



## **Diversity, Equity Inclusion, and Accessibility (DEIA) 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 DEIA, 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 DEIA. As they align, the quantitative and qualitative measures to improve DEIA 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, Inclusion and Accessibility 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 DEIA. As the Director, they are the final decider of decision-making as it relates to DEIA matters, as well as communicating important DEIA 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 DEIA Council has an organizational structure that allows for quick decision-making for efficient responses to DEIA 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 DEIA 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 DEIA 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 DEIA matters to be discussed and respond accordingly. The Council is responsible for tracking DEIA matters across the lab as well as within their own Division, giving staff greater visibility into the status of DEIA 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 DEIA efforts increases significantly.

## **SYSTEMS**

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

The Diversity, Equity, Inclusion and Accessibility survey conducted in FY20 indicated there is work to be done in DEIA. 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 DEIA Leadership. As a tracking effort, ADs will provide the DEIA 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 DEIA. We have updated what we consider Meets Expectations and Exceeds Expectations as they relate to different categories of DEIA for all supervisors and staff on performance appraisals. By doing so, we hope and expect employees to take action in contributing to DEIA initiatives across the lab as they are available to. The quantifiable aspects of supporting DEIA initiatives such as attending meetings, assisting DEIA council members or executive sponsors, or hours worked on DEIA projects allow for employees to have measurable goals to help and be recognized for it.

The DEIA Council is required to meet quarterly but is encouraged to meet as matters arise. The DEIA 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 DEIA 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 DEIA values and are acknowledged as DEIA champions.

### **STAFF**

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

### **SKILLS**

DEIA is a staff-wide concern, so all skills of individual employees are strengths that can be utilized to implement effective DEIA change. More specifically, the DEIA skills offered by the DEIA Program Manager, as well as the skills of experienced DEIA council members and leadership, all aid in making Jefferson Lab a better, more inclusive lab. The DEIA Program Manager'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 DEIA events, drive to enact effective and positive change, and leadership are looked for when recruiting new council members and volunteers for DEIA events.