

Year 1 Public Description of Work for
Action Collaborative on Preventing Sexual Harassment in Higher Education

Argonne National Laboratory

Core Values Behaviors

This Action Applies to Rubric Item: #8 - Identifying and Reinforcing Community Values

Description of Work:

A values-driven culture change has taken root at Argonne National Laboratory. This is the result of active engagement across the Argonne community to define both laboratory Core Values and behaviors that reflect these values.

The Core Values — Impact, Safety, Respect, Integrity, and Teamwork — and related behaviors are foundational to Argonne’s efforts to create and sustain a safe, welcoming, diverse, and inclusive workplace environment that extends to each member of the Argonne community, from employees to students, facility users, contractors, and suppliers. This aligns with the findings in the 2018 National Academies of Sciences, Engineering, and Medicine (NASEM) report, which indicate that environments with organizational systems and structures that value and support diversity, inclusion, and respect are environments where sexual harassment behaviors are less likely to occur.

Efforts to identify, develop, and reinforce shared community values at all levels within an organization build buy-in for and underline the importance of maintaining a civil and respectful environment.

At Argonne, the Core Values and related behaviors underpin the laboratory’s strategic framework, Impact Argonne. Impact Argonne goals focus on expanding the laboratory’s leadership in science and technology, achieving operational excellence, and building and sustaining a world-class community of talent. Impact Argonne represents “what we do,” and the Core Values and related behaviors represent “how we do it.”

Establishing Argonne’s Core Values began in 2018 as a multiyear effort aligned with the laboratory’s Diversity and Inclusion Strategy. Laboratory Director Paul Kearns presented the Core Values to the laboratory community at an All-Hands Meeting in July 2018 with an emphasis on the shared responsibility of all employees to create a safe, welcoming, and inclusive workplace environment through their behavior.

Following the announcement of the laboratory’s Core Values, community members indicated a need to define key behaviors to clarify what the values look like in action and to ensure consistency in implementation. Just as it was in developing the Core Values, it was

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critical that work to identify behaviors that demonstrate the values be inclusive while also reflecting leadership's intent.

In response, a four-phase, multiyear plan was developed to embed the Core Values into laboratory programs, policies, and practices. The four phases strategically aligned to Argonne's Diversity and Inclusion strategy:

- Engage — Publicize and create awareness.
- Enlist — Translate words to specific behaviors and action.
- Educate — Develop skills.
- Empower — Foster shared accountability and responsibility among everyone in the Argonne community.

During the Engage phase, awareness of the values was achieved through efforts that included a communications campaign, a Core Values Conversation Blog, and community events such as a lunchtime social hosted by the laboratory leadership team and a Core Values Showcase where employees interpreted the values through original artwork.

Moving into the second phase — Enlist — a Core Values steering committee was established comprised of diverse representatives from each directorate of the lab to guide efforts to define acceptable behaviors. More than 800 employees participated in interactive discussion forums, which featured structured small- and large-group activities designed to elicit ideas.

Input also was collected from Conversations with Kearns — regularly scheduled, small-group meetings with the laboratory director — and from posts on share boards at Argonne's Lunchtime Social and the Core Values Showcase. The share boards were bulletin boards for employees to anonymously post their ideas for demonstrating the Core Values.

The highly participatory process of defining behaviors that exemplify the Core Values reached all corners of the laboratory. The participants generated acceptable and unacceptable behaviors for each Core Value, as well as proposed "I" statements explaining how to express these behaviors; for example, "I will use appropriate language and behavior at all times." Employees provided a total of approximately 1,300 "I" statements.

After the data were compiled and analyzed, the Core Values steering committee created and refined draft behavior statements and provided them to various groups across the laboratory for review and comment. A final draft set of statements were provided on the Core Values Conversation Blog for input from all employees. After final approval by the laboratory director, the final set of agreed-upon behaviors was presented at an All-Hands Meeting in July 2019.

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To maintain awareness and promote action, the Core Values Shout-Outs campaign debuted at the same time as the set of behaviors. This program encouraged employees to recognize their colleagues with a “Shout-Out” for positively demonstrating the values through their actions. The program began July 31, 2019. By the time it concluded on March 5, 2020, employees had given more than 3,400 Shout-Outs to recognize their colleagues for exemplifying behaviors that embody our values.

Impact	Safety	Respect	Integrity	Teamwork
Behaviors that demonstrate Impact include: <ul style="list-style-type: none"> □ Being curious and open minded in the work we do to achieve science and technology leadership and operational excellence □ Being inclusive in our behavior and deeds □ Genuinely considering other points of view □ Embracing and encouraging new ideas and opinions from team members and stakeholders □ Asking for help when needed and providing help when possible □ Constructively questioning/ examining the status quo □ Seeking solutions to problems we think are barriers to creativity to improve results 	Behaviors that demonstrate Safety include: <ul style="list-style-type: none"> □ Speaking up for the safety of myself, my colleagues, and the lab because we all depend on it □ Trusting that speaking up will not be held against you □ Supporting those who speak up with safety concerns □ Paying attention to details and not taking shortcuts □ Being considerate of the physical and psychological well-being of myself and my co-workers 	Behaviors that demonstrate Respect include: <ul style="list-style-type: none"> □ Addressing points of difference candidly, civilly, directly and honestly □ Using appropriate language and behavior at all times □ Refraining from the following unprofessional behavior: shouting, belittling, demeaning others, bullying, swearing, gossiping, and spreading rumors □ Listening to understand □ Allowing others uninterrupted time to speak without talking over them □ Standing up and taking action when I see someone being treated disrespectfully 	Behaviors that demonstrate Integrity include: <ul style="list-style-type: none"> □ Doing my job with honesty and integrity, even when no one is looking □ Delivering what I promise, when I promise it — or communicating otherwise □ Giving and sharing credit where credit is due □ Leading by example □ Recognizing and overcoming bias 	Behaviors that demonstrate Teamwork include: <ul style="list-style-type: none"> □ Engaging diverse team members to achieve even greater success for myself and the Argonne team □ Sharing information in a timely manner for team members to accomplish their work □ Helping each other grow and accomplish individual, group and laboratory goals □ Sharing best practices broadly to advance our collective mission and goals □ Involving people in decisions where outcomes affect them □ Promoting civility, well-being and a sense of community
<i>We all share the responsibility to create a safe, welcoming, and inclusive workplace environment through our behavior.</i>				
July 2019				

The third and fourth phases of implementation — Educate and Empower — are designed to develop employee skills that can help change the culture, create a shared responsibility and accountability for demonstrating the behaviors, and set the stage for institutionalizing the Core Values. Argonne is currently in the Educate phase. From June through August 2020, an interactive workshop is available to all employees on learning how to identify and address situations and behaviors that are not consistent with the lab’s Core Values of Impact, Safety, Respect, Integrity, and Teamwork and behaviors the laboratory community identified as most valued.

Other actions identified for this phase include:

- Establishing leadership goals and expectations;
- Enabling further management support and involvement;

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- Promoting employee-engagement activities.

Laboratory leadership continues to emphasize that as part of the Argonne community, everyone at the laboratory shares the responsibility for creating a safe, welcoming, diverse, and inclusive work environment through their behavior. Many areas across the laboratory have begun to implement the values into programs, policies, and practices including employee recognition programs, talent acquisition activities, user facility codes of conduct, meeting management, and email practices.

A pulse employee climate survey was conducted in June 2020 to inform plans and measure progress. Results are expected by late Summer 2020. Beyond 2020, plans call for ongoing leadership commitment, as well as alignment with performance management and the laboratory's code of conduct.

Argonne will continue to use the Core Values and related behaviors as a guide for achieving the goals of expanding the laboratory's leadership in science and technology, achieving operational excellence, and building and sustaining a world-class community of talent. Accomplishing these goals is not just about what members of the laboratory community do, but also how they do it. Living these values is a conscious choice each of person must make when they come to work each day.

Website for further information: <https://www.anl.gov/our-core-values>

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