



Jefferson Lab's D&I Leadership Sponsor Charter

Executive Summary

Through combined efforts made by Jefferson Lab's Leadership Sponsors, Human Resources team, D&I Council and lab employees, Jefferson Lab can become a more inclusive place to work. The goal(s), scope, structure, and logistics are detailed in this charter.

The **goal** of Leadership Sponsors is to lead efforts that enable Jefferson Lab workforce to have confidence in accessing leadership for advocacy who is vested in the employee experience. Employees, in turn, are assured there are open lines of communication, they have a voice that matters, can contribute to problem solving, and believe the workplace is inclusive and considerate of employee ideas. This will be achieved by facilitating conversations with focus group participants who bring awareness of perceived/actual barriers for segments of the workforce, working with staff to identify actions or solutions, championing their requests and working with resources (Lab Leadership, Director, D&I Council, D&I Lead) to prioritize areas for action as appropriate. Leadership Sponsors actively listen, create an environment that embodies open conversation, and are accessible. This goal is not only critical for underrepresented demographics but extends to the lab workforce at large. The benefits translate into Jefferson Lab being a preferred employer of choice among varying professions and demographics.

The **scope** of Leadership Sponsor responsibilities is to be a visible and vocal advocate for D&I. Leaders are assessable, listen and engage the D&I Council and focus group participants in joint identification and problem solving. The Leadership Sponsors of the focus groups will facilitate the meetings, capture participant perspective and recommendations for action, and then assimilate this information for reporting up to the Jefferson Lab Diversity and Inclusion Council, Lab Leadership team and Lab Director. There may be an opportunity for economies of scale to be realized in that a solution for one group may be welcomed for another.

The organizational **structure** supports the goals of the group. Leadership Sponsors provide a meeting date and scheduling/announcement of the focus group meeting ensues. Those who self-identify with a particular focus group, are allies that want to self-educate or support said focus group(s) participate, along with the Leadership Sponsor's Council Member and as available, the Associate Member. If actions or further research items are identified in the meeting, the Leadership Sponsor determines priorities based on group input and works with Council Members and others to gather information, share with relevant SMEs and report on general progress at Lab Leadership meetings. Note: the D&I Program Lead is a resource that will participate in all meetings and be available as needed.

The **roles and responsibilities** of Leadership Sponsors, Council members, D&I Program Lead, and Allies are clearly defined. All groups are to work together to implement effective

solutions across the lab. The benefits reach beyond the immediate scope of those affected, also benefitting several additional functions lab-wide.

The responsibilities of those administrating these tasks, results and operations are established under **logistics**. 2020 Inclusion Survey Results are provided as a reference point; they serve as the baseline for progress, but it is recognized that each focus group may choose areas of interest that more broadly align with real-time/emerging factors yet result in the goal of a more inclusive employee experience.

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Charter Details

Sponsors & Corresponding Demographic Group

<u>Leadership Sponsor</u>	<u>Inclusion Category</u>	<u>Subgroup with biggest score variance/focus</u>	<u>Factors with the biggest score variance</u>
Lauren Hansen	Race	Black/AA	DM (-5), B(-5)
		Bi-racial	DM (-10), B (-6)
Andrei Seryi	Job Role/Classification	Technicians	V (-17), DM (-15)
Steve Smith		Admin Assistant & Staff Administrator	V (-17), DM (-15), V (-12), F (-11)
Will Oren	Veteran Status	ALL/TBD	B (-5)
Amber Boehnlein	Generation/Age	33-44 years	E (-6)
Rusty Sprouse	Disability	ALL/TBD	B (-13), OR (-15)
JianweiQiu	Sexual Orientation	Non-Hetero/Bi-sexual	V (-37), B(-32)
Jennifer Logan	Gender	Female	DM (-17), V(-16)
Steven Hoey	Tenure	7-9 years	F (-6), E&V(-3)

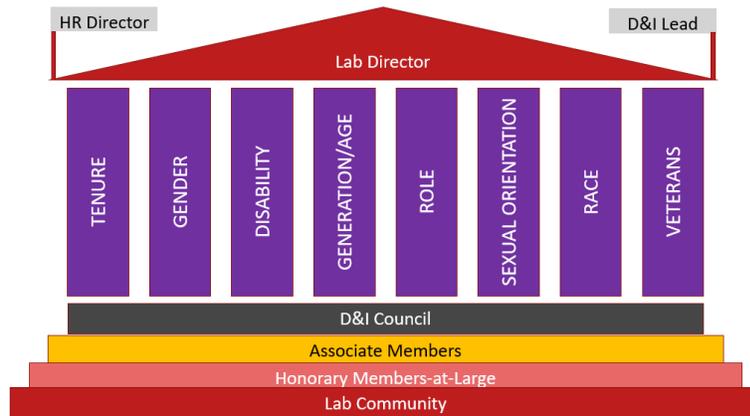
Leadership Sponsors are facilitating a dialogue with focus group participating that explores two critical aspects of building a strong culture of diversity, inclusion, and fairness:

Why do some members of the lab feel a weak sense of belonging and how do we change this? A sense of belonging includes feeling connected, supported, and respected and feeling appreciated as an individual, confident in one's value to Jefferson Lab and capable of advancement.

Why do some members of the lab experience difficulty navigating our environment professionally and how do we make this easier? Navigating a professional environment includes understanding and adapting to the lab's culture, norms, power structures, internal politics, and expectations around assignments and growth.

Data and suggestions to guide this conversation are offered below. You are encouraged to adapt the suggestions to your personal style and adjust based on group participation/interest.

Leadership and workforce engagement model:



The benefits of these efforts, for focus group members and lab-wide, are included, but not limited to:

- Increased or sustained sense of belonging
- Improvement in communications
- Improved psychological safety and ease in speaking up without fear
- Expanded view of leadership accessibility
- Sense of pride for employer
- Heightened reporting of safety interventions amongst peers and work safety
- Improved reporting of incidents that make others uncomfortable in the workplace
- Increased peer recognition across the lab
- Improved Lab review on websites such as Glassdoor/Indeed
- Reduced recruitment cycle times
- Increased offer acceptance rate
- Increased applicant quality and quantity
- Reduced attrition
- Identified and value-added training opportunities
- Better communication of expectations with career pathways
- Increased participation in lab-wide surveys
- Increased competitiveness for government funding and contract extension

Roles & Responsibilities

Leadership Sponsor

1. Facilitate and attend quarterly meetings (i.e., 4 meetings in the FY) with focus group
2. Working with D&I Council Members (and when appropriate, core focus group attendees) to propose or prioritize actions that target issues shared during focus group meetings
3. Partner with Council Member to carry out solutions. For more complex areas, such as policy changes, partner with D&I Lead/HR, and discuss with Lab Leadership.
4. Remove roadblocks with awareness and problem solving
5. Prioritize options for action or solution and share with Council Member, D&I Lead and Lab Leadership
6. Advocate for focus group with Lab Leadership

Council Members

1. Attend and participate in quarterly meetings
2. Partner with and execute initiatives agreed upon by focus group and directed by Leadership Sponsor
3. Report and track focus group members' concerns and ideas regarding inclusion and work with Leadership Sponsor/D&I Program Lead on specific areas where more resources/support are identified

Focus Group Member

1. Attend and participate in quarterly meetings
2. Contribute and offer constructive ideas to discussions in meetings
3. Volunteer for D&I events and activities in support of identified actions

Ally

1. Listen to focus group members with an open mind
2. Ask questions
3. Accept invitations to support members

D&I Program Lead

1. Synthesize information from Focus Group meetings to identify common themes and actions for immediate impact that yield lab-wide benefit. Share report with

- HRD/Leadership Sponsor and D&I Council, delineating actions requiring further discussion and policy implications.
2. Work with all stakeholders to provide timely follow up and information for successful results

LOGISTICS

Leadership Sponsor

1. Determine date of meeting(1 per quarter)
2. Craft Invitation to focus group members (Template provided)
3. Facilitate and host quarterly meeting

Council Member

1. Works with focus group members and Human Resources to define and confirm meeting agenda
2. Participate in focus group meetings as appropriate. Actively contribute in D&I Council meetings with the sharing of information and proposed actions on behalf of the Sponsored Focus Group demographics
3. Support implementation efforts as appropriate

Division Administrative Assistant

1. Schedule meetings on calendar and provide D&I Lead with scheduled meeting date(s)
2. Communicate changes to participants
3. Gather meeting minutes for record and attendance roster

D&I Program Lead

1. Work with Leadership Sponsor and Council Member to create and refine plans, provide coaching, and other D&I resources. Support facilitation sessions and work with Lab Leadership and HRD to execute proposed actions. Available as a ready resource to support successful outcomes.
2. Work with communications team to broadcast quarterly meeting invites to the Lab community

Meetings

Meetings between Leadership Sponsors and their demographic/focus group are held quarterly and arranged by the Division administrative assistant on behalf of the Leadership Sponsor. Once a date and time is decided, notice will be announced via the Weekly Brief sent by the Communications Office.

2020 D&I Lab-Wide Survey Results

(Key)Factor	Lab Average	(Key)Factor	Lab Average
(B)Belonging	70	(OR)Opportunities &Resources	66
(E)Engagement	70	(F)Fairness	54
(V)Voice	67	(DM)Decision Making	51
Factor			
Lowest Scoring Question		Score	
Belonging		I am recognized	
Voice		There is honest 2-way communication	
Opportunities and Resources		Aware of career opportunities	
Fairness		Administrative tasks are fairly distributed	
Decision Making		Satisfied with how decisions are made	

Demographic Meeting Sample Questions and Actions

Focus	ConversationStarters/ Issue Definition	Potential Actions to Explore
Black/AA	Where is the biggest challenge?	Diverse representation in hiring panel Initiate outreach programs for diverse communities Consider training resources/developmental opportunities
Bi-racial	What does progress look like?	
Female	In what occasions is the exclusion most apparent	Rotate facilitation and other roles at meetings Make clear goals for female STEM opportunities Offer cross-training opportunities
35-44years	Why is there the sudden drop in engagement?	Evaluate Family-friendly policies Career pathing options known?

7- 9years	Who falls into this group in terms of job level?	Promote Individual Career Profile (ICP) engagement (2x/year) between employee/supervisor discussions
Technicians/ Admin Assistants & Staff Administrator	What are the drivers of this feeling? What does the Lab do that makes one job category feel more included than the other? What could be done differently?	Ensure roles are clearly identified Build awareness of how Ops staff contribute to supporting S&T staff/Lab mission Provide cross-team opportunities beyond admin/technical support e.g. Engineers make good workflow process managers
Disability	What does the Lab need to do to make IWD (Individuals with Disabilities) feel more welcomed? Are issues similar between permanent and temp disability? Do you know who to contact if you have questions about resources needed to support a disability?	Evaluate Lab policies Normalize subject by promoting more visuals of IWD, host lectures involving IWD that include testimonials of overcoming challenges Identify and catalogue resource requirements for IWD colleagues to work effectively
Vets	What does Belonging mean to you? What in the military can we adopt as a Lab? What do we do that makes you feel included/valued and builds on your military skill set?	Ensure goals are clear, provide cross-team opportunities Engage group in outreach efforts Work with local military counseling offices to increase awareness of Jefferson Lab's employment opportunities
Non-Heterosexual or Bi-sexual, identity	What does Belonging mean to you? Which organization or Division does a good job and what is it specifically they do that makes you believe there is a strong sense of belonging?	Highlight exclusionary language and documents currently in the Lab or in Lab policies