



Facilities



Inclusion Survey

2023 SUMMARY REVIEW

LAB-WIDE COMMITMENTS

Recognition & Reward

- Bolster and reintroduce Employee Recognition & Reward Program

Communication & Voice

- Hold regular All Hands & Division Meetings to deliver more timely communications

Decision Making

- Pilot “Just a Cup” Mentoring Program to promote networking, skills enrichment, professional development, information sharing and decision-making



TODAY'S AGENDA



Expectations

- Ground Rules Review

TODAY'S AGENDA

- Inclusion Survey Results
 - Division Comparisons
 - Facilities Results
 - Facilities Goals/Progress
 - Lab Wide Initiatives & Next Steps
 - Questions & Answers

Lots of Change

Since 2020 Survey the Lab experienced:

~300 Hires

~200 Exits

Facilities experienced:

14~Hires

8~Exits

Pandemic

George Floyd

January 6

DEIA Awareness



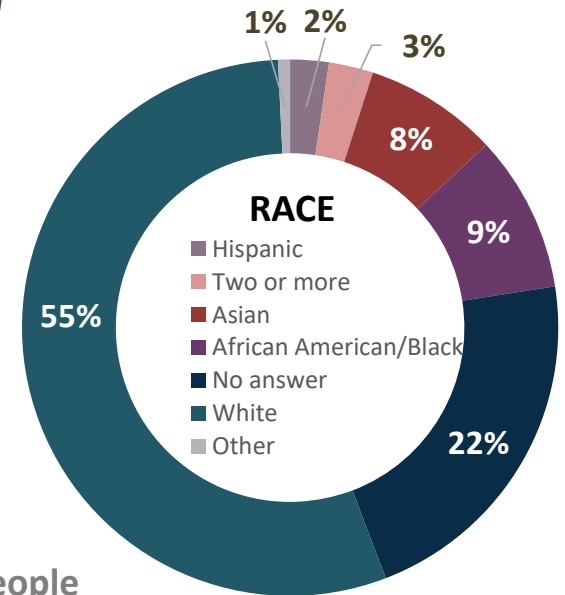
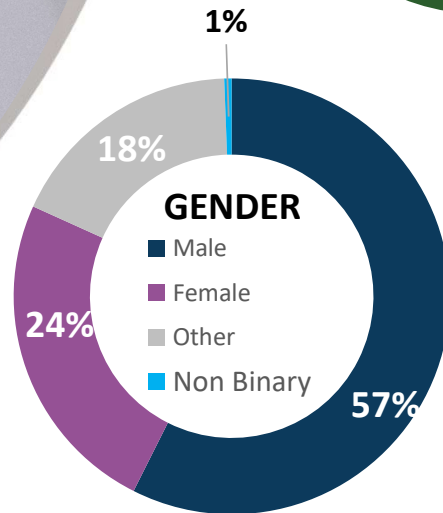
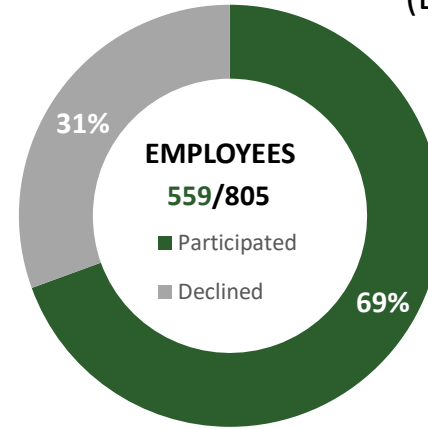
Jefferson Lab



PARTICIPATION

(Employees Only)

Facilities (38/55): 69.1%



High % of people continue to cite 'prefer not to answer'

DIVISION

This Heatmap represents +/- from the overall favorability.

Example:
Engineering is +6 over the Labwide score of 46% of Decision Making

		Report overall	Accelerator	Physics	Engineering	CST	Not Specified	Facilities	COO (Commun...	CFO	ESH	CPO	Theory	Directorate (to ...
No. of responses	559	110	107	92	45	42	38	34	33	27	13	11	7	
Decision Making	46%	-2	-1	+6	+20	-14	-8	-3	-6	+16	-38	+18	-3	
Opportunities & Resources	67%	-1	-5	-1	+15	-11	+4	0	+5	+6	-5	+6	-5	
Engagement	78%	+5	+3	-1	+11	-16	0	-7	-4	+10	-27	0	+11	
Voice	58%	+6	-7	+2	+24	-31	-10	+4	-7	+12	-30	+12	+23	
Belonging	66%	0	-2	-1	+18	-9	-6	+2	-3	+8	-25	+12	+11	
Growth	62%	-2	-3	+2	+11	-11	+2	-1	+13	+6	-16	+11	0	
Diversity	73%	-1	+1	+1	+10	-10	-5	-4	+2	+4	-9	+9	+13	
Remote Work	62%	+3	-5	-6	+20	-13	-11	0	+27	0	-7	+6	+5	
Inclusion	66%	+3	0	+1	+14	-22	-7	-2	-2	+10	-23	+23	+5	
Equity	52%	+1	-2	+2	+20	-17	-5	-1	-7	+10	-31	+15	+4	

COO



		Report overall	Facilities	COO (Communications)	CFO	ESH
No. of responses	132	38	34	33	27	
Decision Making	44%	-6	-1	-4	+18	
Opportunities & Resources	70%	+1	-3	+2	+3	
Engagement	78%	0	-7	-4	+10	
Voice	57%	-9	+5	-6	+13	
Belonging	66%	-6	+2	-3	+8	
Growth	67%	-3	-6	+8	+1	
Diversity	72%	-4	-3	+3	+5	
Remote Work	65%	-14	-3	+24	-3	
Inclusion	65%	-6	-1	-1	+11	
Equity	51%	-4	0	-6	+11	

Facilities

Summary of Categories

Category	Division 2023 Score	Division 2020 Score	JLAB 2023 Score
Belonging	60	-8	-6
Diversity	68	N/A	-5
Equity	47	-5	-5
Inclusion	59	N/A	-7
Remote Work	51	N/A	-11

Category	Division 2023 Score	Division 2020 Score	JLAB 2023 Score
Decision Making	38	+1	-8
Engagement	78	+0	+0
Growth	64	N/A	+2
Opportunities & Resources	71	+3	+4
Voice	48	-16	-10

**Scores that are positive (+) shows where division is doing better than or improved.*

**Scores that are negative (-) shows where there is opportunity to improve or fall below benchmarks.*

Strengths

Division Highest 3 Scores		Highest Scores compared to JLAB Score	Division Score	Lab Score	Difference
I know how my work contributes to the goals of Jefferson Lab. <i>(Opportunities & Resources)</i>	97%	People at Jefferson Lab maintain a healthy blend between work and personal life. <i>(Opportunities & Resources)</i>	68%	58%	+10
I am proud to work for Jefferson Lab. <i>(Engagement)</i>	89%	Jefferson Lab believes that people can always greatly improve their talents and abilities. <i>(Growth)</i>	71%	62%	+9
I would recommend Jefferson Lab as a great place to work. <i>(Engagement)</i>	87%	I know how my work contributes to the goals of Jefferson Lab. <i>(Opportunities & Resources)</i>	97%	91%	+6

These are the key areas the division is excelling in overall, and the areas scored better than JLab overall.

Opportunities

Lowest 3 Scores	Lowest Scores compared to JLAB Score	Division Score	Lab Score	Difference
<p>When it is clear that someone is not delivering in their role at Jefferson Lab, we do something about it. <i>(Equity)</i></p> <p>16%</p>	<p>When I share my opinion at Jefferson Lab, it is valued. <i>(Voice)</i></p> <p>39%</p>	<p>61%</p>	<p>-22</p>	
<p>I am satisfied with how decisions are made at Jefferson Lab. <i>(Decision Making)</i></p> <p>37%</p>	<p>I am included in decisions that affect my work at Jefferson Lab. <i>(Decision Making)</i></p> <p>37%</p>	<p>54%</p>	<p>-17</p>	
<p>I am satisfied with the timely manner in which management at Jefferson Lab communicates day-to-day decisions that affect work priorities. <i>(Decision Making)</i></p> <p>37%</p>	<p>I am recognized for my accomplishments at Jefferson Lab. <i>(Belonging)</i></p> <p>47%</p>	<p>62%</p>	<p>-15</p>	

These are the key areas with opportunities to improve overall, and compared to the JLab overall.

ENGAGEMENT

How engaged do your employees feel and what does that mean?

Employee engagement represents the levels of enthusiasm and connection employees have with their organization. It's a measure of how motivated people are to put in extra effort for their organization, and a sign of how committed they are to staying there. Comprised of the 5 items below.

Jefferson Lab

78%

Facilities

78%

Engagement Index Items	All Employees	Facilities
I am proud to work at Jefferson Lab	91%	100%
I would recommend Jefferson Lab as a great place to work	83%	91%
I am inspired to do my best work at Jefferson Lab	82%	100%
I still see myself working at Jefferson Lab in two years' time	76%	64%
I rarely think about looking for a job at another company	59%	36%

INCLUSION

How included do your employees feel and what does that mean?

Inclusion represents an employee's ability to safely be their whole self and be valued for it. The inclusion factor is comprised of an average across 5 outcome index questions (shown below).

Jefferson Lab

66%

Facilities

89%

Inclusion Index Items	All Employees	Facilities
I can be my authentic self at Jefferson Lab	72%	100%
I feel like I belong at Jefferson Lab	72%	91%
I feel respected at Jefferson Lab	71%	100%
I feel valued for the unique contribution I can make to Jefferson Lab	69%	82%
I feel safe to take risks at Jefferson Lab	47%	73%

ACTION PLANNING



LAB-WIDE COMMITMENTS

Recognition & Reward

- Bolster and reintroduce Employee Recognition & Reward Program

Communication & Voice

- Hold regular All Hands & Division Meetings to deliver more timely communications

Decision Making

- Pilot “Just a Cup” Mentoring Program to promote networking, skills enrichment, professional development, information sharing and decision-making



START, STOP, CONTINUE ACTION PLANNING TEMPLATE

START	STOP	CONTINUE
What should we start doing?	What should we stop doing?	What should we continue doing?
<ul style="list-style-type: none">○ Start doing 1○ Start doing 2○ Start doing 3	<ul style="list-style-type: none">○ Stop doing 1○ Stop doing 2○ Stop doing 3	<ul style="list-style-type: none">○ Continue doing 1○ Continue doing 2○ Continue doing 3

FAC - FY23 Goals/Progress

GOALS	PROGRESS												
<p>Opportunities and Resources</p> <ul style="list-style-type: none"> • 60% completion of the Individual Career Profile (ICP) – Increase of 18 people • 100% Supervisor/Management to acknowledge in 30 days and dedicate meaningful discussion in 60 days of employee submission 	<ul style="list-style-type: none"> • As of February 1, 2023: <table border="1" style="margin: 10px auto; border-collapse: collapse; text-align: center;"> <thead> <tr style="background-color: #e6f2ff;"> <th style="padding: 2px 5px;">Facilities ICP Status (excludes Postdocs, students, casuals)</th> <th style="padding: 2px 5px;">all</th> </tr> </thead> <tbody> <tr style="background-color: #92d050;"> <td style="padding: 2px 5px;">Complete - Reviewed by supervisor</td> <td style="padding: 2px 5px;">73%</td> </tr> <tr style="background-color: #fff2cc;"> <td style="padding: 2px 5px;">Awaiting Supervisor Review - Submitted by employee</td> <td style="padding: 2px 5px;">23%</td> </tr> <tr style="background-color: #f4cccc;"> <td style="padding: 2px 5px;">Incomplete - employee started but did not finish</td> <td style="padding: 2px 5px;">2%</td> </tr> <tr style="background-color: #e6e6fa;"> <td style="padding: 2px 5px;">No Form in Any Status</td> <td style="padding: 2px 5px;">3%</td> </tr> <tr> <td style="padding: 2px 5px;">Total in Facilities</td> <td style="padding: 2px 5px;">62</td> </tr> </tbody> </table> 	Facilities ICP Status (excludes Postdocs, students, casuals)	all	Complete - Reviewed by supervisor	73%	Awaiting Supervisor Review - Submitted by employee	23%	Incomplete - employee started but did not finish	2%	No Form in Any Status	3%	Total in Facilities	62
Facilities ICP Status (excludes Postdocs, students, casuals)	all												
Complete - Reviewed by supervisor	73%												
Awaiting Supervisor Review - Submitted by employee	23%												
Incomplete - employee started but did not finish	2%												
No Form in Any Status	3%												
Total in Facilities	62												
<p>Communication</p> <ul style="list-style-type: none"> • Have quarterly group meetings and discussions on current division staff needs and accomplishments to foster an inclusive environment 	<ul style="list-style-type: none"> • Q1 meeting held on December 8, 2023 • Q2 meeting scheduled/held on February 9, 2023 												
<p>Belonging</p> <ul style="list-style-type: none"> • Have semi-annual division events to foster inclusion and camaraderie in the division 	<ul style="list-style-type: none"> • Held a division/Lab informational training session for new division hires on December 15, 2022 • Held a Chili Cook-off on February 2, 2023 												

JLAB EMPLOYEE HIGHLIGHTS



HERE'S WHAT WE KNOW



WHAT IS MOST IMPORTANT

- ✓ People feel safe to be authentic self
- ✓ Safe to speak up and ask questions
- ✓ It's important for feeling valued and ultimately belong



AREAS SCORES INCREASED

Improvements have been noted specifically in LGBTQ+ community and those identifying as two or more races since 2020



Improve psychological safety

Increase participation and a safe space to identify with demographic areas that represent their identity

VOICES OF THE LAB

OVER 1100 COMMENTS WERE SUBMITTED! TO MAINTAIN ANONYMITY THE MOST FREQUENTLY OCCURRING COMMENTS WERE AGGREGATED AND SUMMARIZED TO BE SHARED WITH ALL EMPLOYEES. THANK YOU FOR ALL YOUR COMMENTS, WE APPRECIATE YOUR VOICE!

Top Themes From Inclusion Related Comments

Positive	Areas of Opportunity
DEIA at the Lab has improved but there is still a lot of work to be done.	Provide more opportunities and visibility to junior staff to make them feel more included.
People feel like JLab is a respectful place to work.	To move the organization forward, DEIA efforts need to be a top down approach throughout the lab with greater accountability.
The survey is a great opportunity for all divisions to take action and make change to improve culture and DEIA.	Need for increased awareness and training to identify and promptly address inappropriate behavior towards others.

Top Themes From Engagement Related Comments

Positive	Areas of Opportunity
JLab is a great place to work. People believe in the work being done and love their job.	People would like a greater emphasis placed upon hiring more staff.
People are friendly and helpful.	This is a “do more with less” culture which is leading to burnout.
Being able to have a remote or hybrid work schedule has allowed for better work-life balance.	Perceived lack of equity around those that are dedicated on-site and those that are on remote and hybrid work schedules.

Top Themes From Communication & Decision Making Related Comments

Positive	Areas of Opportunity
Microsoft Teams has made it easier to communicate, connect and collaborate across the Lab independent of work location.	Delayed communications leads to the perception of secrecy and lack of transparency from Lab Leadership.
The communications team does a great job and the weekly briefs are informative.	Lab leadership communications are not cascaded down to all levels at the organization which leads to rumors.
People appreciate All Hands meetings and division meetings.	Some feel there are negative consequences if they voice their opinions.

Top Themes From Advancement and Learning & Development Related Comments

Positive	Areas of Opportunity
People are aware of career opportunities at the lab.	Career opportunities are only encouraged, recommended and made available to scientist/engineers (position or department).
Evaluations on performance are fairly measured.	Perception that those in an administrative/support function are not encouraged or recognized for abilities and skills.
Many feel the lab supports continued education and professional development.	The lab should do more regarding proper training development for leadership/supervisory roles.

Top Themes From Reward And Recognition Related Comments

Positive	Areas of Opportunity
Many supervisors at the Lab do a good recognizing excellent work on their teams.	There is a lack of understanding about the employee recognition program and criteria for receiving awards.
It is nice to see people recognized in the weekly <i>Briefs</i> and would like to see this continue at all levels of the Lab.	Perception is that it is difficult to get promoted, to understand what it takes to get promoted and it takes too long.
Good to see concerns being addressed related to compensation and benefits.	People want to feel valued and this can be accomplished by doing a better job celebrating and recognizing small wins at all levels.