



Laboratory Safety in a Hybrid Research & Development Work Environment

Panel Discussion – National Academies of Sciences, Engineering and Medicine

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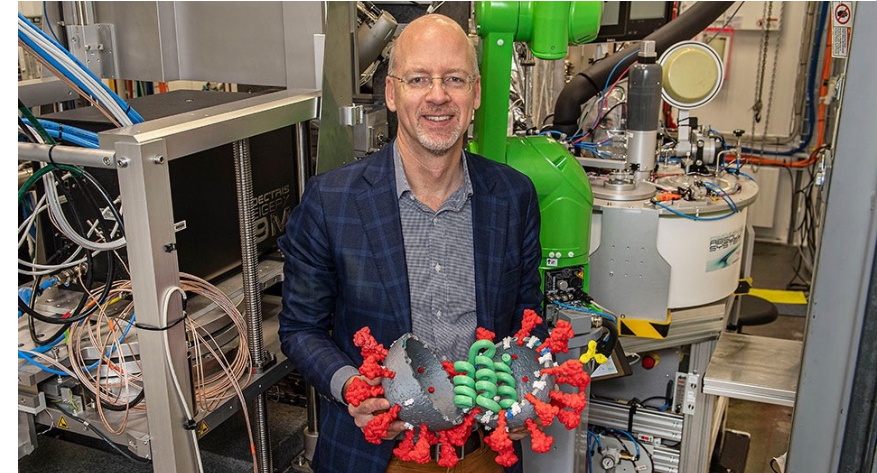


@BrookhavenLab

Brookhaven National Laboratory

A Multipurpose, DOE Office of Science Lab

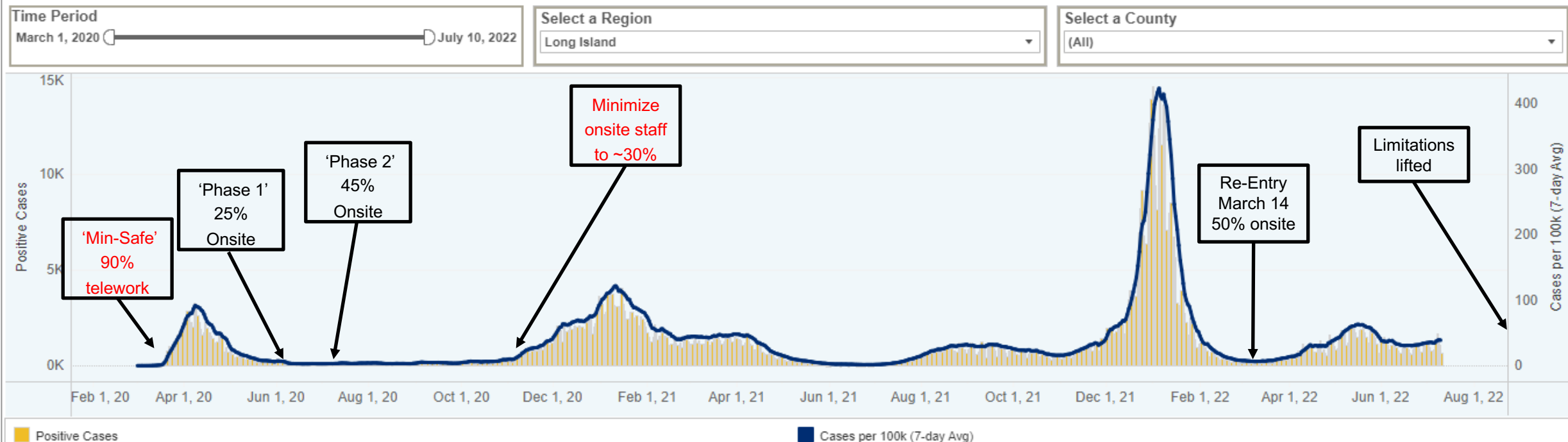
- Our Enduring Priorities:
 - Discovery science and technology
 - Transformational user facilities coupled with core research programs
 - Application of unique capabilities to new opportunities, e.g., clean energy, climate, national security solutions, isotopes
- People:
 - >2,800 staff
 - 140 joint faculty
 - 500 students
 - 4,400 facility users and guests
 - Pre-COVID: 30,000+ students and educators (K-12) annually
- Infrastructure:
 - 5,300 acres
 - 314 buildings
 - Major user facilities
 - 4.8M sq. ft.
 - Housing for 400 guests
- Budget: \$704 million (based on FY22 costs)
- Regional economic impact:
 - Supports over 4,700 jobs in New York State
 - Strong relationship with New York State: \$400M invested by NYS since 2013
- Seven Nobel Prize-winning discoveries, 21 laureates



The NY Metro region was hit hard and long...

Positive Tests Over Time - Long Island

Testing data as of: 7/10/2022
Testing data last updated on: 7/11/2022



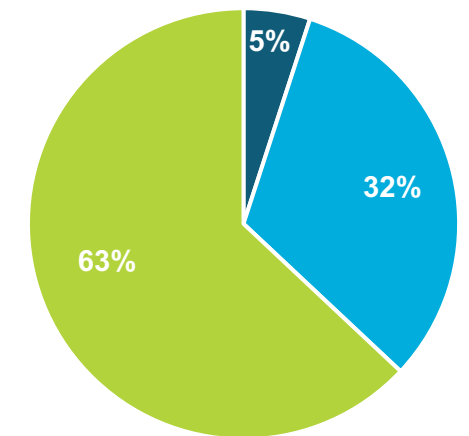
Test Results - Prior Day

		Tested Positive (Prior day)	Total Results Received (Prior day)	Test % Positive (Prior day)*	Test % Positive (7-day avg)*	Cases per 100k (Prior day)	Cases per 100k (7-day avg)
Long Island	Region Total	697	6,231	10.6%	10.8%	24.5	38.9
	Nassau	419	3,345	11.9%	12.2%	30.8	44.9
	Suffolk	278	2,886	9.0%	9.3%	18.8	33.3

BNL's hybrid posture is still evolving

- Typical onsite density is approximately 55%
- Leadership formed fundamental principles for the future model (next slide)
- Challenges during this transition included:
 - *Business need* – Safe and secure mission delivery above all else!
 - *One size doesn't fit* -- Our responsibilities are diverse and a direct comparison with industry is difficult.
 - *Manage expectations* -- Hybrid/Remote work agreements need to be based on function and not staff preference
 - Creates inequities among staff that need to be managed

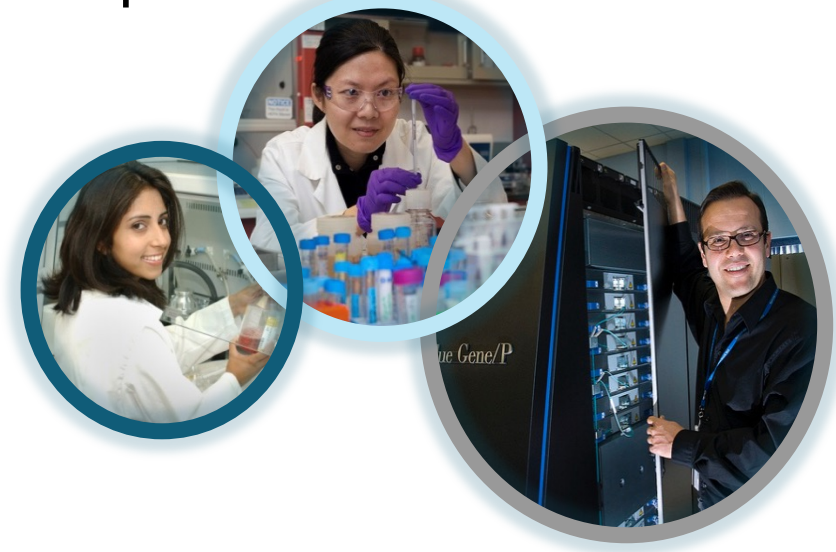
Brookhaven National Lab Workers



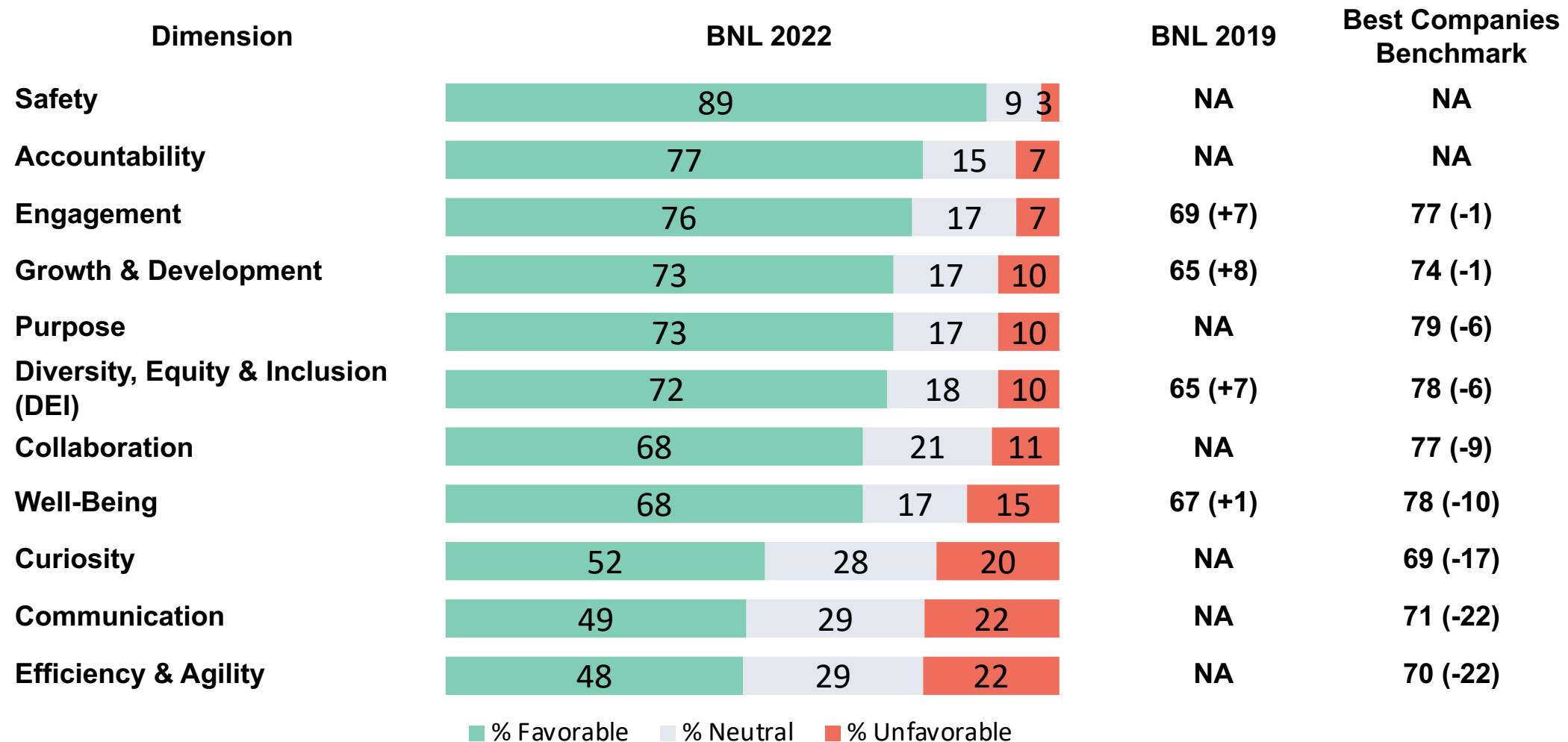
- Fully Remote Workers
- Hybrid Teleworkers
- Site Based Workers

Fundamental principles set the foundation

- We need to balance our obligation to manage and operate the Lab (i.e., our science mission) with staff needs
- Each organization is different, and each has its own unique requirements to ensure mission delivery
- The future of work across the country is changing (...and the competition for talent is fierce ...)
- Our staff have new expectations of flex-work as a benefit
- Importance of acclimating the new hires (40% of staff added since April 2020!)
- There are inequities in the new model
- We must assure that our staff are mentored and developed to meet their potential



A safe work environment includes multiple dimensions



Understanding culture is a first-step...

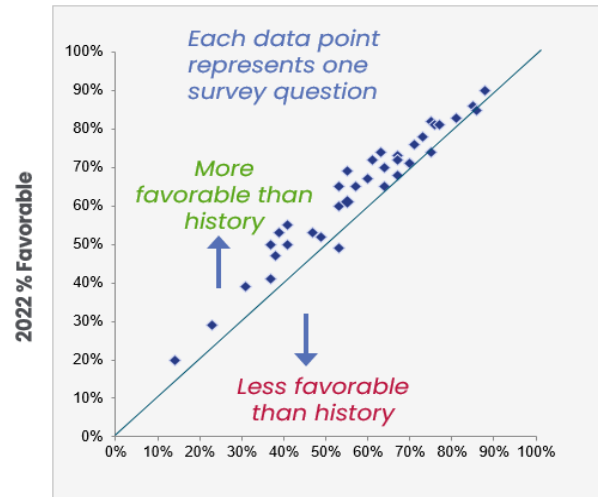
The 2022 “Deep Dive” Survey was a follow-up to our 2019 Culture Survey

74% response rate

Measured eleven workplace dimensions with 66 questions

Safety

Safety is a clear strength for BNL, with results substantially exceeding the benchmark on supervisors prioritizing safety, work groups following safe work practices, and managers insisting that safety rules are followed.



Dimension/Item	BNL 2022	BNL 2019	Best Companies Benchmark
Safety	89	NA	NA
40. It is clear that safety is a priority with my immediate supervisor.	93	NA	77 (+16)
42. My work group follows safe work practices without taking short cuts.	93	NA	82 (+11)
39. My manager insists that safety rules and procedures are carefully followed even if it means that work is slowed down.	90	88 (+2)	77 (+13)
38. BNL provides me with a healthy and safe place to work.	85	86 (-1)	83 (+2)
41. Management provides a sufficient level of oversight for work that presents safety risks.	83	NA	NA

■ % Favorable ■ % Neutral ■ % Unfavorable

Our desired outcomes

Acceptance that there are differing business needs for key aspects of telework/remote work in addition to their impact on culture and meeting our science mission.

- Sense of belonging
- Need for socialization
- Vibrant collaboration
- Chance interactions ('casual collisions')
- Shared purpose
- Increased productivity
- Staff development
- Relationship development



Connecting with supervisors via experiential training is paramount

Safe Conduct of Work Principles

1. Everyone is personally responsible for ensuring safe operations
2. Leaders value the safety legacy they create in their discipline
3. Staff raise safety concerns because trust permeates the organization
4. Cutting-edge science requires cutting-edge safety
5. A questioning attitude is cultivated
6. Learning never stops
7. Hazards are identified and evaluated for every task, every time
8. A healthy respect is maintained for what can go wrong



“This is the first time I felt like I’ve had training that was about ME.”
(Supervisor with over 20 years of experience)

A new environment requires new tools

Hybrid Work A Manager's Guide

Learning and Development,

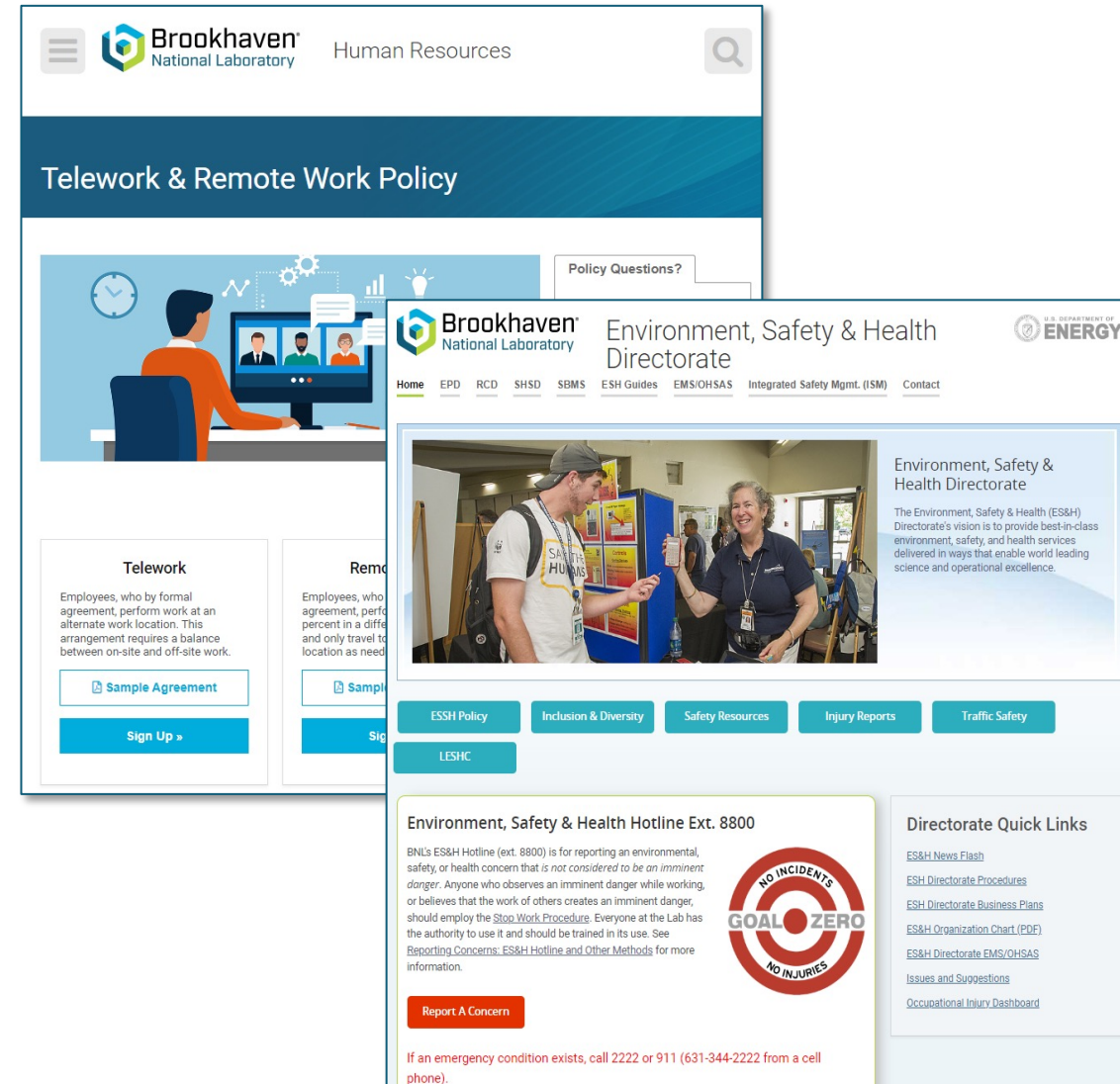
Professional Development Opportunities

Leadership Development	Foundational Skills & Knowledge Sharing	Mentoring Programs	Specialty Programs	Diversity, Equity, & Inclusion	Flexible Work Resources
Work Oversight	Communication •Presenting with Confidence •Effective Listening	Lab-wide Mentoring	Science and Engineering Development Program	Respectful Workplace	Manager Toolkit
New Supervisor Orientation	Interpersonal Skills •Crucial Conversations •Social Styles •Emotional Intelligence	Post-doc Mentoring	Career Development • 360-Assessments • Marketing Yourself: Resume and Interview Workshop • Career Development Open Hours	Intro to EEO, Affirmative Action, & Diversity Mgmt.	Employee Toolkit
LEADER (Formerly SDP)	Coaching •Coaching Fundamentals •Coaching Mindset •Facilitating Coaching Conversations •Coaching with Confidence	Buddy Program		Peer Counselor	
Battelle Sponsored Programs	Teambuilding •Skillful Collaboration			Understanding Military Experience for Hiring Managers	
				Unconscious Bias	



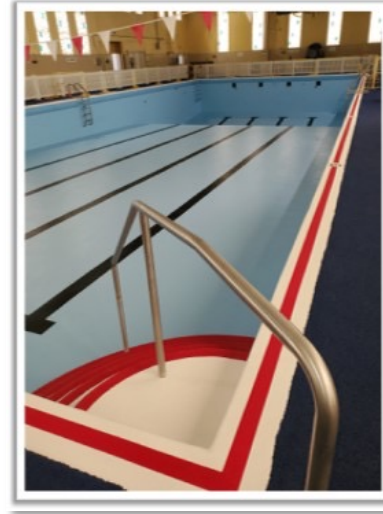
Our considerations for the new normal

- Leverage flexible and hybrid work arrangements
- Stewardship by senior managers to align controls with their mission objectives
- Be prepared to pivot to meet evolving needs and conditions
- Continuously stress the importance of communication, staff engagement, *and* management presence
- Assure a positive culture amidst change, uncertainty, and fatigue
- Optimize the physical footprint ($\geq$ FY23)



Employee well-being as an element of safety

- Re-establishing recreational activities
- Creation of new collaboration spaces
- Addressing on-site dining options
- Enhancing the work environment, social gatherings, employee resource group activities
- Reinstating on-site childcare



Refresh and Reopening of the Pool



Tennis and Pickleball Courts



Brookhaven Square Park



Outdoor Collaboration Space at NSLS-II



Food Fête