

Office of the Director and Operations Diversity & Inclusion Action Plan: 2013

“Merely having diversity without inclusion does not work. So while we will continue to bring a diverse group of talent to the table, it’s important that we also ensure that individuals have a seat around the table, not just along the edges of the meeting room.”

- Paul Kearns, Deputy Laboratory Director for Operations and Chief Operations Officer



**Paul Kearns, Deputy
Laboratory Director for
Operations and Chief
Operations Officer**

Argonne's Office of the Director (OTD) and Operations (OPS) directorates support and guide the laboratory as a world-leading center for innovative science, engineering and technical assessment, with emphasis on key national interest and priorities. Partnering with Argonne’s research and development programs, OPS/OTD supports the laboratory’s mission by providing cost-effective, customer focused infrastructure and services that enable the creation of world-class science, technology and service products.

Diversity & Inclusion as a Differentiator

It is the commitment of OPS/OTD to leverage the diversity of its employees and to continue to integrate diversity and inclusion into the way in which we deliver the best possible solutions and support of laboratory efforts. We recognize that only when all people, with differences and similarities acknowledged and included, are involved in decision making, problem identification and problem solving, can individuals and the collective productivity of a diverse workforce be fully engaged.

Best People

Goal 1: Develop best talent — mentoring program

Action	OPS/OTD will develop mentoring opportunities for employees by providing training to mentors and mentees and by providing necessary mentoring tools to assist in building relationships and laying the groundwork for a robust mentoring program within the organization.
Action Lead	Deputy Laboratory Director for Operations; Division Directors
Resources	Deputy Laboratory Director for Operations sets expectations. Division Directors and/or line managers provide environment, support and recognition for mentors and mentees to establish informal mentoring relations. Human Resources division will provide support, guidance and/or resources for training and materials to support this effort.
Timeframe	March 2013 – September 2013
Metric	<p>Mentor pool identified and trained. 20% of management population and Professional Technical (PT)/Professional Assistant (PA) level four job role and above trained as mentors. 100% of all laboratory employees encouraged to participate.</p> <p>Mentoring exposure is intended to convey a better understanding of the employee's goals and aspirations and will lead to a more tailored development plan in which both parties (mentor and mentee) benefit. This places focus on the employee getting the exposure that will enable him/her to make larger contributions in the future.</p>

Goal 2: In support of hiring for excellence, conduct broad searches for posted mission support positions

Action	Leverage hiring/managers committee and hiring manager search briefings. Hiring committees and hiring managers participate in search briefings and document their effort to create and maintain a diverse workforce by seeking opportunities for candidate recruitment in the career classifications where underutilization has been identified.
Action Lead	Deputy Laboratory Director for Programs; Division Directors
Resources	Hiring committees to work in collaboration with the laboratory's talent acquisition team for search briefing/strategy
Timeframe	January 2013 – September 2013
Metric	100% of hiring committees for exempt staff recruitment will complete Diversity & Inclusion briefing and related documentation.

Inclusive Culture

Goal 3: Engage diverse group of OPS/OTD personnel as a working group, assisting the Deputy Chief Operations Officer in developing strategies designed both to foster a climate that supports diversity and develops inclusiveness as a deeply embedded division value

Action	Develop action-oriented Diversity & Inclusion Committee within OPS/OTD
Action Lead	Deputy Chief Operations Officer; Deputy Laboratory Director for Operations
Timeframe	February 2013 – September 2013
Metric	Committee formed; evaluated as active participants in developing ideas and in programming

Goal 4: Increase inclusion of all employees on committees

Action	Broaden committee representation across levels
Action Lead	Division Directors; Diversity & Inclusion Communications Lead, Communication Education and Public Affairs (CEPA)
Timeframe	January 2013 — September 2013
Metric	Communicate to employees on importance of serving on various internal and external committees. Broaden participation to all employees.

Mission Integration

Goal 5: Increased visibility of OPS/OTD personnel, highlighting achievements and contributions to the lab

Action	Highlighting a diverse slate of internal talent for their mission support efforts and accomplishments by publishing Employee Spotlights which highlight employees, their work and the value they bring to the laboratory.
Action Lead	Division Directors; Diversity & Inclusion Communications Lead, CEPA
Resources	Division Directors to nominate employees for spotlights and provide input on employee accomplishments and overall impact to mission.
Timeframe	February 2013 – September 2013
Metric	Publish monthly Employee Spotlights

External Reputation and Partners

Goal 6: Take key role in diverse outreach

Action	Partner with local minority and/or women's organization to host an event, in order to develop rapport with organization and align outreach opportunities
Action Lead	OPS/OTD Diversity & Inclusion Committee
Resources	Division Directors will provide time and effort as speakers for this event as well as champion this effort, acknowledging the importance for employee involvement. CEPA will provide coordinating efforts and expertise to develop project plan baseline for event.
Timeframe	March 2013 – September 2013
Metric	Host one event with organization to capitalize on relationship building in order to feed the potential hire pipeline with a diverse slate of qualified talent

Goal 7: Develop co-op opportunity and relationship with colleges and universities in order to feed the potential hire pipeline with a diverse set of talent

Action	Partner with designated college, university and/or other organization to develop framework for formal co-op program and leverage existing efforts
Action Lead	OPS/OTD Diversity & Inclusion Committee
Resources	Deputy Laboratory Director for Operations and Division Directors to provide support and sponsorship. CEPA to support organization of efforts. Talent Acquisition (HR) will partner with Deputy Laboratory Director for Operations to source and identify talent for co-op opportunity.
Timeframe	March 2013 – September 2013