

Inclusion & Diversity Goals Briefing

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Agenda

- Importance of a strong Inclusion and Diversity Culture
- Inclusion and Diversity defined
- Inclusion and Diversity goal ideas

Why Are We Here?

2018 Monday Memo

- *“Inclusion & Diversity (I&D) is a core value...*
- *fostering an inclusive environment and diverse staff is vital to long-term success...*
- *Must be an ongoing conversation at every level, **among all Lab employees.***



Benefits of Strong I&D Culture

- Contributes to Organizational Success
- Recruiting and Retention Benefits
- Increased Innovations
- Funding Criteria

JUST JOINING? MICROPHONES ARE MUTED



Role Modeling

- Steve Robbins Video

“You Cannot Not Communicate”

https://intranet.bnl.gov/diversity/media/Robbins-Incl-Insights-S1/5_You_Cannot_Not_Communicate-HD.mp4

Inclusion & Diversity: What Is It?



**Diversity is being invited
to the party**



**Inclusion is being asked
to dance**

Diversity: Deep Dive

- BNL's commitment to DOE: *“assemble a workforce that reflects the nation's demographics within 10 years”*
- Many visible and invisible elements define diversity: broad categories identify gaps
 - Race, Religion, sex (including pregnancy and gender identity), national origin, sexual orientation, marital status, disability, genetic information, age, military service.
- **Diversity** = **Traits** and **characteristics**
- **Inclusion** = **Behaviors** and **social norms**
- Diversity is **NOT** hiring goals. Hiring may boost diversity numbers but this won't automatically create an inclusive culture.

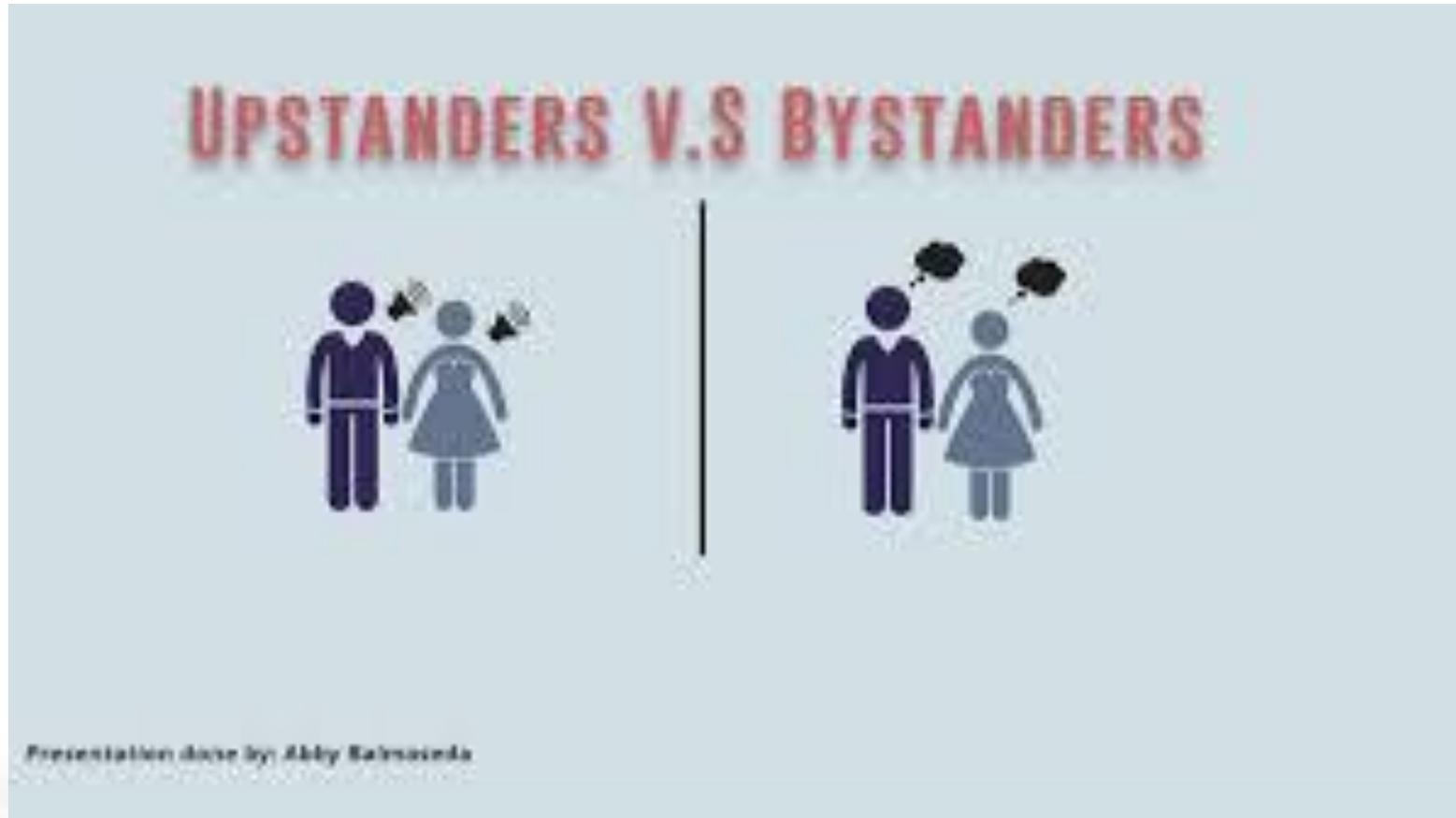
INCLUSION: DEEP DIVE

Respect  Inclusion



- Individual and group differences are valued and leveraged
- Different backgrounds and differences are embraced, not just tolerated
- Equal access to opportunities for all
- “Microbehaviors”- habits or daily actions that make a person feel appreciated or feel valued

What We Are Asking of You...



Inclusion & Diversity Goals – Things to Consider...

- Should be personal
 - Position
 - Roles and responsibilities
 - Abilities
 - Skill Sets
 - Interests
 - Available time



- Ways to support or improve process, or change behavior

Inclusion & Diversity Goal Ideas

	Support or Improve Process Example	Behavior Example
Position: Manager/ Supervisor	<ul style="list-style-type: none"> • Ensure interviewing panel is diverse on a variety of levels (e.g., gender, age and ethnicity) • Review and enhance department onboarding process to be more inclusive. • Hold frequent events to recognize employees' accomplishments • Ensure equal opportunities for personal development 	<ul style="list-style-type: none"> • During meetings and especially while working remotely, make sure all members of the team have an opportunity to ask questions and share opinions. • Enhance team's understanding of inclusive and diversity issues
Position: Professional Contributor	<ul style="list-style-type: none"> • Volunteer to participate in targeted college recruitment and job fairs or utilize professional network to identify diverse candidates • Volunteer to mentor a URM Summer Intern • Volunteer to host Summer Sunday Tour 	<ul style="list-style-type: none"> • Support Post Doc by attending and engaging at symposiums and poster sessions • Avoid gender bias when writing references
Position: Anyone Interests: Meeting new people, learning other perspectives	<ul style="list-style-type: none"> • Actively participate in ERG meeting or volunteer at ERG event • Volunteer to support your directorate's I&D initiatives • Volunteer for one of the National Black Physicists Conference Sub-committees • Volunteer to be a Mentor in the Employee Mentoring Program 	<ul style="list-style-type: none"> • Attend training to enhance ability to interact more effectively with others who have different perspectives and discuss with your manager what you learned and what you will do differently

GOAL SETTING

S

SPECIFIC

M

MEASURABLE

A

ATTAINABLE

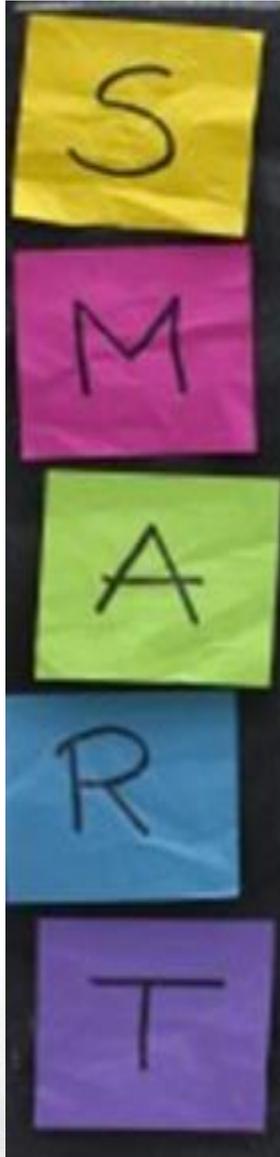
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RELEVANT

T

TIME-BOUND

SMART Defined



Specific - clearly define what you need to do, and why it should be done.

Measurable - tangible evidence that the goal has been accomplished. Include concrete numbers and short-term milestones to track progress.

Attainable - stretch yourself slightly to feel challenged but define the goal well enough so that it can be achieved. Ensure you possess appropriate knowledge, skills and abilities needed to achieve the goal.

Relevant - employee goals should align to the overall goals of the lab, be results oriented and measure outcomes not activities.

Time-bound - goals should be linked to a timeframe to reinforce the seriousness of the goal and create a motivator to take action.

SMART I&D Goal Example

Title:	Inclusion and Diversity
Description:	Actively participate in ERG meeting or volunteer at ERG event
Milestones:	<ul style="list-style-type: none">• Review list of ERGs; identify one or more of interest. (by date)• Send email or call key contact to share interest in supporting initiatives and to ask for more information about what may be needed by that group and the required time commitment. (by date)• If activity requires time away from office during regular working hours, get approval from manager/supervisor to participate (by date)• Volunteer for role and/or task as appropriate (specifics to be added based on subcommittee requirements) (by date)• Attend required planning/prep meetings (specifics to be added based on subcommittee requirements) (dates/frequency as required)• Attend event in specified capacity (date)
Metrics:	Meet commitments as outlined above (TBD)

SMART I&D Goal Example

Title:	Inclusion and Diversity
Description:	During meetings and especially while working remotely, make sure all members of the team have an opportunity to ask questions and share opinions.
Milestones:	<ul style="list-style-type: none">• Schedule TEAM meetings. Invite all on team. (by date)• Develop “ground rules” for meetings to avoid non-inclusive micro-behaviors (e.g., no interrupting or talking over others, no one allowed to remain silent, etc.) and by asking team members to share suggestions (by date and ongoing)• Remind everyone of ground rules at each meeting, post them and for first few meetings review them one by one. Gain agreement from all that if anyone violates the agreed upon rules (including me) we will pause, point it out and move on. (by date and ongoing)• During meetings: follow established rules; model accepting feedback (e.g.,if someone calls me out for violating one of the rules, thank them); make note of anyone who has not said anything or asked a question and specifically ask that person(s) if they have any additional thoughts or questions.
Metrics	Over time meetings run more smoothly, non-inclusive behaviors are reduced and openness among team to respectfully give and receive feedback from colleagues is increased, ultimately creating a feedback rich culture within the group (by date and ongoing)

I&D Goal Development Toolkit

- Sample S.M.A.R.T. I&D goals
- Self Assessment Checklist
- List of inclusive/non-inclusive behaviors
- Training class descriptions
- Links to:
 - EPS I&D Goal additional sample goal ideas
 - ERGs Webpage with Contact Info
 - Employee Mentoring Webpage
 - Office of Educational Programs
- Contact info for HR Managers, Generalists, Recruiters

Links to Research on Benefits of I&D

- [2018 research from McKinsey](#)
- <https://www.nature.com/articles/d41586-018-05316-5>
- <https://blogs.scientificamerican.com/voices/diversity-in-stem-what-it-is-and-why-it-matters/>
- <https://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters>

Next Steps:

- Discuss this with your manager/supervisor
- Enter goals in ePerformance system
- Training Courses posted on website:
 - Goal Setting - Virtual sessions Scheduled in April
 - Future Classroom sessions:
 - Crucial Conversations
 - Respectful Workplace
 - Understanding and Managing Styles
- Metrics - HR will be reporting I&D Goals entered