



Nuclear and Particle Physics Hiring Practices Committee Summary Report

October 29, 2022

Co-chairs: Leisa McGee, John Morris

Committee members: Edward Bajon, Christel Colon, Courtney Davidson, Oleg Eyser, Anthony Franco, Lee Hammons, Thomas Hayes, David Jaffe, Chuyu Liu, Maria Chamizo Llatas, Michele Nematic, Rachid Nouicer, Elizabeth Worcester, Yi Zhang

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About the Committee

The committee consists of volunteers from the NPP Directorate. The committee was assembled by the NPP DEI Council in late 2021/early 2022. Volunteers were sought both from the DEI Council membership and from the Directorate at large, with the goal of assembling a committee with representation from both the Physics and Collider-Accelerator Departments, with diversity in both personal identities and professional roles at BNL. All volunteers were accepted, with the exception that volunteers were asked to choose only one of the two committees that were forming concurrently. To ensure good balance and representation, some volunteers were contacted directly by members of the DEI council to encourage them to participate. Hiring experts from HR were also recruited to participate in the committee. The final composition of the committee was: Edward Bajon, Christel Colon, Courtney Davidson, Oleg Eyser, Anthony Franco, Lee Hammons, Thomas Hayes, David Jaffe, Chuyu Liu, Maria Chamizo Llatas, Leisa McGee, John Morris, Michele Nemaric, Rachid Nouicer, Elizabeth Worcester, Yi Zhang.

The committee met roughly bi-weekly beginning in January 2022, continuing through September 2022. In the initial committee meetings, in consultation with the DEI Council Chair and the NPP ALD, the committee identified co-chairs (Leisa McGee and John Morris) and defined a charge for the committee.

The self-defined charge of the committee was:

- Review and understand:
 - the hiring process as it is currently practiced in NPP and its impact on Diversity, Equity, and Inclusion.
 - the regulations that apply to the hiring process.
 - measures of the success of NPP hiring practices, including the demographics of employees in NPP.
- Identify problem areas and potential problem areas in NPP hiring practices.
- Research best practices in hiring.
- Recommend actions that can be taken to improve hiring practices in NPP including
 - NPP-specific hiring practice guidelines.
 - Changes in BNL hiring practices.
- Write a summary report of our committee's work to be presented to the NPP ALD, NPP Department Chairs, and the NPP DEI council by September 30, 2022.

The majority of the committee meetings consisted of committee members sharing their experiences with the hiring process, information gathering about best practices in hiring both at BNL and in the corporate and academic communities, and

documentation/discussion of existing BNL policies and procedures for hiring. Guests were invited from HR to inform the committee of existing policies and training materials and from other groups/directorates, particularly those who have been successful in improving hiring practices and/or the diversity of their groups, to share their experiences.

As part of this process, the committee has defined a set of aspirational goals for an ideal hiring process:

- reach a large pool of diverse, talented candidates with skill sets appropriate for the job
- follow a fair, unbiased, timely, efficient, transparent process from job posting through interview and hiring decision
- identify, hire, and retain the best candidate based solely on the knowledge, skills, and abilities needed for success in the position
- improve the diversity of the NPP workforce by increasing the presence of underrepresented groups

Based on the information gathered over the past year, the committee has identified a set of findings and recommendations – described in this document – for NPP to implement to move towards these goals. To assist in implementation of these recommendations, the committee may also draft a future document providing explicit hiring practice guidance for use in NPP.

Assessment of Hiring in NPP

Our committee was charged with reviewing and understanding the hiring process as it is currently practiced in NPP and the impact of the NPP hiring process on Diversity, Equity, and Inclusion. We were also charged with identifying problem areas and potential problem areas in NPP hiring practices. We address those aspects of our charge in this section of our report.

A. Overview of Process

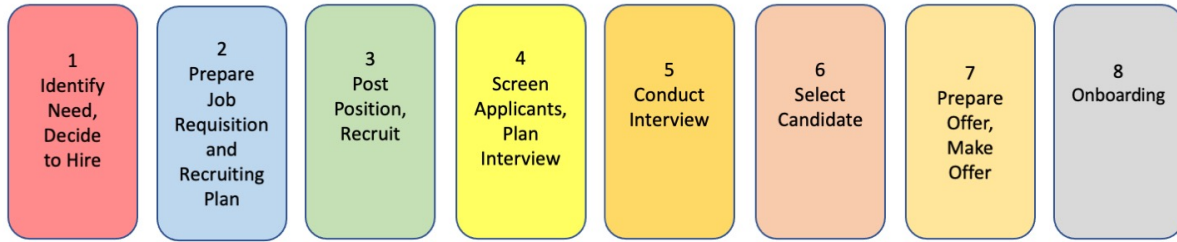
Our committee worked to develop an understanding of the hiring process as it has been practiced in NPP. We devoted time at meetings to presentations and discussions with the NPP Human Resources Manager and with the Human Resources Talent Acquisition Team. We reviewed the Implicit Bias Training video which is now required for all Hiring Managers. We referred to the SBMS section on Talent Acquisition (<https://sbms.bnl.gov/SubjectArea/49/Index>). We also examined a swim lanes diagram that had been created and used internally by HR. It attempted to show in detail the roles of all the individuals involved in the hiring process.

We found that the steps of the process were generally not clear to committee members. Some aspects of the process were unclear even to committee members who had participated in the process as Hiring Managers or interviewers. We decided to develop our own documentation of the process for our committee work.

Figure 1 shows our depiction of the hiring process as it is currently practiced in NPP. This same process is used throughout BNL, though some of the steps may be implemented in different ways within different groups around the Lab. The roles that are involved in the process are:

- Hiring Manager - the supervisor in the hiring department who will manage the hiring process and supervise the new employee when hired.
- Interview Committee - the team that conducts interviews along with the Hiring Manager and may assist the Hiring Manager in other stages of the process.
- Talent Acquisition Team – the team within Human Resources that partners with Hiring Departments to identify, attract and recruit talent.
- Recruiter - the member of the HR Talent Acquisition Team who is assigned to work with the Hiring Manager throughout the hiring process.
- Human Resources Manager - the manager in Human Resources who provides oversight and approvals during the hiring process.

Figure 1 - Steps in Hiring Process



Who may be involved at each step

Hiring Manager, Hiring Department	Hiring Manager, Human Resources Manager, Recruiter, Interview Committee	Recruiter, Human Resources Admin	Hiring Manager, Recruiter, Interview Committee	Hiring Manager, Interview Committee, Human Resources	Hiring Manager, Interview Committee	Recruiter, Human Resources, Hiring Manager	Recruiter, Human Resources, Hiring Manager, Hiring Department
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Each of the 8 steps in the diagram are briefly explained below.

1. Identify Need, Decide to Hire

The process is initiated within the hiring department. The Hiring Manager discusses the need for a new hire with department management. The decision to hire is approved by the Department Chair. The Hiring Manager or a department administrator notifies Human Resources.

2. Prepare Job Requisition and Recruiting Plan

A Recruiter is assigned from the Human Resources Talent Acquisition Team. Recruiters are generally assigned based on the hiring department (see <https://intranet.bnl.gov/hr/hiring/>). The Recruiter contacts the Hiring Manager. The Hiring Manager develops a job description and selects members of the Interview Committee. The Recruiter reviews material from the Hiring Manager. The Hiring Manager and Recruiter develop a recruiting plan. There may be some iteration as the job description and recruiting plan are refined. After approval by the Human Resources Manager, the department administrator enters content in the Talent Acquisition Management System (TAMS). The requisition gets final approval by the Hiring Manager, Recruiter, Department Chair and Department Business Office Manager.

3. Post Position, Recruit

The Human Resources Recruiter posts the position to the BNL careers site. The Human Resources administrator works with the Recruiter to post the position to additional sites per the recruiting plan.

4. Screen Applicants, Plan Interview

The Hiring Manager works with the Human Resources Recruiter to plan the selection process (questions, evaluation form, screening criteria). The Interview Committee may participate in this planning. The Recruiter screens applicants to ensure they meet the minimum qualifications and sends those applications to the Hiring Manager (within TAMS folder). The Hiring Manager selects applicants to interview. The Human Resources administrator or department administrator arranges interviews and notifies the Recruiter, the Hiring Manager, and the Interview Committee. The Interview Committee reviews resumes of the applicants selected for interviews.

Note that letters of recommendation for scientific positions may also be collected before the interview, but the procedures for collection of letters of recommendation are not consistent.

5. Conduct Interview

The Hiring Manager and Interview Committee conduct the interview. The Recruiter or other Human Resources representative may welcome and meet with the applicant. The Hiring Manager and Interview Committee document the interview with the interview evaluation form.

6. Select Candidate

The Hiring Manager collects evaluation forms from the Interview Committee. The Hiring Manager may meet with the Interview Committee to discuss applicants. The Hiring Manager selects a candidate. The Hiring Manager notifies the Recruiter of the selection, provides the interview evaluation forms, and explains why the selected candidate is more qualified than the others.

7. Prepare Offer, Make Offer

The Human Resources administrator verifies applicant degree info and references. Letters of recommendation may be collected at this stage. The Recruiter, Hiring Manager, and Human Resources Manager work together for compensation recommendation. The Recruiter enters offer details in TAMS and routes for approval by the Human Resources Manager and Department Chair (as well as the ALD as needed). The Recruiter extends offer to the selected applicant. The Recruiter notifies the Human

Resources Manager, Human Resources administrator, and Hiring Manager if an offer is accepted. The Recruiter notifies unsuccessful applicants.

8. Onboarding

The hiring department completes the New Employee Orientation (NEO) and Job Training Assessment (JTA). The Human Resources Talent Acquisition team performs quality checks on the hiring process. The Hiring Manager prepares a workspace and introductory material for the new hire. The Hiring Manager welcomes the new hire and introduces the new hire to other staff.

B. Areas of Concern

During our committee discussions of the NPP hiring process, the following areas of concern were raised by committee members.

1. Training

The hiring process is not well understood throughout the Directorate. The Hiring Manager and members of the Interview Committee can have an inconsistent understanding of how the hiring process should work. Hiring Managers and Interview Committee members have not all been required to receive training about best practices in hiring. They may not be trained in ways to avoid implicit bias in hiring. They may not even be fully aware of the boundary between legal and illegal interview questions.

2. Interview Committee Formation

Best practices in forming an Interview Committee are not well defined in the present hiring process. The selection of a diverse Interview Committee that provides a range of viewpoints is important. The diversity of the Interview Committee can also affect how welcome candidates will feel. Hiring Managers may make Interview Committee selections without much input from others.

3. Job Descriptions

Some job descriptions may be written in ways that discourage potentially qualified candidates from applying. Job descriptions can sometimes be written with one candidate in mind rather than based on a clear description of skills that are really needed for the job. Poorly written job descriptions can add confusion in the process of hiring. They can make candidates feel that they don't know what is expected from them. They can make it difficult for a Recruiter to properly identify qualified candidates. Job description language has been seen as discouraging in the past for certain applicants due to complicated wording and bias.

4. Recruiting

We don't do a consistent job of reaching out to find diverse, talented candidates. It is unclear in the present hiring process who is responsible for identifying sources of diverse, talented candidates with skill sets appropriate for the job. Some Hiring Managers believe that Human Resources has the necessary expertise to handle this on their own. Human Resources expects Hiring Managers to play a lead role. Some groups in the hiring departments put a real emphasis on reaching a diverse talent pool, but this is not the norm. It is also unclear who (hiring department, HR) should be responsible for paying for advertising to reach a diverse pool of candidates.

5. Interview Preparation

The procedure for collecting letters of recommendation from candidates for scientific job openings is not consistent throughout the Directorate. They are collected at different stages of the process in different groups. It can be confusing for candidates who probably expect letters of recommendation to be collected at the start of the process.

Hiring Managers may make decisions about which candidates to interview without much input from others. Giving Interview Committee members the option of participating in applicant review could minimize the impact of individual biases.

6. Interviewing

The interview process may not be consistent for all candidates. For a fair comparison of candidates, all aspects of the process (e.g., time spent with candidates, group of people that the candidates meet and interact with) should be kept as consistent as reasonably possible. That is recognized as best practice in much of the Directorate, but the practice is not always followed.

The Hiring Manager and members of the Interview Committee can have an inconsistent understanding of best practices in interviewing. If a member of the Interview Committee believes they see evidence of bias or any type of improper behavior, they should point that out. However, it may be hard to do so if the method of reporting has not been explained and agreed upon before interviews start.

7. Candidate Selection

Though the system requires Hiring Managers to receive candidate evaluation forms from the Interview Committee, Hiring Managers have authority to make final decisions on their own. There was concern among our committee members that there may be insufficient oversight of Hiring Manager decisions. There is no guarantee that Human Resources or the supervisor of a Hiring Manager will adequately review the candidate

selection process to ensure that personal biases of Hiring Managers do not play a large part in some hiring decisions.

8. Onboarding

Hiring Managers don't always give appropriate priority to providing a welcome and orientation to new employees who work onsite. For positions where remote work is an option, integrating remote employees will be a new experience with new challenges for NPP supervisors.

9. Efficiency

Many committee members expressed concern that the hiring process is too slow. Delays in the hiring process can cause us to lose the opportunity to hire some of the best candidates. Concerns were expressed by committee members working in Human Resources and by those who have worked in the Hiring Manager role. We would have liked to see statistics on time spent at each stage of the process so that the areas with the biggest delays could be identified, but such statistics were not available. We heard anecdotal reports of delays in the screening of resumes by Recruiters as well as delays in getting responses from Hiring Managers at various stages of the process.

We observed that in NPP culture, our staff demonstrate an impressive level of commitment to scientific work and support of accelerator operations. This level of commitment may not extend to other aspects of our jobs - like the hiring process. The hiring process may not get the level of priority that is needed to move quickly and smoothly through the process.

We noted that some steps in the process have particular problems. The procedure for collecting references and letters of recommendation can be confusing for applicants and Hiring Manager and can slow down the process. The process of working with the Guest, Users, Visitors Center to get applicants registered as guests is time consuming and is required even for online interviews.

It is unclear to what extent BNL can affect the timeline of the visa acquisition process. Concerns were expressed that the role BNL plays in facilitating visas may delay or impede the onboarding process of prospective hires. Concerns were also expressed about the level of communication with prospective hires during the process.

10. Process Review

There is no regular, systematic review of the hiring process within NPP. Statistics about the demographics of the NPP workforce or about the efficiency of the hiring process are difficult to obtain. If this continues to be the case, it will be difficult to make any

conclusions about whether recommended changes in hiring practices have positive effects.

11. Complicating Factors

The focus of our committee has been on hiring processes, but we did discuss other factors that may affect NPP's ability to attract a large, diverse pool of talented staff.

The location of BNL in Suffolk County may be a disincentive to some potential candidates. Committee members shared reports of employees, particularly younger ones, who choose to live in or close to New York City. BNL may be at a recruiting disadvantage when compared with employers in New York City or other urban areas. Lack of services in close proximity to BNL are a concern. The closure of the on-site cafeteria, gas/service station and child day care center has exacerbated this situation.

The current demographics of the NPP and BNL workforce, with relatively small percentages of women and underrepresented minorities, might make prospective employees from those groups wonder about how welcoming NPP would be to members of those groups. We also have concerns about how well BNL is known outside our local area and outside our particular scientific community. There may be talented candidates who don't perceive BNL as a welcoming, exciting place to work.

C. NPP Demographic Statistics

The Human Resources Department maintains statistics on the gender and ethnicity of BNL employees. We have reviewed these statistics for the NPP Directorate and include a few summary tables here. We have also reviewed overall BNL statistics for comparison. Data tables are included in Appendix A.

Note that the focus of our committee is on hiring processes. We have not discussed setting targets for representation of women or underrepresented minorities in the NPP workforce. We view the monitoring of demographic statistics, however, as an important tool for identifying potential bias in our processes. Some of the organizations that we reviewed (e.g., Idaho National Laboratory, BNL's Energy and Photon Sciences Directorate) have tracked demographic data of applicants at different stages of the hiring process. Summary data of that type is not available for NPP now, but we think it should be made available in the future.

In the data tables, the categories URM (Underrepresented Minority) and OPC (Other People of Color) are used. Black/African-American, Hispanic/Latino and American Indian/Alaskan Native categories are classified as underrepresented groups at BNL.

The URM category refers to members of those three groups. The Other People of Color (OPC) category refers to members of the Asian/Asian American and Pacific Islander/Native Hawaiian groups.

Our review of the data indicates that the BNL workforce as a whole contains a larger representation of both women (26% compared to 15%) and underrepresented minorities (12% compared to 8%) than the NPP workforce. We recognize that differences in the mix of job types complicates this comparison. Other comparisons (e.g., comparisons by job classification, comparisons between directorates) might yield more information.

We have reviewed NPP demographic data back to the year 2008. A comparison of 2022 numbers with 2008 numbers indicates a small increase in women (from 13% to 15%) and underrepresented minorities (from 6% to 8%) in the NPP workforce.

Human Resources compiled separate statistics for new hires in NPP during fiscal years FY19, FY20, and FY21 (from October 1, 2018 to September 30, 2021). When compared with the NPP statistics at the start of the new hire period (FY18), the demographic distribution of new hires shows a higher percentage of Underrepresented Minorities (13% compared to 7%) and a lower percentage of Other People of Color (13% compared to 18%).

D. Statistics on Time to Complete Steps in the Hiring Process

The charts in Appendix B show average and median Requisition Cycle Time for new hires in NPP by quarter from 2019 through 2022. The Requisition Cycle Time is defined as the time from entry of the job into the HR system to the acceptance of an offer. The average cycle time exceeds 100 days in almost all quarters.

Note that we only were able to obtain summary data on the length of the entire process. We recommend that statistics be kept that will allow analysis of where the most time is spent in the hiring process. This would allow efforts to streamline the process to be most efficiently targeted and evaluated.

Recommendations

In this section, our committee recommends actions that can be taken to improve hiring practices in NPP. We arrived at our list of recommendations after reviewing current NPP hiring practices and researching hiring practices in other organizations. We believe that these actions could help us to better reach a large pool of diverse, talented candidates and more consistently follow a fair, unbiased and efficient hiring process. This should ultimately lead to an improvement in the diversity and quality of the NPP workforce.

Some of our recommendations are intended for Hiring Managers and Interview Committee members. Others are intended for Human Resources staff. Others are intended for department and Directorate management. We note that some of the things we recommend may already be defined as best practices at BNL. We include them because we feel that they may not be universally recognized and consistently practiced throughout NPP.

Our recommendations are grouped in subsections that generally follow the order of the steps in the hiring process. The recommendations refer to the same roles that were defined in the Assessment section of our report. These roles are repeated here.

- Hiring Manager - the supervisor in the hiring department who will manage the hiring process and supervise the new employee when hired.
- Interview Committee - the team that conducts interviews along with the Hiring Manager and may assist the Hiring Manager in other stages of the process.
- Talent Acquisition Team – the team within Human Resources that partners with Hiring Departments to identify, attract and recruit talent.
- Recruiter - the member of the HR Talent Acquisition Team who is assigned to work with the Hiring Manager throughout the hiring process.
- Human Resources Manager - the manager in Human Resources who provides oversight and approvals during the hiring process.

A. Training

It's important that everyone involved in the hiring process has a fundamental understanding of best practices in hiring.

We recommend that:

- 1) All Hiring Managers and Interview Committee members be required to take the *Implicit Bias in Hiring Practices* training course. This training will help individuals

to understand the nature of implicit bias, identify common biases during the hiring process, and recognize ways biases can lead to unfair hiring decisions.

- 2) Hiring Managers and Interview Committee members make use of supporting material in the Standards-Based Management System (SBMS) [Talent Acquisition section](#) and in the Human Resources [Talent Acquisition Toolkit](#). The available material includes guidance on writing job descriptions and conducting effective, legal interviews.
- 3) A new reference document is developed that provides a concise overview of the hiring process with guidance on best practices. This document could be developed for NPP but would best be developed for BNL as a whole. NPP and BNL management, with input from DEI Office and DEI Councils, should consider how this should best be implemented. We recommend that this new document be required reading for Hiring Managers and Interview Committee members in NPP.

B. Interview Committee Formation

The Interview Committee plays a key role in the hiring process. By bringing a range of perspectives to the interview process, the Committee can help a Hiring Manager to identify the best candidate for the job in a way that minimizes the impact of individual biases. A diverse Interview Committee can help make candidates of diverse backgrounds feel welcome at NPP. Our recommendations in this section are based on goals of maximizing the benefits that an Interview Committee can provide while keeping the process efficient and respecting the time of Committee members.

We recommend that:

- 1) The Hiring Manager select the Interview Committee early in the process, so that participants can contribute to as many phases as possible. Interview Committee members should be selected once a job opening has been approved. Preliminary contacts can be made before that to check on the availability of Committee members.
- 2) Diversity in gender and ethnicity be explicitly considered in the creation of the Interview Committee. In order to achieve diversity, the Hiring Manager should be open to including some Committee members from outside the hiring group. This can include some individuals with a different job type.
- 3) Interview Committees have around five members. An Interview Committee of this size should be able to provide some level of diversity and still be manageable from a scheduling perspective.

- 4) The Hiring Manager seek input on the composition of the Interview Committee from their supervisor or appropriate peers, the Human Resources Manager and/or the Recruiter to avoid individual biases and create an effective interview team. Final selections should be reviewed by the Human Resources Manager and the supervisor of the Hiring Manager.
- 5) The Hiring Manager and the Recruiter confirm that the Interview Committee members understand their role in the process and have adequate training.
- 6) Members of the Interview Committee commit to giving priority to the interview process in their schedule. Potential schedule conflicts should be discussed with the Hiring Manager at the time of selection. In order to facilitate scheduling, the Hiring Manager may work out a nominal schedule for interviews (e.g., particular days of the week) with the committee in advance.

C. Job Descriptions

The job description determines much of what happens during the hiring process. The screening criteria and evaluation form categories are determined by the job description. The standardized interview questions are largely determined by the job description. The language of the job description can also determine who will apply for the job.

We recommend that:

- 1) The Hiring Manager get input from others in developing the job description. Interview Committee members should be given the opportunity to provide feedback and input in the development of the job description.
- 2) The process of writing the job description begin with a careful analysis of the skills that are required for the job, being mindful that the list of required knowledge and skills will be used by potential candidates to decide if they should apply and will be used by the recruiter to screen candidates. Required and preferred qualifications should be carefully considered and clearly distinguished to prevent excluding qualified applicants. These requirements should be written in a way that is easy to interpret and should not be influenced by the characteristics of any prospective candidates for the job or those of anyone who held the job in the past.
- 3) The Hiring Manager and Recruiter jointly review the list of requirements to ensure that the requirements are understood and can be effectively applied by the Recruiter in applicant screening.
- 4) The job description is written in a way that encourages all qualified candidates to apply, keeping in mind both that the language of these descriptions is an important marketing tool for advertising the position to applicants and that language choices can unintentionally discourage certain applicants who may be

qualified. While Human Resources screens job descriptions to prevent bias and may suggest changes to encourage interest from qualified applicants, we recommend that Hiring Managers think in terms of inclusive language right from the start.

D. Recruiting

Recruiting from a diverse range of talented candidates is a key element in ensuring a diverse and inclusive workforce. We found that the process by which a pool of diverse, talented candidates is identified is unclear. Roles in the recruiting process are not clearly defined and expectations among Hiring Managers and Recruiters are not aligned. In addition, the responsibility for funding the advertising necessary to reach diverse pools of candidates is not always clearly assigned.

We recommend that the recruitment process be improved and clarified. Such a plan should consider the following elements:

- 1) Revise job posting procedures to focus on reaching out to underrepresented demographics:
 - a) Consider posting job openings with specialized societies, organizations, publications, Historically Black Colleges and Universities (HBCUs), Hispanic-Serving Institutions (HSIs) and other minority-serving institutions.
 - b) Hiring Departments and Recruiters should develop relationships with the above-mentioned societies and organizations.
- 2) Continue developing skill in reaching a diverse pool of talented candidates as a core competency among Recruiters. Human Resources should support recruitment processes by maintaining an up-to-date database of recruitment channels for different job types.
- 3) The Hiring Manager, Interview Committee, and Recruiters should actively work together to develop the recruiting plan, particularly when they have special knowledge about the sources of good candidates. The goal should be to transfer this knowledge to the HR organization.
- 4) Engage the hiring line organization and the Diversity Office to assist the Hiring Manager and Interview Committee with developing recruitment options.
- 5) The responsibility for the cost associated with advertising a position is an open issue that should be resolved. In the interest of recruiting a diverse range of candidates, it is sometimes useful to advertise in publications and with professional societies that charge a fee. In some cases, these fees are outside those customarily paid by the HR organization. Such fees would then fall upon the hiring organization to cover. We are ambivalent about whether such fees should, in principle, be covered by the institution as a whole or the hiring

organization. Nonetheless, we believe that it is important to consider a strategy that maximizes the scope of the advertising effort within the resources that can be made available. Hiring Managers have several options that may be pursued for obtaining funding including line organization budgets. The NPP ALD may also be able to assist in certain cases. The plan should consider the scope of advertising that may be required for a given hire and the range of available funds in formulating an advertising strategy.

E. Collecting References and Letters of Recommendation

Collection of references and letters of recommendation (LOR) should proceed differently for scientific and non-scientific hires. However, the common application software for both types of hires does not facilitate this, and there is sometimes confusion on the part of the Hiring Manager, the Recruiter, or the applicant if the procedure does not match their expectations based on previous experience, or delay if letters are requested late in the process.

We recommend that:

- 1) Candidate screening for scientific hires is frequently based on LOR, so they should be requested at the time of application. Indeed, many applicants for scientific positions expect this request at application. This can be facilitated, for example, by including a request under “Other information” in the job posting of the form: “After electronic submission of application, applicants should arrange for at least three letters of recommendation to be sent electronically to PhysicsLOR@bnl.gov.” The Hiring Manager and Recruiter need to request access from the owner of PhysicsLOR@bnl.gov.
- 2) The new Workday system (expected deployment April 2023) is said to explicitly support the capability to request references as part of the application, so the workaround in (1) may no longer be necessary at that point. This feature should be implemented for scientific hires once available.
- 3) For non-scientific hires, the current process, in which the Talent Acquisition Team contacts references after candidate selection but before the offer can be made, is appropriate. Communication between the Hiring Manager and the Recruiter about candidate selection should be timely and the Talent Acquisition Team should be proactive in acquiring references once a candidate is selected, so as not to unnecessarily delay the hiring process.

F. Screening Candidates

Application materials are used to select the candidates who meet the minimum criteria for the job as described in the job description/posting. Those candidates will be invited for an interview. We note that a well-designed job description with clearly defined and appropriate minimum requirements should help improve the efficiency and fairness of this step.

We recommend that:

- 1) All candidates who meet the minimum job requirements be advanced by the Recruiter for further consideration.
- 2) The Hiring Manager and Interview Committee be mindful of maintaining the diversity of the candidate pool and strive to select as diverse a group as possible for the interview stage.
- 3) The Hiring Manager and Interview Committee identify a pool of candidates to interview as quickly as possible to allow sufficient time for getting guest registration approval and scheduling interviews.

G. Planning, Scheduling, and Conducting Interviews

Advanced planning is required to ensure that interviews proceed smoothly, and that each candidate is evaluated fairly, based on the same criteria. Interview planning includes planning the selection process (screening criteria, questions to candidates, and evaluation form) as well as the logistics of the interview visit/meeting. Interview scheduling can be a significant logistical effort that can introduce delay in the hiring process. Mindfulness of fairness and appropriate behavior during the interview is important.

We recommend that:

- 1) The Hiring Manager should consult with the Interview Committee to establish screening criteria, questions to the candidate, format of the interview, and evaluation form, which should be identical for all candidates. These evaluation metrics should be consistent with and largely determined by the job description, particularly the essential duties and responsibilities as well as the required and preferred knowledge and abilities. The Hiring Manager should meet with the Recruiter to review these materials before interviews proceed.
- 2) Guest registration approval can be a source of delays in the interview process. Candidates should be asked to begin the process as soon as they are selected

for an interview and the interview should be scheduled as soon as possible after guest registration approval is granted.

- 3) The Hiring Manager and Interview Committee should prepare in advance of the interview, by reviewing each candidate's application materials as well as the screening criteria, questions, and timeline for the interview. They should remind themselves of the possibility of bias and agree in advance how to handle a situation in the moment if the interview is diverging from the plan or if any member of the committee becomes concerned about bias.
- 4) The Interview Committee should strive to ensure that each interview follows the same format and timeline. We do not suggest that this be enforced in an excessively rigid manner but emphasize that it is critical for all candidates to have equivalent interview experiences so that they can be fairly evaluated.
- 5) The Interview Committee should complete a draft of the evaluation form as soon as possible after each interview so that each candidate is evaluated while their interview is fresh in the minds of the Committee members. Evaluation forms may be updated after all interviews to facilitate comparisons.

H. Candidate selection

Once interviews are complete, a candidate should be selected based on their qualifications as they pertain to the advertised job requirements. All candidates must be evaluated fairly based on the same criteria.

To facilitate this, we recommend that:

- 1) Interview Committee members should fill out their evaluation forms in a timely manner after interviews.
- 2) The Hiring Manager should discuss the candidates with the Interview Committee, particularly when the choice is not clear based on evaluation forms. The Hiring Manager should also consult with the Talent Acquisition Specialist for their input before any decision is made.
- 3) The candidate selection needn't rigidly follow the Interview Committee's scoring on the evaluation form, but the reasons for selection should always be well documented. In cases where the chosen candidate is not the one who scored highest on the Committee's evaluations, this should be discussed with the Interview Committee before a final selection is made.
- 4) Candidate selections and interview feedback forms should be reviewed by Human Resources and by the supervisor of the Hiring Manager.

I. Onboarding

Onboarding is a key activity in promoting a diverse workforce because it ensures that employees from a variety of backgrounds are welcomed to the organization and provided with the resources and information necessary to learn about its culture. The onboarding process sets the stage for an employee's first impression of an organization and their place within it. An effective onboarding process helps the employee to learn the practices, policies, and culture of a new organization, easing the transition to a new team, allowing an employee to become more productive more quickly, and increasing the chances of retaining the employee over the long term. Conversely, an ineffective process can make the effort of learning the organization difficult, complicating the transition, hindering productivity, and potentially alienating the very employees that the hiring process has worked hard to identify and attract, decreasing the odds of retention.

These considerations are certainly important for employees that will work regularly on the site, but they take on a heightened significance for employees that work remotely. For remote employees, learning the organizational culture, becoming acquainted with coworkers, and learning the work itself may be even more difficult. Remote workers are important to the Laboratory's diverse workforce, and welcoming and retaining these workers requires careful attention to their onboarding as well.

We recommend that:

- 1) A meet-and-greet session be established with the employee's new team and other peers in their first week to connect them with staff they will be interacting with in their new role.
- 2) The organization or work group consider assigning a "buddy" to the new hire, i.e., a peer trained to assist the new hire on their first day.
- 3) The organization ensure that the new hire fully understands the time reporting and absence policies and procedures including sick leave and vacation of their work group. We recommend that the new employee is shown how to access the time reporting system and other important organizational policy documents on their assigned computer.
- 4) A one-on-one check-in be scheduled daily and/or weekly to ensure that questions are answered and to address any issues that may arise.
- 5) A meeting be scheduled with the organization's leadership.
- 6) A tour is set up of the relevant facilities. The training and safety organizations of the facility as well as Stakeholder Relations may be engaged to assist in this effort.
- 7) A team lunch or a virtual lunch in the new hire's first week is scheduled to help the team acquaint themselves with the new hire.

- 8) For new hires working remotely, consider providing the option of visiting BNL near the beginning of their employment to meet their colleagues in person and become familiar with the culture of the organization. The period that the employee spends onsite may vary depending on the nature of the work, the number of staff with whom the employee is expected to interact, and the judgment of the organization.

J. Shared Roles and Responsibilities

Identifying and recruiting diverse talent for the NPP Directorate requires a close partnership between HR and the line organization. The Hiring Manager and the Recruiter bring unique capabilities, interests, and perspectives to the goal of hiring the best candidate. In many cases, this means that there will be a variety of shared and collaborative activities where close coordination is necessary to select the best candidate from a diverse array of applicants. These activities include identification and screening, the interview process, and ultimately, the selection process. A lack of clarity in the boundaries of shared responsibilities has been an issue previously identified in our report. Some recommendations in preceding sections deal with this, but we thought the issue was important enough to dedicate a section to recommendations focused on effective sharing of roles and responsibilities.

We recommend that:

- 1) Hiring Managers and Recruiters understand that they must collaborate for the most successful and efficient outcome. The goal of Hiring Managers and Recruiters is to see that the best individual is selected from a diverse pool of candidates in a reasonable time frame. Recruiters support this process and contribute their experience and expertise in human capital management as well as institutional and legal requirements.
- 2) Hiring Managers work with Recruiters and Human Resource Manager to collaboratively formulate the job description to ensure that it is attractive to a diverse array of candidates and reduces potential bias in the job description to the maximum extent possible.
- 3) Hiring Managers and Recruiters ensure that job requirements are complete, accurate, and clearly stated in the job description. The job description must clearly distinguish between required and preferred qualifications to avoid excluding qualified applicants.
- 4) Hiring Managers should work with Recruiters to collaboratively determine the most effective venues for advertising a position and develop a joint strategy for identifying a diverse array of candidates.

- a) The Hiring Manager can draw upon their professional contacts and the resources of the Department, their understanding of the institutions and professional organizations where appropriate candidates are likely to be found, professional societies, personal contacts, and social media outlets (e.g., LinkedIn, Facebook, etc.) to cast the net for eligible candidates as widely as possible.
 - b) The Recruiter can ensure that institutional and legal requirements are properly fulfilled in the announcement of an opening and work to reduce bias in the description of the position. The Recruiter may also provide valuable feedback and advice about the placement of the posting.
 - c) The Hiring Manager and the line organization should work with the Recruiter to determine additional resources (e.g., funding) necessary to place a job posting in certain venues that may charge a fee for such placements. Such decisions should be made collaboratively and fit within a strategy agreed to by the Hiring Manager, the Interview Committee, the line organization, and the HR organization.
- 5) Hiring Managers, the Interview Committee, and Recruiters should collaborate on an interview strategy, including the formulation of interview questions that address job requirements, that conform with institutional and legal requirements and minimize potential bias. Recruiters can bring valuable insight to the interview process itself, ensuring that a full range of areas are addressed including people-skills (i.e., “soft” skills) as well as attitudes and experiences around diversity and inclusion.
- 6) Hiring Managers should work with Recruiters to formulate and optimize the interview schedule for the Interview Committee. Scheduling candidate interviews among busy Committee members is one of the most challenging aspects of the hiring process. Hiring Managers and Recruiters can work together to formulate appropriate strategies for leveraging the availability of Committee members.

K. Eliminating Bottlenecks

As we examined the hiring process, it became clear that certain aspects led to significant delays, increasing the likelihood of losing some of the best candidates. Reports of delays included screening of resumes by Recruiters as well as delayed responses from Hiring Managers. Some of these delays may be attributed to complicated procedures for collecting candidate information such as references and letter of recommendation. Other delays occur because the Hiring Managers and Committees may not have the resources to devote the necessary time and attention to expeditiously complete the hiring process or may not prioritize hiring among the range of their responsibilities. However, the reports we received were anecdotal, and only

data about the time between entry of the job into the HR system and the acceptance of an offer is available. Additional detailed data is necessary to understand how efficiently the hiring process proceeds from beginning to end.

As a general approach, we believe that the process needs to be streamlined and that hiring activities must be given high priority by both Hiring Managers and Recruiters if the best candidates are to be attracted and hired.

We recommend that:

- 1) Basic statistical data be collected on various aspects of the hiring process. These could include:
 - a) Time between receipt of job description and posting of job
 - b) Time between posting of job and first interview
 - c) Time between receipt of a resume and completion of screening by the Recruiter for resumes that are passed on to Hiring Managers
 - d) Time between receipt of a resume by the Hiring Manager and completion of an interview by the Interview Committee for a given candidate
 - e) Time between the start of the candidate interviews until the completion of interviews for all candidates to be considered
 - f) Time between the end of interviews until the selection of a final candidate
 - g) Time between the selection of a final candidate until the presentation of an offer
- 2) Recruiters and Hiring Managers work closely together to ensure that qualifications and requirements for candidates are clearly understood allowing Recruiters to promptly and accurately forward qualified candidates to Hiring Managers. Regular discussions between Hiring Managers and Recruiters will expedite this process.
- 3) Hiring managers and Interview Committees give priority to the review of candidate applications.
 - a) The availability of Interview Committee members should be carefully considered since scheduling of interviews can lead to bottlenecks in the hiring process.
 - b) The size of the Interview Committee should also be carefully considered since scheduling interviews may become more complicated when there are more individual schedules to navigate. It may be necessary to consider flexible approaches to Committee meetings and interviews.
- 4) Procedures for collecting references and letters of recommendations should be clarified and streamlined wherever possible and in advance of a hiring action.
- 5) Letters of recommendations be collected before interviews for scientific positions.

- 6) The process of working with the GUV Center to register applicants be streamlined, particularly for online interviews.
- 7) BNL's role in the visa acquisition process for new hires be reviewed. Our committee did not research this area thoroughly, but we noted concerns about possible delays in the process and concerns about communication with prospective hires during the process.

L. Monitoring

To determine whether we are making progress toward our goals, the hiring process in NPP will need to be monitored. NPP will have to be prepared to revise hiring processes based on experience. Quantitative data will need to be gathered and assessed over time. We suggest some metrics in our recommendation list below that are targeted toward our diversity and efficiency goals. Other metrics might also be identified. Those involved in the hiring process should be given the opportunity to provide general feedback about how well the process is working. NPP management and others with a valid interest in the process (e.g., NPP DEI Council, DEI Office) need to have access to the data.

We recommend that:

- 1) Human Resources maintain statistics on the demographic makeup of the candidate pool at different stages of the hiring process (application, qualification, interview, selection).
- 2) Human Resources maintain statistics on the time spent in different stages of the hiring process as described in the Eliminating Bottlenecks section above.
- 3) Human Resources maintain statistics on the effectiveness of different recruiting channels in identifying qualified candidates and producing new hires. The data could also indicate which recruiting channels are effective in attracting candidates from underrepresented groups.
- 4) Summary statistics be readily available to NPP management and others with a valid interest in the process (e.g., NPP DEI Council, DEI Office).
- 5) Hiring Managers be surveyed after the completion of hiring to collect statistics about the hiring process and to provide an opportunity for feedback.
- 6) Annual reports be generated for NPP management based on survey results and statistics provided by HR. Note that this will need to be an assigned task within NPP - not a role for the DEI Council. Reports should be shared with the NPP DEI Council and Information from the reports should be made available in some way to all members of the NPP directorate.

M. Other Issues

In our areas of concern, we identified some items not directly related to hiring practices. We noted, for example, that BNL may be at a recruiting disadvantage when compared with employers in New York City or other urban areas. We discussed the fact that offering remote work as an option, when practical for a particular job opening, might increase the size and the diversity of the applicant pool. Our committee did not thoroughly research this idea, but we think that it deserves some investigation.

We also noted that BNL may not be well known or may not be perceived as a desirable choice by some of the candidates that we would like to attract. We don't have data to support this conjecture and we don't have specific recommendations in this area. This may, however, be another area that deserves further investigation. In our committee research, we found that other organizations (Idaho National Lab, Genentech) place an emphasis on building their reputations as welcoming, exciting places to work.

What Next?

This report will first be delivered to the NPP Associate Laboratory Director, NPP Department Chairs, and the NPP DEI council. We hope that our recommendations will also be reviewed with Human Resources Management and the BNL DEI Office. Some concrete actions that could be taken after that include:

- New training requirements for Hiring Managers and Interview Committee members.
- Development of a new Hiring Process Guidelines document for NPP Hiring Managers, Recruiters, and Interview Committee members that incorporates the recommendations in our report. We think consideration should first be given to the way our recommendations align with BNL lab-wide initiatives.
- Improvement of Human Resources procedures for sharing statistical information about the hiring process. This initiative may be part of the HR transition to the new Workday system.
- Establishment of procedures for annual reviews of hiring within NPP. This should include the development of a survey for Hiring Managers.

Appendix A - NPP Demographics

The Human Resources Department maintains statistics on the gender and ethnicity of BNL employees. We have reviewed these statistics for the NPP Directorate and share some summary tables here. The NPP data was privately shared with our committee and is not intended for uses other than in this report.

We also include overall BNL statistics for comparison. The BNL data was obtained from data posted at BNL's DEI website here <https://www.bnl.gov/diversity/demographics.php>.

The tables included in this Appendix are

1. NPP Demographic Percentages by Job Type
2. BNL Demographic Percentages by Job Category
3. NPP Demographic Percentages by Year
4. NPP New Hires (FY19, FY20, FY21)
5. Physics Department Demographic Percentages by Job Type
6. Collider-Accelerator Demographic Percentages by Job Type
7. Directorate Office Demographic Percentages by Job Type

In the Human Resources data, the following categories are used to identify the ethnicity of employees.

- White
- Black/African-American
- Hispanic/Latino
- American Indian/Alaskan Native
- Asian/Asian American
- Pacific Islander/Native Hawaiian

In the tables, the categories URM (Underrepresented Minority) and OPC (Other People of Color) are used. Black/African-American, Hispanic/Latino and American Indian/Alaskan Native categories are classified as underrepresented groups at BNL. The URM category refers to members of those three groups. The Other People of Color (OPC) category refers to members of the Asian/Asian American and Pacific Islander/Native Hawaiian groups.

Table A.1 shows the demographic distribution of NPP employees as of July 2022. In addition to totals for all of NPP, statistics are listed for each job type (e.g., Administrative, Information Technology).

Table A.2 shows the demographic distribution of all BNL employees in 2022. Note that jobs are categorized in a different way in the summary BNL data.

Jobs are categorized as follows in the BNL data:

- Lab Senior Leadership – Lab Director, Deputy Lab Director, Associate Lab Directors
- Research/Technical Management (first-line and mid-level)
- Operations Management or Research Support
- Technical Research Staff – Non-management: Researchers, Scientists or Engineers
- Operations Support Staff – Non-management: Support roles
- Postdocs – Research Associates

We have reviewed NPP demographic data back to the year 2008. Table A.3 presents summary demographic percentages for the years 2008, 2014, 2019 and 2022.

Human Resources compiled separate statistics for new hires in NPP during fiscal years FY19 through FY21 (from October 2018 through September 2021). Table A.4 shows this data.

Tables A.5, A.6, and A.7 present the demographic distribution of employees in each of the three departments in NPP (Physics, Collider-Accelerator and Directorate Office) as of July 2022. In addition to department totals, statistics are listed for each job type (e.g., Administrative, Information Technology).

A.1 NPP DEMOGRAPHIC PERCENTAGES BY JOB TYPE

July 2022

JOB CLASSIFICATION	Female	Male	White	OPC	URM	Count
Management (M)	14%	86%	79%	7%	14%	14
Administrative (A)	100%	0%	74%	6%	21%	34
Information Technology (I)	12%	88%	69%	24%	6%	78
Engineer (P)	13%	87%	70%	20%	10%	150
Technical (T+TW)	3%	97%	90%	2%	8%	189
Research Staff (RS)	11%	89%	65%	32%	3%	126
Research Associate (RA)	29%	71%	60%	27%	13%	45
Special Rated (SP+SPD)	0%	100%	85%	12%	4%	26
ALL NPP	15%	85%	75%	17%	8%	662

A.2 BNL DEMOGRAPHIC PERCENTAGES BY JOB CATEGORY

2022

JOB CATEGORY	Female	Male	White	OPC	URM
Senior Leaders	17%	83%	83%	8%	8%
Tech Research Management	13%	87%	74%	21%	5%
Operations Management	38%	62%	77%	6%	16%
Technical Research	12%	88%	70%	21%	8%
Operations Support	42%	59%	76%	4%	19%
Postdocs	28%	72%	36%	54%	10%
ALL BNL	26%	74%	71%	16%	12%

A.3 NPP DEMOGRAPHIC PERCENTAGES BY YEAR

Year	Female	Male	White	OPC	URM
2008	13%	87%	81%	13%	6%
2014	15%	85%	78%	15%	7%
2019	14%	86%	76%	17%	6%
2022	15%	85%	75%	17%	8%

A.4 NPP NEW HIRES

FY19-FY21

JOB CLASSIFICATION	Female	Male	White	OPC	URM	Count
Management (M)	0	1	0	0	1	1
Administrative (A)	4	0	4	0	0	4
Information Technology (I)	0	6	6	0	0	6
Engineer (P)	4	33	24	7	6	37
Technical (T+TW)	2	46	41	0	8	48
Research Staff (RS)	1	10	11	0	0	11
Research Associate (RA)	12	39	31	14	6	51
NEW HIRE COUNT	23	135	117	21	21	158
NEW HIRE PERCENTAGE	15%	85%	74%	13%	13%	

A.6 Physics Department DEMOGRAPHIC PERCENTAGES BY JOB TYPE

JOB CLASSIFICATION	Total	Female	Male	White	Asian*	Black/ African American	Hispanic/ Latino	American Indian/ Alaskan Native	ALL URM	Female (%)	URM (%)
Administrative (A)	18	18	0	12	2	4	0	0	4	100%	22%
Information Technology (I)	50	5	45	32	15	0	3	0	3	10%	6%
Management (M)	3	1	2	3	0	0	0	0	0	33%	0%
Engineer (P)	28	1	27	18	9	0	1	0	1	4%	4%
Technical (T+TW)	15	0	15	15	0	0	0	0	0	0%	0%
Research Staff(RS)	78	7	71	56	21	1	0	0	1	9%	1%
Research Associate(RA)	43	12	31	25	12	3	3	0	6	28%	14%
Special Rated (SP+SPD)	16	0	16	16	0	0	0	0	0	0%	0%
TOTAL COUNT	251	44	207	177	59	8	7	0	15		
PERCENTAGE		18%	82%	71%	24%	3%	3%	0%	6%		

A.7 Collider-Accelerator DEMOGRAPHIC PERCENTAGES BY JOB TYPE

JOB CLASSIFICATION	Total	Female	Male	White	Asian*	Black/ African American	Hispanic/ Latino	American Indian/ Alaskan Native	ALL URM	Female (%)	URM (%)
Administrative (A)	14	14	0	11	0	1	2	0	3	100%	21%
Information Technology (I)	28	4	24	22	4	1	1	0	2	14%	7%
Management (M)	5	0	5	4	0	1	0	0	1	0%	20%
Engineer (P)	122	19	103	87	21	7	7	0	14	16%	11%
Technical (T+TW)	174	6	168	156	3	5	10	0	15	3%	9%
Research Staff(RS)	45	7	38	23	19	2	1	0	3	16%	7%
Research Associate(RA)	2	1	1	2	0	0	0	0	0	50%	0%
Special Rated (SP+SPD)	5	0	5	3	2	0	0	0	0	0%	0%
TOTAL COUNT	395	51	344	308	49	17	21	0	38		
PERCENTAGE		13%	87%	78%	12%	4%	5%	0%	10%		

A.8 Directorate Office DEMOGRAPHIC PERCENTAGES BY JOB TYPE

JOB CLASSIFICATION	Total	Female	Male	White	Asian*	Black/ African American	Hispanic/ Latino	American Indian/ Alaskan Native	ALL URM	Female (%)	URM (%)
Administrative (A)	2	2	0	2	0	0	0	0	0	100%	0%
Information Technology (I)	0	0	0	0	0	0	0	0	0		
Management (M)	6	1	5	4	1	0	1	0	1	17%	17%
Engineer (P)	0	0	0	0	0	0	0	0	0		
Technical (T+TW)	0	0	0	0	0	0	0	0	0		
Research Staff(RS)	3	0	3	3	0	0	0	0	0	0%	0%
Research Associate(RA)	0	0	0	0	0	0	0	0	0		
Special Rated (SP+SPD)	5	0	5	3	1	0	1	0	1	0%	20%
TOTAL COUNT	16	3	13	12	2	0	2	0	2		
PERCENTAGE		19%	81%	75%	13%	0%	13%	0%	13%		

Appendix B - NPP Time to Hire

These charts show average and median Requisition Cycle Time for new hires in NPP by quarter from 2019 through 2022. The Requisition Cycle Time is defined as the time from entry of the job into the HR system to the acceptance of an offer.

