



# Diversity, Equity Inclusion (DEI) Strategic Plan

## **SHARED VALUES**

We recognize the need to achieve a diverse workforce that facilitates an inclusive environment. Values such as understanding, equity and fairness are valued by all employees and leadership.

**GOAL: Jefferson Lab's demographics to mirror the demographics of American society.**

## **STRATEGY**

Our goal is to have staff that is equally as diverse as American society. In pursuit of that goal, the above skills, structures, values, systems, staff and style will establish a foundation of understanding the need for a diverse staff and inspire all of us to create an inclusive environment for all to be successful. All aspects of the current strategy focus on not just the knowledge about DEI, but the implementation of tracking methods, titles that give specific purpose to those in positions to make change, and transparency to let staff know that we are engaged in alleviating their concerns and professional hindrances as they relate to DEI. As they align, the quantitative and qualitative measures to improve DEI implemented at all levels at the lab will foster the necessary diversity in staff to achieve the primary goal and to create a more successful lab.

## **STRUCTURE**

Our efforts to promote Diversity, Equity and Inclusion are integrated at all levels of staff at Jefferson Lab and are supported by specified organizational charts for leadership and for the Diversity and Inclusion council which allow for accountability and agility in decision making.

At the top of each organizational chart, the Director is responsible for responding to all matters of DEI. As the Director, they are the final decider of decision-making as it relates to DEI matters, as well as communicating important DEI information to the staff and users.

Under the Director, Executive Sponsors are identified as individuals in a leadership position (i.e. Associate Director) that are responsible for one of eight targeted focus areas in which they are assigned. These areas include sexual orientation, gender, veteran status, generation/age, race, disability, role, and tenure. As such, they are responsible for handling matters brought to them involving their area of focus and are to bring it to the Director as needed.

Separately, the DEI Council has an organizational structure that allows for quick decision-making for efficient responses to DEI matters, while encouraging transparency and reporting with decision-making. The Council is co-chaired by two members of senior leadership who will report

to the Director with the advice of the Human Resources Director and DEI Program Manager. Members who have completed their tenure will become “Honorary Ambassadors-at-large” to provide support and advice to new members or as needed. Council members will be nominated by the Associate Director of their division and will be responsible for handling DEI matters within their respective division. Council members can also nominate Associate Members to assist them with handling these matters.

The organizational charts for leadership and the council allow for agile decision-making and clear accountability in multiple ways. At the leadership level, Executive Sponsors can make quick decisions on how to handle specific demographic concerns brought to their attention. Employees have clear visibility into who holds each position, so there is transparency for accountability.

On the council, each co-chair is authorized to call upon the six divisions that they oversee to hold meetings at a faster pace, while still permitting DEI matters to be discussed and respond accordingly. The Council is responsible for tracking DEI matters across the lab as well as within their own Division, giving staff greater visibility into the status of DEI matters at the lab as well as a clear line for reporting. By authorizing Council members to nominate associate members as well as keeping tenured members in a volunteer capacity, the number of staff involved in DEI efforts increases significantly.

## **SYSTEMS**

In order to promote accountability and flexibility in DEI at the lab, systems have been integrated at all levels. There is a focus on clear accountability and line of communication.

The Diversity, Equity and Inclusion survey conducted in FY20 indicated there is work to be done in DEI. To gain greater feedback from employees regarding their specific concerns, the Mentimeter tool was utilized to get anonymous, immediate feedback from members of each division to be given to their respective Associate Director to enact change. With this information, Associate Directors will create goals targeted at alleviating employee concerns which will be reported to the Director and DEI Leadership. As a tracking effort, ADs will provide the DEI Council and associated Human Resources staff with their goals, how they plan to enact change in pursuit of their goal, as well as any delegation of tasks and to whom.

We have also updated how we recognize employees for their outstanding efforts towards DEI. We have updated what we consider Meets Expectations and Exceeds Expectations as they relate to different categories of DEI for all supervisors and staff on performance appraisals. By doing so, we hope and expect employees to take action in contributing to DEI initiatives across the lab as they are available to. The quantifiable aspects of supporting DEI initiatives such as attending meetings, assisting DEI council members or executive sponsors, or hours worked on DEI projects allow for employees to have measurable goals to help and be recognized for it.

The DEI Council is required to meet quarterly but is encouraged to meet as matters arise. The DEI Council has also successfully released a training course required of all employees titled ‘Recognizing Potential Communication Barriers in a Diverse Population’ intended to educate employees on how recognizing a diverse culture can make you a better communicator.

## **STYLE**

Our style in which DEI is addressed at Jefferson Lab is with clear accountability, agile decision-making, and flexibility. We are dedicated to accomplishing our goal by formulating solutions, examining the implementation of each solution, and adjusting as needed. We will recognize and reward those that exhibit core DEI values and are acknowledged as DEI champions.

## **STAFF**

All employees at Jefferson Lab are encouraged to be educated about DEI Initiatives and feel empowered to discuss DEI matters with their peers. Employees that are recognized as leaders among their peers or employees that are recognized as being enthusiastic about DEI at the lab will be recruited to participate in the DEI council or in other DEI initiatives in a volunteer capacity. Those identified as contributing significantly to Jefferson Lab's DEI initiatives of their own volition will be recognized and rewarded.

## **SKILLS**

DEI is a staff-wide concern, so all skills of individual employees are strengths that can be utilized to implement effective DEI change. More specifically, the DEI skills offered by the DEI Program Manager, as well as the skills of experienced DEI council members and leadership, all aid in making Jefferson Lab a better, more inclusive lab. The DEI Program Lead's skills and experience are driving factors for Jefferson Lab's focus on accountability and efficient decision-making.

Particular skills such as attention to detail, willingness to participate in DEI events, drive to enact effective and positive change, and leadership are looked for when recruiting new council members and volunteers for DEI events.