



# SLAC NATIONAL ACCELERATOR LABORATORY STRATEGIC PLAN OVERVIEW FOR DIVERSITY AND INCLUSION

## FISCAL YEAR 2017



# Diversity and Inclusion Strategy Overview

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SLAC values diversity and practices inclusion, supporting our capacity to innovate and achieve our scientific mission. As a multi-program science and technology laboratory with approximately 1500 employees, diversity and inclusion are inherent to SLAC's operations. From advanced computing and materials to energy and elementary particle physics, the array of programs we conduct for our customers encompasses science and technologies that influence people around the world...and people from around the world come to SLAC to realize possibilities. Our global reach provides a rich, diverse environment that enables great science but also requires a clear inclusion strategy and execution plan to achieve our goals and objectives. This Strategic Plan for Diversity & Inclusion is prepared in accordance with Stanford University's contract with the Department of Energy (DOE) and describes SLAC's strategic objectives for Fiscal Year (FY) 2017.

## Challenges

SLAC is located in the heart of Silicon Valley, which presents both unique benefits and challenges. As a nationally funded laboratory, our resources are targeted to pay full and fair Bay Area market wages to employees and operate world-class scientific facilities. However, Silicon Valley is an economically opportunistic environment where numerous leading technology companies are also based. As of 2015, 15.1 percent of the professional labor force and 5.9 percent of the total U.S. workforce are in STEM related occupations and only a percentage of those individuals are women or from underrepresented background (*U.S. Dept. of Labor, Bureau of Labor Statistics, Current Population Survey, 2015, Annual Averages, Table 11*). SLAC must compete directly with tech giants and startups that surround the lab for a small number of qualified individuals. These factors pose significant challenges to resource talent recruitment, especially targeted and time intensive searches for diverse, talented individuals. However, SLAC remains a distinctive place to work in Silicon Valley. As a leading edge research institution and member of the Stanford University family, people can and do change the world at SLAC. Our science mission inspires people to join us. Our mission and market challenges inspire us to embark on a uniquely strategic path, utilizing our strengths in science and innovation to increase the diversity of our workforce.

## Our Vision & Strategy

**SLAC National Accelerator Laboratory unites and empowers all people to realize their potential as unique individuals and groups, accelerating scientific innovation together.**

SLAC unites people of all races and ethnicities, national origins, genders, sexual orientations, gender identities, parental statuses, educational backgrounds, intellectual perspectives, socio-economic classes, religions, abilities and ages. We strive to empower all employees to excel on the job and reach their full potential, and reward and recognize employees based on performance and results.

To support the realization of our vision, SLAC has established the following FY17 strategic objectives:

- Cultivate an inclusive, engaging, respectful **culture**
- Build a diverse pipeline of incoming **talent**
- Sponsor and support the professional **development** of diverse employees

SLAC has engaged a strategy to change the way the management and the workforce collectively think about, and act upon elements of diversity in thought, beliefs, background, experience, and perspective. Our guiding principle is "If we build it, they will come", meaning if we continue to create an inclusive, engaging and respectful lab culture, women, under-represented groups and people of diverse thought will join and thrive within our workforce, and our innovative capacity, science advancements and quality of work will benefit.

We have also aligned our strategic objectives to our core values and commit to upholding our values as we implement our strategic plan.

**Excellence:** We commit to producing excellent results that honor the excellence within ourselves and everyone our results affect.

**Collaboration:** We commit to seeking and engaging in collaborative efforts that increase diversity and inclusion at SLAC.

**Creativity:** We commit to embracing the diverse mix of people and perspectives at SLAC to fuel our creativity.

**Integrity:** We commit to actively countering biases and cultural barriers that block personal and relational integrity.

**Respect:** We commit to demonstrating and fostering respect that enables everyone to feel heard, supported and able to succeed.

## Key Personnel

We believe that it “takes a village” to realize the vision and strategy outlined in this document. However, the following groups and individuals are key leaders that drive key Diversity & Inclusion priorities and strategic initiatives.

**Chi-Chang Kao** is the SLAC Lab Director. Dr. Kao leads all aspects of success at the lab and is particularly passionate and committed to building a diverse and inclusive lab that does great science.

**David MacFarlane** is the Chief Research Officer at SLAC and member of the SMT, reporting to Dr. Chi-Chang Kao. Dr. MacFarlane is responsible for the successful execution of SLAC’s scientific mission via research programs and science staff and a key leader in driving initiatives that support building a diverse scientific workforce at the lab.

**SLAC’s Senior Management Team (SMT)** members lead the directorates and key functions at SLAC, reporting to Dr. Chi-Chang Kao. SMT members are responsible for the overall execution of the Diversity & Inclusion Strategy within their respective directorates and coming together to drive lab wide initiatives.

**Paul Chiames** is the Chief Human Resources Officer at SLAC and responsible for the overall direction and planning of SLAC’s Diversity & Inclusion Strategic Plan. Mr. Chiames reports to lab director, Dr. Chi-Chang Kao with whom he shares progress and provides council to both him and the SMT.

**Maryann Baumgarten** is the Diversity & Inclusion Lead at SLAC, responsible for the overall development and execution of SLAC’s Diversity & Inclusion Strategic Plan, reporting to Paul Chiames. Maryann serves as subject matter expert and key consultant to leaders and employees throughout the lab to accelerate the realization of SLAC’s Diversity & Inclusion Vision and Strategy.

**Eric Shupert** is the Manager of Workforce Planning & Attraction at SLAC and leads the team that executes work in these areas. Mr. Shupert joined the lab in 2009 and reports to Paul Chiames. Eric is responsible for advisement and successful implementation of bias mitigation in staffing and other work specifically related to workforce planning and attraction. **Vinnie Warren, Diedre Webb and Mitchell Mark** report to Eric, making up SLAC’s staffing team. The team recruits talent at the lab and regularly incorporates diversity outreach, diverse candidate slate targets and supports bias mitigation throughout the staffing process for all positions at SLAC.

**Enrique Cuellar** is SLAC’s WDTS (DOE Office of Science Workforce Development for Teachers & Students) lead reporting to Eric Shupert. Dr. Cuellar is responsible for the realization and execution of WDTS programs at the lab including SULI (undergrad) & CCI (community college) summer internships, the Science Graduate Student Research (SCGSR) Program and VFP (visiting faculty program) appointments.

**Christi Olson** is the Manager of Organizational Effectiveness & Employee Development at SLAC and leads the team that executes work in these areas. Dr. Olson joined the lab in 2014 and reports to Paul Chiames. Christi is responsible for advisement and successful implementation of Diversity & Inclusion Strategy Plan elements related to organizational effectiveness and employee development.

**Marianne Taliaferro** is the Manager of Compensation & Records at SLAC leads the team that executes work in these areas. Ms. Taliaferro joined the lab in 2006 and reports to Paul Chiames. Marianne is responsible for advisement and successful implementation of Diversity & Inclusion Strategy Plan elements related to compensation & records.

**Chris Bloyer** is the Manager of Employee Relations & Engagement at SLAC. Mr. Bloyer originally joined the lab in 2011 and then again in 2014 and reports to Paul Chiames. Chris is responsible for advising key leaders at SLAC on HR issues including diversity & inclusion and leads a team of human resources business partners (**Andrea Moore, Michelle Leahy, and Karen Van Der Pyl**) and SLAC's Employee Relations Lead (**Angelica Woodward**) that help drive successful diversity & inclusion implementation across all directorates at SLAC.

**Steven Porter** is SLAC's Chief Legal Counsel. Mr. Porter provides guidance on all matters related to legal policy, including any legal requirements or council related to diversity and inclusion initiatives at the lab.

**Employee Resource Group (ERG) Leaders and Members** are employee volunteers from across the lab - from scientists to engineers to operations staff. These employees are members of one or more of the four ERGs at SLAC; Women, Ethnic Minority, Military Veteran and LGBTQ. ERG leaders and members develop and drive actions throughout the year that advance the Diversity & Inclusion strategic pillars of culture, incoming talent and development, specifically in support of the diverse groups they represent. Each ERG includes an "executive sponsor(s)" for each group; **Suzanne Davidson**, CFO (Ethnic Minorities); **James Williams**, CIO (LGBTQ), **Dr. Michael Fazio**, AD – Technology Innovation Directorate (Women's); **Marc Clay**, - Director of Contractor Assurance & Contract Management and **Russell Thackston**, Director of Facilities & Operations (Military Veterans). These sponsors are members of the senior management team at SLAC, reporting to lab director, Dr. Chi-Chang Kao. Sponsors provide guidance, access, visibility and support to ERG leaders and members. Paul Chiames and Maryann Baumgarten also provide ERG leaders, sponsors and members with consultation, guidance and support toward achieving our lab wide goals and objectives. ERG leaders and members also meet with lab director Dr. Kao to share progress, challenges and concerns on behalf of the diverse employee populations they represent.

As a member of the Stanford University family, SLAC also works with Stanford University offices to assist in the successful execution of the SLAC Diversity & Inclusion Strategic Plan. The **Stanford Diversity & Access Office** manages and provides support for accommodation requests and university wide diversity initiatives. **Stanford's Worklife Office, University Human Resources** and related offices manage and provide support for child and elder care, medical benefits, transportation, career development, financial planning and more, which helps SLAC provide a wider array of support with limited resources.

Chi Chang Kao's Equal Employment Opportunity [EEO] and Affirmative Action [AA] statement can be viewed at [https://careers.slac.stanford.edu/files/SLAC\\_EEO\\_POLICY\\_STATEMENT\\_0.pdf](https://careers.slac.stanford.edu/files/SLAC_EEO_POLICY_STATEMENT_0.pdf) and in Appendix A of this document.

# Appendix A: Laboratory Diversity and Inclusion Relevant Resources, Documents and Policy Statements

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## **Policies related to the prevention of harassment, discrimination and profiling:**

Stanford University's administration guide on human resources informs all of SLAC's policies to ensure diversity and inclusion practices are upheld and discrimination is not tolerated in the workplace. All policies can be accessed publically at <https://adminguide.stanford.edu>. Our policy on Equal Employment Opportunity, Non-Discrimination, and Affirmative Action Policy is included here:

### **2.2.1 General Personnel Policies**

#### **1. Equal Employment Opportunity, Non-Discrimination, and Affirmative Action Policy**

##### **a. Equal Employment Opportunity**

It is the policy of Stanford University to provide equal employment opportunities for all applicants and employees in compliance with all applicable laws. This policy applies in all aspects of the employment relationship including (but not limited to) recruiting, selection, placement, supervision, working conditions, compensation, training, promotion, demotion, transfer, layoff, and termination. All University personnel policies, procedures, and practices must be administered consistent with the intent of this basic policy.

##### **b. Non-discrimination**

(1) Stanford University does not discriminate on the basis of race, religious creed, color, national origin, ancestry, physical or mental disability, medical condition, genetic information, marital status, age, sex, sexual orientation, gender, gender identity, gender expression, military status, veteran status, or any other characteristic protected by law, in connection with any aspect of employment at Stanford.

(2) Harassment on the basis of any legally protected characteristic is a form of discrimination and is likewise prohibited by this University policy. Prohibited harassment occurs if a hostile environment has been created that is sufficiently severe, pervasive, or persistent so as to unreasonably interfere with a person's work performance or participation in University activities.

Prohibited harassment may take the form of (but is not limited to) offensive slurs, jokes, and other offensive oral, written, computer-generated, visual or physical conduct which is aimed at an individual or group because of their protected status.

##### **c. Affirmative Action**

As a matter of institutional policy and consistent with its obligation as a federal government contractor, Stanford University is committed to principles of diversity and affirmative action, and will comply with all affirmative action requirements in accordance with law.

##### **d. Non-retaliation**

Stanford University policy prohibits retaliation against individuals who raise concerns of perceived discrimination or harassment or who participate in the investigation of any claim of discrimination or harassment. Retaliation is an adverse action taken against an individual because that individual has made a good faith complaint of discrimination or harassment or has participated in the investigation of a claim of discrimination or harassment. An adverse action is any action that materially affects that individual's terms and conditions of employment.

##### **e. Resources**

(1) Employees or applicants who believe they have been discriminated against, harassed, or retaliated against in violation of this policy may direct their complaint to any of the following:

- The Office of Diversity and Access (at [equalopportunity@stanford.edu](mailto:equalopportunity@stanford.edu) or 650-725-0326)

- The local Human Resources office,
- Their supervisor,
- The Stanford Employee and Labor Relations Office (at stanfordelr@stanford.edu or 650-721-4272)
- To the Senior Associate Provost for Faculty Affairs (at 650-725-2545),
- The School of Medicine Office of Employee Relations (at <http://med.stanford.edu/hrg.html>), or
- The SLAC Manager of Employee Relations and Training (at 650-926-2358).

(2) Concerns regarding sexual harassment or consensual sexual or romantic relationships in the workplace/educational setting may be made to the Sexual Harassment Policy Office (650-724-2120 or [harass@stanford.edu](mailto:harass@stanford.edu)) or to any Sexual Harassment Adviser listed at <https://harass.stanford.edu>.

(3) Concerns regarding gender or sex discrimination (including sexual harassment, sexual misconduct, sexual assault, relationship (dating and domestic) violence and stalking) involving students should be made to the Title IX Office (at [titleix@stanford.edu](mailto:titleix@stanford.edu) or 650-497-4955).

(4) Concerns regarding conduct believed to be unethical or unlawful may be made to the University Compliance and Ethics Office (at [compliance@stanford.edu](mailto:compliance@stanford.edu) or 650-721-2667). Anonymous concerns can be submitted to the Compliance and Ethics Helpline (at [helpline.stanford.edu](http://helpline.stanford.edu)).

(5) Confidential resources: The University Ombuds (at 650-723-3682) and the School of Medicine Ombuds (at 650-498-5744) are also available as confidential resources to discuss concerns. Submitting complaints anonymously or to a confidential Ombuds Office will not constitute “notice” to the University.

#### f. Internal Reporting

Reports of discrimination, harassment, or retaliation should be made orally or in writing and as soon as possible: the earlier the report, the easier it is to investigate and take appropriate remedial action. Supervisors are expected to report any complaints of discrimination, harassment, or retaliation of which they are aware. Remedial actions can include direct communication with the other person, third party intervention by a human resource professional or other staff member, or an investigation. Making a false report or providing false information may be grounds for discipline in the absence of a good faith belief that the report/information is true.

The University is committed to promptly and fairly investigating and remediating claims of discrimination, harassment and retaliation. Investigations are conducted as necessary by impartial and trained personnel and will reach conclusions based on the evidence collected. If misconduct is found, appropriate corrective action will be taken. All individuals covered by this policy are expected to fully and truthfully participate and cooperate in the investigation of any claim of discrimination, harassment, or retaliation. Failure to participate and/or cooperate in an investigation when requested may be grounds for discipline.

Depending upon an individual's category of employment (e.g., faculty, academic staff, regular staff, postdoctoral scholar, etc.) and the nature of the complaint, applicable grievance or other procedures also may be used to report complaints.

#### g. Confidentiality

The University recognizes the importance of confidentiality. Personnel handling these matters will respect the confidentiality of the individuals reporting harassment, discrimination, and retaliation to the extent reasonably possible.

#### h. External Reporting

Discrimination, harassment, and retaliation are prohibited by state and federal law. In addition to the internal resources described above, individuals may pursue complaints directly with the government agencies that deal with unlawful harassment, discrimination, and retaliation claims, e.g., the U.S. Equal Employment Opportunity

Commission (EEOC), the State of California Department of Fair Employment and Housing (DFEH), and/or the U.S. Department of Education's Office for Civil Rights (OCR). These agencies are listed in the Government section of the telephone book. A violation of this policy may exist even where the conduct in question does not violate the law.

### Lab Policy Statements:

As a national lab operated by Stanford University, SLAC aligns and adheres to Stanford's Equal Employee Opportunity statement, which can be found at [https://diversityandaccess.stanford.edu/sites/default/files/president\\_reaffirmation-equal\\_employment\\_opportunity\\_2015.pdf](https://diversityandaccess.stanford.edu/sites/default/files/president_reaffirmation-equal_employment_opportunity_2015.pdf).

Additionally, Director Chi Chang Kao's Equal Employment Opportunity [EEO] and Affirmative Action [AA] statement can be viewed at [https://careers.slac.stanford.edu/files/SLAC\\_EEO\\_POLICY\\_STATEMENT\\_0.pdf](https://careers.slac.stanford.edu/files/SLAC_EEO_POLICY_STATEMENT_0.pdf) and below.

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**OFFICE OF THE DIRECTOR**



SLAC reaffirms its commitment to equal opportunity and affirmative action, and reissues the following policy statement:

SLAC National Accelerator Laboratory is one of 17 Department of Energy (DOE) National Laboratories, and operated by Stanford University on behalf of the DOE. SLAC develops and operates some of the world's premier science facilities, including the first hard X-ray free-electron laser. Research at SLAC explores the structure and function of matter and the properties of energy, space and time, at the smallest and largest scales, all with the goal of solving problems facing society and advancing human knowledge. We believe that encouraging and embracing diversity enables research excellence and scientific innovation.

SLAC is an Affirmative Action (AA) / Equal Employment Opportunity (EEO) employer. SLAC encourages diversity by providing equal opportunity and prohibiting discrimination and harassment of all employees and applicants for employment regardless of race, color, religious creed, national or ethnic origin, ancestry, physical or mental disability, medical condition, marital status, sex, age, sexual orientation, gender identity and/or expression, veteran status, genetic information, or any other trait, characteristic or status protected by applicable law.

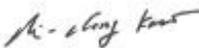
SLAC will take affirmative action in the recruitment and retention of candidates and employees, to include but not be limited to the areas of: employment, promotion, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other compensation or benefits; and selection for training and development, including apprenticeship. Additionally, it is SLAC's policy that there shall be no discrimination, harassment or retaliation against employees who raise issues of discrimination or potential discrimination, who participate in the investigation of such issues, or who request or take family leave pursuant to the California Family Rights Act (CFRA) or the Federal Family and Medical Leave Act of 1993 (FMLA).

SLAC does not sacrifice job-related standards when engaging in affirmative action hiring and employment practices. The concept of equal opportunity requires that the best-qualified person for a given role be hired, and SLAC will actively and creatively pursue avenues to reach and include diverse candidates in job sourcing and selection processes. When candidates become employees, they will learn of SLAC's commitment to building an inclusive environment in which differences are both welcomed and appreciated.

We are committed to an inclusive environment where:

- We respect and value individual differences
- We collaborate and seek out diverse opinions and viewpoints
- We attract, develop, engage and retain a diverse workforce
- Our leaders advocate the organizational and scientific benefits of diversity and inclusion
- We accept open expression of individuality and diversity within the bounds of courtesy, respect and sensitivity

SLAC regularly audits, reports and evaluates activities which pertain to our EEO and AA objectives. Employees who need assistance in the clarification or resolution of EEO matters are encouraged to consult with Human Resources Development and Services.

  
February 17, 2017