



SLAC NATIONAL ACCELERATOR LABORATORY STRATEGIC PLAN FOR DIVERSITY AND INCLUSION

FISCAL YEAR 2017



1. Diversity and Inclusion Strategy Overview

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 and in Appendix A.

2. Strategy for Recruitment, Development, and Retention of a Diverse and Talented Laboratory Workforce

A. Laboratory Strategy and Goals

To increase diversity and inclusion at SLAC National Accelerator Laboratory, we developed our strategy to address the challenge of inclusive decision-making. With an understanding that all lab decisions define and communicate who we are as an organization, we have undertaken a three front approach to (1) cultivate an inclusive, engaging, respectful **culture**, (2) build a diverse pipeline of incoming **talent**, and (3) sponsor and support the professional **development** of diverse employees.

Objective 1: Cultivate an inclusive, engaging, respectful **culture**

Actions

- Gather Employee Resource Group feedback to drive policy and culture changes
- Incorporate bias mitigating measures in performance evaluation tool
- Provide funding, HR and executive support to enable Employee Resource Groups to develop and execute actions that support the lab's strategic plan
- Chi-Chang Kao, Board Member of Clayman Institute for Gender Research
- Implement Diversity Leadership Council (Executive Sponsors and ERG Leaders) to share goals, progress and feedback with each other and lab management
- Develop cross university relationships as a Stanford University Graduate Diversity Council member
- Sponsor and leverage learnings from the Stanford Clayman Institute for Gender Research
- Ensure family friendly policies (telecommute, flex schedules, on-site day care) are in place and administered consistently
- Develop a D&I Scorecard quarterly that reflects process and results metrics
- Conduct pulse surveys as needed to identify issues and measure changes over time
- Build / grow online resource hub that includes various templates and tools that support the active employee practice of inclusivity.
- Integrate D&I awareness and content features into new and established SLAC communication and employee learning channels.
- Send Work/Life Integration lab wide communications to educate the lab on resources available to employees

Measures of Success:

- Increased retention of women and underrepresented minorities
- Increased number of employee advocates and ERG members
- Increases of diverse talent in key meetings, projects, committees and positions
- Diminishing need to infuse bias awareness into hiring and other decision making
- Improved employee engagement survey results

Objective 2: Build a diverse pipeline of incoming talent

Actions

- Infuse gender and URM neutral language into job postings to attract diverse candidates.
- Grow adoption of staffing processes that incorporate extended diverse outreach, candidate slates, and candidate vetting and selection processes designed to mitigate bias at all steps
- Build connections between ERGs and staffing to increase diverse candidate sourcing and referrals through employee networks.
- Build inclusive branding material that attracts diverse candidates.
- Conduct webinars targeted to university affinity groups to promote WDTS and other internship opportunities enabling early in career pipeline development.
- Contribute to WITI, AWIS and other women in STEM focused organizations by participating on panels, giving talks, etc....
- Participate in joint-laboratory and independent diversity recruiting events at Howard University, Atlanta University Consortium and other minority serving institution, association and society career fairs.
- Develop on-going connections with potential candidate via a quarterly newsletter.

Measures of Success:

- Increased number of women and underrepresented SLAC employees
- Increased number of women and underrepresented minorities in STEM pipeline
- Increased number of quality partnerships with targeted universities and professional organizations

Objective 3: Sponsor and support the professional **development** of internal diverse talent.

Actions

- Hold dedicated, regular discussion and education time with managers on the brain, neuroscience and bias as it influences culture and decision-making.
- Highlight diverse talent at the lab in a “People at SLAC” column in SLAC Today
- Audit performance review data to measure bias, goal definition and feedback provided for diverse employees
- Facilitate lab wide Talent Reviews with Senior Leaders with an embedded consideration for diverse talent
- Facilitate connections between diverse high potential employees and potential sponsors to support their career development
- Develop an inclusive leadership toolkit for all managers to access and learn how to lead inclusively and mitigate bias in several situations including employee sponsorship, hiring, meetings, performance, 1:1s, etc....
- Support Women’s ERG to develop and execute a mentorship program pilot
- Provide resources to help managers of diverse STEM talent support the development of employee IDPs (Individual Development Plans)

Measures of Success:

- Increased retention of women and underrepresented minorities
- Increased number of internal diverse candidates in talent plans
- Improved quality of development planning and sponsorship of diverse talent
- Increased promotion rates of women and underrepresented minorities

B. FY2016 Employment Statistics

All diversity related employment data of September 30, 2016 is included in Appendix B, Table 1, Tab 1 and the following table provides a summary of this data.

Table 2: Summary of Laboratory Workforce Demographics

	Total Employees	% Women	% Under-represented Minorities [1]	% Other People of Color [2]	% Two or More Races/ Ethnicity [3]	% White
Overall (all Employees)	1797	24%	10%	25%	3%	60%
Lab Senior Leadership (LD, DLD, ALDs)	6	17%	0%	17%	0%	83%

Research/Technical Management (first-line and mid-level)	259	13%	7%	16%	0%	76%
Operations Management (or Research Support)	67	60%	7%	15%	4%	72%
Technical Research Staff	677	13%	11%	17%	4%	67%
Operations Support Staff	391	46%	20%	28%	45	48%
Postdocs	188	22%	3%	43%	2%	52%
Graduate Students [4]	209	20%	2%	47%	2%	44%
Undergraduates [4]	0	0	0	0	0	0

[1] Numbers for all job categories should be absolute numbers as of September 30, 2016 and percent by job category except for graduate students and undergraduates; numbers for graduate students and undergraduates should be provided as cumulative counts for the fiscal year.

[2] Under-represented minorities defined as African American/Black, Native American/Alaskan native, or Hispanic/Latino (or combination).

[3] Other people of color include Asian/Asian American and Pacific Islander/Native Hawaiian

[4] Graduate students and undergraduate students are those students who work at and are paid by the laboratory.

C. FY2016 New Hire Statistics

All diversity related new hire data as of September 30, 2016 is included in Appendix B, Table 3, Tab 2.

D. FY2016 Major Efforts and Accomplishments

Diversity Hiring: SLAC recently renewed efforts to increase diversity of our workforce utilizing evidence-based methods. Hiring managers are engaging with our reengineered staffing process that includes job description language reviews, diversity job site postings, objective criteria definition, committee and candidate diversity targets, committee briefings on common bias patterns and Diversity & Inclusion consultation during evaluation and interview phases. While it is not yet practiced by every hiring manager, the SLAC senior management team and HR audits engagement monthly to ensure full adoption. These efforts have contributed to increasing the number of women scientists hired from 15 percent of 2015 total hires to 19 percent of 2016 total hires, hiring the first female Panofsky Fellow in the SLAC's history, and appointing eight women to faculty or senior management roles or as deputies to senior managers (47 percent of all opportunities in 2016 compared to 17 percent in 2015). Hiring early career talent has been a challenge given current project funding, often requiring senior experienced staff. However, SLAC is taking steps to make hiring more early career talent possible. To build a pipeline of potential early career job candidates, SLAC received a \$60k grant from the Office of Science in Aug 2016 to contribute to recruiting diverse interns for the WDTS (Workforce Development for Teachers and Students) programs. SLAC is now drafting 2017 proposals to request funding from appropriate sources to build an early career program at the lab. The program would include 15-30 early career scientific and engineering staff positions used to hire interns upon graduation each year, administration and providing project specific training, mentoring and support.

Diversity Retention: SLAC recently reversed a trend for 2014/15 that saw women and under-represented minorities leaving SLAC at higher rates than their white male colleagues. Actions taken to address retention include 1) recently formed employee resource groups with over 90 currently active or interested participants, 2) equalizing SLAC employee prioritization for onsite childcare which was historically differentiated, making it more difficult for SLAC staff to retain a spot, 3) revising our telecommute and work schedule policies to enable greater flexibility for all staff members, 4) balancing the number of women and under-represented

minorities nominated into Stanford leadership development programs, and 5) training managers across the lab on the process and impact of inherent bias, and the implications for our people decisions.

E. Outreach Related to the Recruitment and Retention of a Diverse, Talented Workforce

SLAC has developed and currently employs a framework that encompasses diverse outreach for all positions with emphasis on STEM roles. A summary of our approach is as follows:

CREATE a job that attracts diverse qualified candidates	SLATE all qualified candidates for equitable review	EVALUATE diverse qualified candidates equitably to select the best
Define Criteria	Recruit Selection Committee	Rate Qualified Candidates
Open Requisition	Recruit Diverse Candidates	Rank Top Candidates
Develop Staffing Plan	Develop Evaluation Plan	Review Final Candidates
How it Works		
✓ Objective criteria is defined with HR at start of hiring process	✓ Include Women / Underrepresented members on committees at or above representation % in candidate pools	✓ Consistent rating process against pre-defined criteria
✓ Job requisition is opened before search begins ; job description uses gender neutral language where possible	✓ Include Women / Underrepresented on candidate slates at or above representation % in available pools	✓ Consistent ranking process against pre-defined criteria
✓ Staffing plan is built with a SLAC recruiter to clarify needs and define diverse search strategy	✓ Develop an inclusive evaluation approach with SLAC diversity & inclusion lead	✓ Consult with diversity & inclusion lead to plan equitable, inclusive interviews for all final candidates

The laboratory has a target of 20-30% diversity on all candidate slates and takes several actions to reach our aspirations. Firstly, every position posted at SLAC is automatically posted to over 30 diversity related websites. More directly, the SLAC recruiting team develops a diverse search strategy with hiring managers that includes identifying diverse candidates within committee member networks, attending diversity related career fairs and reaching out to diversity related organizations which includes but is not limited to organizations listed at <https://diversityandaccess.stanford.edu/diversity/diversity-recruitment-resources>. Outreach efforts are always customized to the functional area and needs of the role.

3. Laboratory Prevention of Discrimination and Profiling

SLAC is committed to creating an inclusive environment where diversity is valued so that individuals and teams will be inspired to contribute fully to the organization's success. SLAC strives to develop and maintain an inclusive environment through various initiatives that deter harassment, discrimination and profiling based on race, color, religion, gender, national origin, ethnic group, age, disability, material status, sexual orientation, or veteran status.

Stanford University's administration guide on human resources policies (found at <https://adminguide.stanford.edu>) informs all of SLAC's policies to ensure diversity and inclusion practices are upheld and discrimination and profiling is not tolerated in the workplace. These policies are also referenced on internal web pages for employees and managers to help prevent incidents and provide guidance on managing claims.

In the event that any discrimination or profiling claims are raised, employees and managers are guided to first consult with their Human Resources Business Partner (HRBP). Each HRBP then works with Angelica Woodward, SLAC's Employee Relations Lead. Ms. Woodward manages the processing and resolution of all reported incidents, utilizing the laboratory's procedures and consults with Chris Boyer, Employee Engagement Manager, Paul Chiames, Chief Human Resources Officer, Steven Porter, SLAC Legal Counsel and Senior Management as needed to lead to successful resolution for the employee and lab.

SLAC reviews its policies, procedures and practices on a regular basis and engages laboratory staff to identify areas for improvement. An example of this occurring in FY2016 includes the successful revisal of SLAC's telecommute/flex schedule policy and improving SLAC's position for Stanford on-site day care, both policies informed by Employee Resource Group feedback.

Ongoing Actions to Ensure the Prevention of Discrimination and Profiling at SLAC

1. Training is provided to managers to understand the role implicit bias plays in decision-making and to gain an awareness of their own biases.
2. Strengthen ERGs and stand up a Diversity Leadership Council to provide direct feedback to the Lab Director.
3. Senior management will support an inclusive environment as leaders serve as champions for ERGs and take an active role in ERG events and areas of interest.
4. New employees will be provided information in New Employee Orientation about SLAC's ERGs and commitment to an inclusive environment so that they may choose to begin networking with fellow employees.
5. Create paths to continually demonstrate leadership commitment and accountability to diversity and inclusion.

Measure of Success:

- The impact of ERG activities is reflected in measures of SLAC's ability to attract, promote, and retain diverse staff
- Growth in ERG membership by targeted job groups
- Opportunities identified and changes observed that improve environment for stakeholder groups

4. Supporting a Diverse and Talented STEM Pipeline

SLAC is committed to being a driving force behind STEM education, along with under- and post- graduate programs that help build a diverse and talented STEM pipeline. Investments in educational outreach activities that create a pipeline of diverse candidates, on-site work assignments such as postdoctoral appointments, and extensive outreach efforts continue to be primary approaches to attracting diverse candidates.

A. STEM Training and Education Programs

Leland Scholars Program Partnership

LSP is a summer in-residence program for freshmen students to help them transition to Stanford University and life on campus. The LSP students intend to study in a STEM or pre-health field and come from under-represented and under-resourced communities. As part of SLAC Community Relations strategy to develop and strengthen partnerships with Stanford University, SLAC collaborates with the Leland Scholars Program (LSP) to help expose and educate Stanford students on the practice of science by giving them the opportunity to engage directly with SLAC scientists and learn about their work and research at the lab. Each year, we bring newly admitted freshmen students from LSP to SLAC to meet with scientists, hear a presentation on the sciences of SLAC, and tour the facilities.

Summer Undergraduate Internship Programs

There are several internship programs that SLAC manages each summer for undergraduates in STEM; The Community College Internship (CCI) and Science Undergraduate Laboratory Internship (SULI) programs funded by DOE in addition to SLAC's Summer Student Program. Each program provides college students in STEM opportunities to work directly with scientists and engineers at the lab. The students conduct research and related projects that increase their level of STEM proficiency and positions them for a successful STEM career. Graduates are a key group of talent targeted for recruitment to full time lab positions when available.

Extended Internship & Graduate Research Programs

The STEM Teacher and Researcher (STAR), Visiting Faculty Program (VFP), Science Graduate Student Research Program (SCGSR), and Wolfgang Panofsky Fellowship, provide extended opportunities to STEM students and researchers at SLAC. All programs provide funding and senior staff/faculty support of research projects proposed by students or faculty at different institutions.

The Alonzo W. Ashley Internship program provides central SLAC funding toward salary for 1-3 diverse graduates into full time yearlong internships. The SLAC Directorate hiring the intern funds the remainder of salaries for the internship.

Table 4: Diversity of Graduate and Undergraduate Student Participants and the Laboratory in FY2016

	Total Employees	Total Women	% Women	Under-represented Minorities [1]	Other People of Color [2]	Two or More Races/ Ethnicity [3]	White
Graduate Students [4]	209	42	20%	2%	47%	2%	44%
Undergraduates [4]	0	0	0	0	0	0	0

[1] Numbers for all job categories should be absolute numbers as of September 30, 2016 and percent by job category except for graduate students and undergraduates; numbers for graduate students and undergraduates should be provided as cumulative counts for the fiscal year.

[2] Under-represented minorities defined as African American/Black, Native American/Alaskan native, or Hispanic/Latino (or combination).

[3] Other people of color include Asian/Asian American and Pacific Islander/Native Hawaiian

[4] Graduate students and undergraduate students are those students who work at and are paid by the laboratory.

B. Partnerships with Minority Serving Institutions

SLAC collaborates with several minority-serving institutions including helping build a sustainable STEM pipeline. To recruit underrepresented minorities in STEM, SLAC attends Howard University's Career Fair, National Lab Career Days held at Historically Black Colleges and Universities (HBCUs), HENNAC (Hispanic Engineer National Achievement Awards Corporation) Career Fair and others. Additionally, we have built relationships and continue to build connections with professors and students at Howard and contribute to events as speakers and panelists.

The Laboratory also partners with associations that support the development of women in STEM. SLAC has published a 2016 article in collaboration with AWIS (Association for Women in Science), was a speaker and workshop leader at the 2016 WITI (Women in Technology International) annual conference and is on the board of the Stanford Clayman Institute for Gender Research.

C. FY2016 Major Efforts and Accomplishments related to Promoting Diversity in STEM Training and Education Programs

The new SLAC Staffing framework (mentioned in Section 2, E) was applied to the Panofsky Fellowship process January – March 2016 and resulted in the first female Panofsky fellow named in the lab's history. The framework was applied to all new RA (Research Associate) searches as well and increased representation on all candidate slates.

In February 2016, SLAC employees and Employee Resource Group members attended National Lab Career Day at Howard University. In addition to attending, SLAC participated in a panel and held discussions with many professors and students. Connections made at the Howard National Lab Day enabled follow up discussions that resulted in a Howard faculty member applying to and receiving a Visiting Faculty Program (VFP) appointment at SLAC.

SLAC and the Leland Scholar Program (LSP) established a more integrated relationship in FY2016. SLAC invited new Leland Scholar (LSP) students to tour and meet with faculty during their first weeks in their first year (Aug 2016), exposing the students to classes and internship opportunities early in their college curriculum planning. This exposure increases the likelihood of students applying to undergraduate internship programs at SLAC and choosing courses that relate to the work done at SLAC.

In late FY2016, SLAC was awarded a grant from the Office of Science. The grant included over \$60,000 of funding for extended outreach to diverse students with the goal of increasing the number of underrepresented students applying to DOE internship programs.

D. Outreach Related to Promoting Diversity in Laboratory STEM Training and Education Programs

In FY2017, SLAC will continue our outreach efforts by:

- Conducting webinars targeted to university affinity groups and to promote Workforce Development for Teachers, Students (WDTs) CCI, SULI programs, and other internship opportunities.
- Attending National Lab Day at Atlanta Clark University in Oct 2016 and the Howard University Career Fair in Sept 2017.
- Coordinating SLAC internship programs to build a cohort based summer experience to streamline outreach messaging for diverse groups. This effort will increase the depth of learnings and relationships formed each summer, enabling greater development of each participant's career in STEM.
- Developing a mentorship program that allows both undergrad and graduate students to connect with SLAC staff for academic mentorship opportunities targeting diverse students and mentor connections.
- Apply the SLAC staffing framework to Research Associate roles to extend diversity outreach for RA candidate slates.
- Hosting new Leland Scholar Program participants in Fall 2017

5. Promoting Diversity through Subcontracting, Economic Development, and Tech Transfer

SLAC aims to provide maximum practical opportunities for small, small disadvantaged, woman-owned, HubZone, Veteran, and Service Disabled Veteran Owned businesses to supply the goods and services used in the company's operations. Special emphasis will continue to be placed on subcontracting opportunities with minority-owned firms and also with minority educational institutions.

The laboratory actively partners on numerous SBIR/STTR projects, and the SBIR/STTR programs have a statutory purpose of fostering and encouraging program participation by socially and economically disadvantaged small businesses and women-owned small businesses. As part of the laboratory's technology transfer mission, intellectual property developed at the laboratory is broadly publicized and offered for licensing through Stanford's Office of Technology Licensing to any entity, regardless of size or makeup, which will most effectively make use of the IP for the benefit of the public.

Subcontracting efforts are performed by SLAC Supply Chain Management (SCM). Under the requirements defined in FAR 52.219-9 Small Business Subcontracting Plan and the Performance Evaluation Management Plan through the Balanced Scorecard Report, SCM performs small business outreach through community hosted events, market research, and industry days.

SLAC small business goals are identified in the Small Business Plan, subcontract awards are monitored and progress is reported monthly to the SCM Procurement Team Leads. Progress on the small business goals are report monthly, quarterly, semi-annually and annually to the DOE.

The Small Business Program Manager (SBPM) identifies small businesses through outreach events or cold calls, collects information about the goods or services the subcontractor provides and informs the SCM buyers. The SBPM and/or Procurement Managers attend at least one small business event hosted in the local area and attend the National DOE Small Business Conference.

The SCM procurement office takes advantage of Small Business Administration (SBA) Training, which is offered monthly to be knowledgeable of changing regulations and ways to engage with small business.

SLAC has a focused Strategic Partnership Projects (SPP) strategy that is well aligned with its strategic plan, and enables the Laboratory to enhance support for essential core competencies and its science and technology base. SPP also enables hiring and retention of staff, development of new advanced research facilities, development of new methodologies and software, engagement of outside scientific talent, the addition of new instrumentation and collaboration and technology transfer with industry. SPP places minimal strain on the scientific and technical talent pool; none of the projects expected over the next several years will be large enough to have a significant impact on the workforce if cancelled. On the contrary, SPP enables SLAC to retain talent that would otherwise be lost because of reductions in some DOE base programs and to enhance the viability of core competencies. No discretionary funds are used to support SPP-specific infrastructure and there is no significant subcontracting outside the Laboratory.

SLAC also aims to more effectively transition successful technologies to U.S. industry for commercial applications and help them remain at the cutting edge. The SLAC Technology and Innovation Directorate (TID) is developing an aggressive SPP program in the near term to help achieve this goal, to enhance the core competencies on which the SLAC core programs depend and to develop a broader sponsor base across federal agencies to further serve the nation's interest. It has added staff to support and manage these growth efforts. Current areas being developed by TID and other organizations at SLAC are Industrial Applications of Light Sources, materials and Chemical Sciences, Biosciences, Accelerator and RF Technology and Applications, and Applications of Detectors, Instrumentation and Computing.

Fiscal Year 2016 Activities:

On September 15, 2016, the SBPM, Services Team Lead, Construction Team Lead and a Commodities Buyer attended the Oakland Small Business Matchmaking. The matchmaking event was focused on small businesses in the Oakland area. The SCM personnel met with 8-10 businesses in teams of two.

May 23-25, 2016, the SBPM attended the DOE Small Business Conference in Atlanta, Georgia. The purpose of this outreach event was to gain training specific to role of SBPM from the DOE, network with small businesses, and learn from the other DOE Laboratories.

As a direct result of education and training with the Procurement Staff, the Services Team has transitioned Chemical Ordering to a veteran owned small business and the Commodities Team is transitioning IT Hardware purchasing to a veteran owned small business. These two efforts will transition approximately \$4M in spend from large to small business.

Fiscal Year 2017 Activities:

In late April 2017, the SLAC Supplier website was relaunched to include more information about the Services Team Lead, Construction Team Lead and Commodities Team Lead points of contact. The website advertises SLACs attendance at the DOE Small Business Conference in Kansas City in May.

May 16-18, 2017, SLAC Supply Chain Management is sending a Buyer to attend the DOE Small Business Conference in Kansas City, Missouri. The purpose of this outreach event was to gain small business training, network with small businesses, and learn from the other DOE Laboratories. The conference includes a matchmaking event focused on introducing small businesses to M&O Laboratories like SLAC. The SCM Buyer will meet with 8-10 small businesses to discuss upcoming procurements at SLAC.

From fiscal year 2014 to 2016, SLAC has increased its Small Business procurements by 17%. In 2016, SLAC met its Woman Owned and Veteran Owned Small Business goals.

Table 5: Small Business Sub-Contracting Goals

Small Business Type	FY 2016 Goals	FY 2016 Actual	FY 2017 Goals
Small Business	50.2%	41%	50.2%
Women-owned Small Business	5%	5%	5%
Small Disadvantaged Business	5%	3.5%	5%
HUBZone Small Business	3%	.5%	3%
Veteran & Service Disabled Owned Small Business	3%	4.5%	3%

Action Items:

- 1) Maintain an active small business outreach program, demonstrate good faith efforts, and provide information resources to improve small business capabilities and subcontracting performance.
 - a) Support and market the current class of small businesses to SCM Procurement Staff and SLAC staff.
 - b) Continue to support outreach, particularly those of the socioeconomic groups, to recruit and educate small businesses to compete for SLAC subcontracts.
 - c) Develop programs for educational institutions that can lead to increased contracting and science and technology partnerships.
- 2) Meet Small Business and Balanced Scorecard Goals
 - a) Negotiate challenging, but attainable, small business goals.
 - b) Market small businesses to the SCM Procurement Staff and SLAC staff.

Measures: Performance against defined goals for the categories of small businesses is tracked and reported to management.

6. Laboratory Educational Outreach and Community Involvement and Outreach

A. Overview

The education and training of the next generation of diverse researchers in STEM disciplines is critical for the long-term success of SLAC and the nation. This longer-term view of strategically developing diverse talent will be a continuous effort and one that may not yield short-term gains. In FY2017, SLAC will continue and expand upon work completed in FY2016 (see next section).

B. FY2016 Major Activities and Accomplishments

The Laboratory participates in the Bay Area Science Festival, hosts lab tours for youth and holds an annual “Kid’s Day” to expose children to science at SLAC. SLAC also participates in Raising Interest in Science and Engineering (RISE) and High School Science Bowl.

In 2016, SLAC hosted the first week long “Summer Institute” in partnership with the Green’s Scholar Program (GSP). Attendees included middle and high school students from underrepresented backgrounds. Each student worked on a science project alongside SLAC scientists and engineers. We will host the program again in FY2017.

Though not always related to STEM, SLAC also hosts an income-based Youth Opportunity Program (YOP) that provides summer jobs for college aged adults in financial need and often from underrepresented groups.

These efforts are undertaken as part of our overall commitment to providing education and opportunity to minorities in science and to communities who are attempting to improve the employment opportunities for minorities and women. Many of the programs listed here were designed to help minorities and women apply to and stay in college by supporting them financially with part-time jobs and to encourage them to choose science as a possible career. These programs have resulted in minorities and women acquiring their undergraduate degrees in the sciences and have laid a solid foundation upon which many have gone on to receive their graduate degree and employment at SLAC and other STEM institutions.

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

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 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) 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 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 or 650-721-2667). Anonymous concerns can be submitted to the Compliance and Ethics Helpline (at 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.

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 and below.



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