Performance Appraisal Guidance on DEI Goals

This document is intended to assist departments and staff in further developing Diversity, Equity, and Inclusion (DEI) performance goals. DEI goals should aim to provide impact and value to the organization by the staff member owning and responsible for the types of DEI activities undertaken. Achieving this will require a work environment and culture that promotes equity, supports diversity, and fosters inclusion.

The DEI Office and HR suggest the list of activities below as examples of DEI activities – based on impact to the person or Personal Impact (the individual), Group Impact (the BNL functional unit or department) and Organizational Impact (BNL/DOE). It is recommended that the overall DEI goal consists, at minimum, two activities from any of the three categories identified. The Suggested Grading serves as a guide for managers and supervisors to identify the final performance level for the DEI goal based on the impact of the selected activities.

The following serves as a guide for Brookhaven Lab staff to develop performance appraisal DEI goals by referencing the goal descriptions but is not limited to the suggested examples. Individuals and their supervisors requiring extra support in crafting these goals should contact the DEI Office for further assistance.

Personal Impact

Description of Personal Impact Activities:

The activities for the Personal Impact goal tend to only impact the staff member and expose individuals to DEIA concepts and principles. These activities welcome members of the AAT Protected Class*, but not limited to, in understanding the mission of the department and the Lab. Staff members can experience different cultural expressions and activities to better understand an inclusive environment. However, the supervisor should require accountability in the form of a discussion with peers.

Examples of Personal Impact Activities:

• Attend a DEI speaking event or talk
• Read/review diversity related materials (books, videos)
• Participate in an ERG event
• Assist or participate in departmental tours (virtual or in-person) with external stakeholders
• Advise an individual on how to advance/complete their academic pursuits
• Volunteer in a DEI event
• Attend an ERG event/activity
Group Impact

Description of Group Impact Activities:

The activities for the Group Impact goal tend to impact both the staff member and the department/organization and assist in attracting diverse talent. These activities assist the department/organization in making members of the AAT Protected Class*, but not limited to, successful in the present roles, and help create a sense of belonging for all individuals including marginalized groups.

Examples of Group Impact Activities:

- Host a student from the AAT protected classes* for a day
- Conduct a lecture/talk at any school (K-20)
- Participate in a recruitment event (Career fair)
- Attend a DEI training course, document and apply key learnings in the department
- Coach members of the AAT protected class* to understand the department
- Lead and conduct departmental tours (virtual or in-person) with external stakeholders
- Tutor and support members of the AAT protected classes* for career development
- Coach members of the AAT protected class* to understand the department
- Lead and conduct departmental tours (virtual or in-person) with external stakeholders
- Mentor student with a focus on members of the AAT protected classes* in the Lab’s internship programs
- Recruit a member of the AAT protected classes* for positions in the department/BNL/DOE to further diversify the applicant pool and interview slate.

Organizational Impact

Description of Organizational Impact Activities:

The activities for the Organizational goals tend to impact all or most staff members, the department/organization, Brookhaven, and DOE by supporting diverse talent in the workforce. These activities identify and remove barriers at the institutional level that inhibit growth and access for members of the AAT Protected Class*, but not limited to, and assist leadership in creating a psychologically safe and respectful workplace for all.

Examples of Organizational Impact Activities:

- Mentor student with a focus on members of the AAT protected classes* in the Lab’s internship programs
- Recruit a member of the AAT protected classes* for positions in the department/BNL/DOE to further diversify the applicant pool and interview slate.
• Develop internal processes to fully support members of the AAT protected classes* e.g., develop internal program to learn key procedures
• Modify infrastructure to remove physical barriers for access to different locations (bldgs. patios, etc.) onsite
• Develop an internal program to learn key organization procedures
• Volunteer for a DEI Office working group
• Volunteer for a Culture Change working group with a goal to foster inclusion.
• Develop activities for AAT protected classes* and staff in general
• Become an active member of an ERG or DEI Council

**Suggested Grading**

This suggested grading system is based on 2 DEI activities. However, the final grading should be mutually agreed upon by both the supervisor and member of staff.

- Completion of 2 Organizational Impact Activities
  - Far Exceeds Expectations
- Completion of 1 Group Impact & 1 Organizational Impact Activities
  - Exceeds Expectations
- Completion of 2 Group Impact Activities
  - Achieves Expectations
- Completion of 1 Personal Impact & 1 Group Impact Goal
  - Meets Some Expectations
- Completion of 2 Personal Impact Activities
  - Does Not Meet Expectations

*Note:
According to the Department of Labor “for federal contractors and subcontractors, affirmative action must be taken by covered employers to recruit and advance qualified minorities, women, persons with disabilities, and covered veterans. Affirmative actions include training programs, outreach efforts, and other positive steps.” Some of our goal types will then be directed towards affirmative action-targeted (AAT) protected classes: qualified minorities, women, persons with disabilities, and covered veterans.