td>198</td>
<td>79</td>
</tr>
</tbody>
</table>

Manager Hierarchy:
Mueller, Berndt O

n = 587
### Highest Scores Relative to Filter B

<table>
<thead>
<tr>
<th>Item</th>
<th>Score A</th>
<th>Score B</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>BNL accepts mistakes in the process of trying new things. - Agility</td>
<td>60</td>
<td>49 (+11)</td>
<td></td>
</tr>
<tr>
<td>People willingly share what they know with those from other parts of BNL. - Collaboration</td>
<td>67</td>
<td>57 (+10)</td>
<td></td>
</tr>
<tr>
<td>I am satisfied with the flexibility of my work arrangements (e.g., flexible hours, part-time work, telecommuting). - Safety &amp; Well-Being</td>
<td>81</td>
<td>73 (+8)</td>
<td></td>
</tr>
<tr>
<td>BNL offers job opportunities that match my career goals. - Growth &amp; Development</td>
<td>63</td>
<td>55 (+8)</td>
<td></td>
</tr>
<tr>
<td>Senior leadership's actions show that they trust employees. - Communication</td>
<td>49</td>
<td>41 (+8)</td>
<td></td>
</tr>
</tbody>
</table>

### Lowest Scores Relative to Filter B

<table>
<thead>
<tr>
<th>Item</th>
<th>Score A</th>
<th>Score B</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>BNL does a good job of promoting its accomplishments outside of the Lab. - Communication</td>
<td>47</td>
<td>50 (-3)</td>
<td></td>
</tr>
<tr>
<td>Senior leadership effectively communicates BNL's goals and objectives. - Alignment</td>
<td>51</td>
<td>53 (-2)</td>
<td></td>
</tr>
<tr>
<td>Senior leadership creates opportunities to hear concerns and suggestions directly from employees. - Empowerment</td>
<td>58</td>
<td>60 (-2)</td>
<td></td>
</tr>
<tr>
<td>My manager insists that safety rules are carefully followed even if it means that work is slowed down. - Safety &amp; Well-Being</td>
<td>86</td>
<td>88 (-2)</td>
<td></td>
</tr>
<tr>
<td>I am very confident in the future success of BNL. - Engagement</td>
<td>62</td>
<td>63 (-1)</td>
<td></td>
</tr>
</tbody>
</table>
### HIGHEST SCORES

<table>
<thead>
<tr>
<th>Item</th>
<th>Score A</th>
<th>Score C</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>My manager insists that safety rules are carefully followed even if it means that work is slowed down. - Safety &amp; Well-Being</td>
<td>86</td>
<td>72</td>
<td>+14</td>
</tr>
<tr>
<td>I am satisfied with the flexibility of my work arrangements (e.g., flexible hours, part-time work, telecommuting). - Safety &amp; Well-Being</td>
<td>81</td>
<td>71</td>
<td>+10</td>
</tr>
<tr>
<td>I can see a clear link between my work and BNL’s goals and objectives. - Alignment</td>
<td>76</td>
<td>67</td>
<td>+9</td>
</tr>
<tr>
<td>I am proud to work for BNL. - Engagement</td>
<td>84</td>
<td>77</td>
<td>+7</td>
</tr>
<tr>
<td>My work group’s activities are clearly aligned with BNL’s goals. - Alignment</td>
<td>83</td>
<td>76</td>
<td>+7</td>
</tr>
</tbody>
</table>

### LOWEST SCORES

<table>
<thead>
<tr>
<th>Item</th>
<th>Score A</th>
<th>Score C</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>BNL does a good job minimizing or eliminating unnecessary bureaucracy. - Efficiency</td>
<td>15</td>
<td>49</td>
<td>-34</td>
</tr>
<tr>
<td>BNL adapts well to changes that affect how we operate. - Agility</td>
<td>35</td>
<td>68</td>
<td>-33</td>
</tr>
<tr>
<td>Process changes are made efficiently at BNL. - Agility</td>
<td>24</td>
<td>54</td>
<td>-30</td>
</tr>
<tr>
<td>Our work processes are well organized and efficient. - Efficiency</td>
<td>43</td>
<td>66</td>
<td>-23</td>
</tr>
<tr>
<td>People at all levels are held accountable for ethical behavior. - Valuing Employees</td>
<td>53</td>
<td>76</td>
<td>-23</td>
</tr>
<tr>
<td>Gender</td>
<td>Respondents</td>
<td>Recipients</td>
<td>Response Rate</td>
</tr>
<tr>
<td>--------</td>
<td>-------------</td>
<td>------------</td>
<td>---------------</td>
</tr>
<tr>
<td><strong>F</strong></td>
<td>85</td>
<td>105</td>
<td>81</td>
</tr>
<tr>
<td><strong>M</strong></td>
<td>502</td>
<td>671</td>
<td>75</td>
</tr>
<tr>
<td><strong>AD</strong></td>
<td>311</td>
<td>424</td>
<td>73</td>
</tr>
<tr>
<td><strong>AM</strong></td>
<td>30</td>
<td>34</td>
<td>88</td>
</tr>
<tr>
<td><strong>IO</strong></td>
<td>37</td>
<td>51</td>
<td>73</td>
</tr>
<tr>
<td><strong>PO</strong></td>
<td>198</td>
<td>251</td>
<td>79</td>
</tr>
</tbody>
</table>

- Indicates a score that is more than one standard deviation below the average score across all groups.
- Indicates a score that is within one standard deviation of the average score across all groups.
- Indicates a score that is more than one standard deviation above the average score across all groups.
### Score Grid (Gender)

<table>
<thead>
<tr>
<th></th>
<th>Efficiency</th>
<th>Communication</th>
<th>Collaboration</th>
<th>Engagement</th>
<th>Alignment</th>
<th>Empowerment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>F</strong></td>
<td>50</td>
<td>53</td>
<td>59</td>
<td>66</td>
<td>67</td>
<td>55</td>
</tr>
<tr>
<td><strong>M</strong></td>
<td>59</td>
<td>60</td>
<td>68</td>
<td>72</td>
<td>74</td>
<td>64</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Efficiency</th>
<th>Communication</th>
<th>Collaboration</th>
<th>Engagement</th>
<th>Alignment</th>
<th>Empowerment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AD</strong></td>
<td>59</td>
<td>60</td>
<td>69</td>
<td>73</td>
<td>75</td>
<td>66</td>
</tr>
<tr>
<td><strong>AM</strong></td>
<td>59</td>
<td>63</td>
<td>82</td>
<td>78</td>
<td>74</td>
<td>61</td>
</tr>
<tr>
<td><strong>IO</strong></td>
<td>52</td>
<td>61</td>
<td>71</td>
<td>71</td>
<td>64</td>
<td>66</td>
</tr>
<tr>
<td><strong>PO</strong></td>
<td>58</td>
<td>57</td>
<td>62</td>
<td>66</td>
<td>72</td>
<td>57</td>
</tr>
</tbody>
</table>

- Red circle: Indicates a score that is more than one standard deviation below the average score across all groups
- White circle: Indicates a score that is within one standard deviation of the average score across all groups
- Blue circle: Indicates a score that is more than one standard deviation above the average score across all groups
BNL offers job opportunities that match my career goals.

Manager Hierarchy: Mueller, Berndt O

All

Best Companies to Work For 2019

n = 582

n = 1900

n = -
My immediate supervisor treats me with respect.

Valuing Employees

![Bar chart showing employee responses to the statement](chart.png)

Manager Hierarchy: Mueller, Berndt O

- 87 employees responded, n = 585

All

- 86 employees responded, n = 1910

Best Companies to Work For 2019

- 87 employees responded, n = -
I feel free to go to my immediate supervisor when I have a question or problem.

Communication

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>90</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>6%</td>
<td>9%</td>
</tr>
<tr>
<td>All</td>
<td>2%</td>
<td>3%</td>
<td>6%</td>
<td>44%</td>
<td>46%</td>
</tr>
</tbody>
</table>

Manager Hierarchy: Mueller, Berndt O

Best Companies to Work For 2019

Brookhaven Lab Employee Engagement Survey June 2019
I am empowered to make decisions that enable me to do my job effectively.

Manager Hierarchy: Mueller, Berndt O

All

Best Companies to Work For 2019

n = 584

n = 1910

n = -
I have received enough training to do a quality job.

Growth & Development

Manager Hierarchy: Mueller, Berndt O

- 82% (n = 579)

All

- 79% (n = 1894)

Best Companies to Work For 2019

- 76% (n = -)
I am satisfied with the flexibility of my work arrangements (e.g., flexible hours, part-time work, telecommuting).

Manager Hierarchy: Mueller, Berndt O

81

n = 583

All

73

n = 1899

Best Companies to Work For 2019

71

n = -
My manager insists that safety rules are carefully followed even if it means that work is slowed down.

Safety & Well-Being

Manager Hierarchy: Mueller, Berndt O
Manager Hierarchy: All
Best Companies to Work For 2019

(n = 581)  
(n = 1897)  
(n = -)
I have positive working relationships with many of my colleagues.
How satisfied are you with your involvement in decisions that affect your work?

Empowerment

Very Dissatisfied

Very Satisfied

Manager Hierarchy: Mueller, Berndt O

All

Best Companies to Work For 2019

68

61

66

n = 575

n = 1893

n = -

Brookhaven Lab Employee Engagement Survey June 2019
The people I work with are in favor of efforts to promote diversity and inclusion at BNL.

Inclusion & Diversity

- Strongly Disagree:
  - Manager Hierarchy: Mueller, Berndt O (n = 575)
    - 2% Strongly Disagree
  - All (n = 1882)
    - 2% Strongly Disagree

- Strongly Agree:
  - Manager Hierarchy: Mueller, Berndt O (n = 575)
    - 57% Strongly Agree
  - All (n = 1882)
    - 56% Strongly Agree
  - Best Companies to Work For 2019 (n = n)
    - 51% Strongly Agree

Brookhaven Lab Employee Engagement Survey June 2019

Brookhaven National Laboratory | 25
People of all backgrounds (e.g., race/ethnicity, sexual orientation, gender, culture, veteran status, age, religion) can succeed at BNL.

Inclusion & Diversity

Manager Hierarchy: Mueller, Berndt O

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>3</td>
<td>12</td>
</tr>
<tr>
<td>4</td>
<td>54</td>
</tr>
<tr>
<td>5</td>
<td>54</td>
</tr>
</tbody>
</table>

Brookhaven Lab Employee Engagement Survey June 2019

Best Companies to Work For 2019

n = 579

n = 1896

n = -
People at all levels in BNL are treated with respect.

Inclusion & Diversity

![Bar chart showing responses to the statement about being treated with respect.]

- **Strongly Disagree**
  - 6% (1% of the total population)
  - 3% (1% of the total population)
  - 8% (1% of the total population)
  - 19% (2% of the total population)
  - 20% (2% of the total population)

- **Strongly Agree**
  - 49% (44% of the total population)
  - 44% (45% of the total population)
  - 45% (44% of the total population)

**Manager Hierarchy: Mueller, Berndt O**

- 62 (11% of the total population)

**All**

- 55 (11% of the total population)

**Best Companies to Work For 2019**

- 72 (11% of the total population)

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Brookhaven Lab Employee Engagement Survey June 2019

Brookhaven National Laboratory | 27
Senior leadership's actions show that they trust employees.
Communication at BNL is open and honest.

Manager Hierarchy: Mueller, Berndt O

All

Best Companies to Work For 2019
I am able to maintain a healthy balance between my work and personal life.

Manager Hierarchy: Mueller, Berndt O

All

Best Companies to Work For 2019

Brookhaven Lab Employee Engagement Survey June 2019
BNL does a good job minimizing or eliminating unnecessary bureaucracy.
At BNL, differing viewpoints are sought out and valued when we make decisions.

Inclusion & Diversity

Manager Hierarchy: Mueller, Berndt O

- 45 responses
  - 5% Strongly Disagree
  - 6% Strongly Agree

All

- 41 responses
  - 8% Strongly Disagree
  - 24% Strongly Agree

Best Companies to Work For 2019

- 65 responses
  - 7% Strongly Disagree
  - 18% Strongly Agree

n = 578
n = 1895
n = -
Senior leadership effectively communicates BNL's goals and objectives.

Alignment

Strongly Disagree

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>5%</td>
<td>12%</td>
<td>31%</td>
<td>45%</td>
<td>7%</td>
</tr>
<tr>
<td>5%</td>
<td>13%</td>
<td>29%</td>
<td>47%</td>
<td>6%</td>
</tr>
<tr>
<td>2%</td>
<td>7%</td>
<td>18%</td>
<td>7%</td>
<td>6%</td>
</tr>
</tbody>
</table>

Strongly Agree

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>51</td>
<td>53</td>
<td>72</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Manager Hierarchy: Mueller, Berndt O

n = 585

All

n = 1908

Best Companies to Work For 2019

n = -
People at all levels are held accountable for ethical behavior.

Valuing Employees

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>16</td>
</tr>
<tr>
<td>3</td>
<td>24</td>
</tr>
<tr>
<td>4</td>
<td>41</td>
</tr>
<tr>
<td>5</td>
<td>32</td>
</tr>
</tbody>
</table>

Manager Hierarchy: Mueller, Berndt O

- All: n = 1901
- Best Companies to Work For 2019: n = -
BNL encourages and promotes diversity of backgrounds, talents, and perspectives.

Inclusion & Diversity

Manager Hierarchy: Mueller, Berndt O

69
n = 578

All

67
n = 1892

Best Companies to Work For 2019

86
n = -
Senior leadership in BNL is open to new ideas.

Empowerment

Manager Hierarchy: Mueller, Berndt O

Best Companies to Work For 2019

n = 578

n = 1877

n = -
BNL adapts well to changes that affect how we operate.

Manager Hierarchy: Mueller, Berndt O

n = 574

All

n = 1889

Best Companies to Work For 2019

n = -

Brookhaven Lab Employee Engagement Survey June 2019

Brookhaven National Laboratory | 37
Our work processes are well organized and efficient.
Process changes are made efficiently at BNL.

Agility

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
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<td>3</td>
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<td>4</td>
<td>21</td>
</tr>
<tr>
<td>5</td>
<td>4</td>
</tr>
</tbody>
</table>

Manager Hierarchy: Mueller, Berndt O

n = 566

All

n = 1874

Best Companies to Work For 2019

n = 54
At BNL we anticipate changes taking place in the external environment before they happen.
The environment at BNL makes it safe to challenge the status quo.
Strongly Disagree

1% 1% 2% 2% 3% 13% 12% 18% 47%

Strongly Agree

52% 39% 37% 33% 38% 47% 52%

Manager Hierarchy: Mueller, Berndt O

n = 584

All

n = 1906

Best Companies to Work For 2019

n = -

I am proud to work for BNL.
What to Stop Doing (284)

The bureaucratic overhead here can seem simply absurd to someone not accustomed to government, but even compared to other labs we are pretty bad. Travel reimbursements should not sit for 4 weeks after being submitted for approval, and purchases more often than not have serious mistakes introduced by the department here. I have colleagues who indicated to me they would be afraid to answer this survey honesty, which speaks volumes to the culture created by management here.

I think that the bureaucracy has become very heavy here, and too much of the activities at the Lab are not involved in actual science. Too much time and effort is spent in meetings, committees, and making rules that slow down actual scientific work. Cut down the bureaucracy and expand the scientific activities. Also the culture of safety, though important, has become so oppressive that it's sometimes hard to get work done. There's also a feeling of being watched and scrutinized which adds a feeling of stress. I don't get this at other labs.

Reduce the bureaucracy. Retaliation comes in many forms at BNL - delaying approval of safety documents is one example... There is a lot of favoritism by managers and people are often not recognized for their work. Managers like passive individuals who do not speak up. Many don't speak up in fear of retaliation.

And 281 more...
What to Start Doing (325)

Improve the hiring and promotion process. Create more incentives for BNL employees. Hire and promote managers from within BNL and not from outside - this will further stimulate/incentivize existing local talent. Optimize HR. Provide some real incentives in the employee appraisal/evaluation process. Develop more efficient processes in procurement. Strengthen contacts with industry and provide more facilities for research and ways for sponsorship by corporations and private individuals. Further improve and streamline management in scientific research to achieve better synergy.

(1) Holding people accountable for disrespectful behavior (the current practice has allowed bullies to continue to be bullies, valuing deliverables without how they were achieved). (2) Taking a moral and socially progressive stand in the contract with the DOE for operating the Lab by pushing on topics like subsidized onsite daycare, electric vehicle charging, sports and hobbies, dining, etc., even when these are at an economical cost to the Lab (their returns are hidden in worker desire to stay and contribute at the Lab, not in the financial bills these topics cost). (3) Treat public outreach by employees outside of the Stakeholder Relations group as a real part of their jobs that contribute to the mission of the Laboratory by compensating them.

And 323 more...
What to Continue Doing (239)

BNL has a strong safety attitude and lots of required training. The web based training has improved the flexibility and time needed for training and the quality of the training and exam questions has improved. The coffee and conversation meetings are excellent means of communication and provide a good forum for communication across the BNL directorates.

BNL should continue to support BERA and it's activities, in particular the free access to the swimming pool by students and postdocs and the special prices for train tickets to NYC and cultural activities. The spaces for breaks should be maintained and, if already at its maximum use, have extended capacity.

Flexible hours are great. The All-Hands meetings are useful. Continue listening to different lab groups. In general, I think that the projects identified by BNL management are well thought and meaningful. The new park by the Chemistry building is a nice idea.

Keep trying. I know despite my dissatisfaction with the labs culture, every ERG meeting, every Lunch with friends, every diversity event we get a little bit closer. This will take time, it will be difficult to measure and to permeate the existing culture's toxic ideology, but we are changing their minds one day at a time. Surveys like this are important. So, thank you!

And 235 more...
I don't think BNL can do it. Twenty years ago, if you were working at BNL, you had a second family. From the newest employee to the top management, people stuck together to get the job done. Now, there is little trust between top management and the employees. Years ago, the Laboratory Director used to visit the facilities that I worked at. If not for the Monday Morning Memo, I wouldn't even know the name of the Director.

It would be really great to have a communal place to congregate, preferably to eat, immediately after hours. I don't think people knew what they had until it was lost.

Bring back the Brookhaven Center after hours food service. Quit telling us that Discovery Park is going to make everything better. We're here now. Discovery Park is still years away.

We should do way more PR. We are all working in incredibly cool labs doing incredibly cool things around here. The Stakeholder's office should be filming one of those 5 minute conversations with people every day! Invite more scientists and engineers and technicians to things like Pub Sci. It makes me proud to work here.

And 245 more...
Initial Take-Aways (NPP)

- Strong response rate indicates high level of engagement
- General pride in working at BNL
- Strong positive relationship to own team and supervisor
- Alignment of individual goals and Lab goals
- Strong commitment to science and safety

- Bureaucratic processes at BNL are inefficient
- BNL does not encourage and embrace change
- Leaders do not communicate well and do not trust staff
- The sense of community at BNL has deteriorated
- BNL should be more inclusive, in particular:
  - A-A staff feel less positive about inclusion and openness
- Not everyone is held accountable for unethical behavior
Immediate action (proposed)

Form a small volunteer group (<=10) that identifies additional queries to the survey results and analyzes comments with input from everyone who has a good idea what question to ask. Target completion date: 2 weeks from now.

A sign-up sheet will be outside when you exit. We will try to make the group as inclusive as possible, thus not everyone who signs up may be selected. But everyone can contribute.

We will decide on a small set of priorities that can be addressed within NPP, and a small number of lab-wide issues we can push for with Lab management. There will be a follow-up at the next AH Meeting in September/October.