

# Argonne National Laboratory Action Collaborative Community Engagement Plan

## November 2019

### Argonne Overview

Argonne National Laboratory accelerates science and technology to drive U.S. prosperity and security. Argonne's main campus is in the Chicago suburbs, and there are satellite office locations in Chicago and Washington, D.C., and an atmospheric observatory user facility in Lamont, Oklahoma. Across these locations, Argonne conducts research that spans from basic science to engineering solutions that change the world for the better. Argonne's scientists and engineers are recognized nationally and internationally for leadership in:

- Advancing basic and applied science and technology through pivotal discoveries in chemistry; nuclear and particle physics; and materials, life, climate, and earth systems sciences
- Solving the most challenging problems in science and technology by leveraging the scale of our teams and facilities, including advanced supercomputers and the nation's brightest x-ray light source
- Convening effective collaborations with other laboratories, universities, and companies to speed technology transfer and build the future workforce

We build on these discoveries and innovations to improve energy production, storage, and distribution; protect critical infrastructure; advance health sciences; solve urban and transportation challenges; and strengthen national security.

The powerful capabilities of our Advanced Photon Source (APS) and the Argonne Leadership Computing Facility (ALCF) enable breakthroughs across our broad research portfolio. We are upgrading both of these flagship user facilities, which also serve external researchers: the ALCF will deploy the nation's first exascale computer in 2021, and the APS will be the world's leading hard x-ray light source by 2025. Three additional major facilities accelerate the scientific progress of both Argonne and external researchers: the Argonne Tandem Linear Accelerator System, the Atmospheric Radiation Measurement Climate Research Facility's Southern Great Plains Site, and the Center for Nanoscale Materials. Together, these five facilities collectively serve one of the largest scientific user communities in the U.S. Department of Energy (DOE) complex.

### Argonne's World-Class Community of Talent

Argonne employs more than 3,400 personnel and is a locus of research for more than 8,300 scientists and engineers who visit each year from other institutions. Since its founding in 1946, Argonne has been managed for DOE by the University of Chicago (UChicago), most recently through UChicago Argonne, LLC. Argonne is similar to higher education institutions with its highly educated scientific, research, and operations workforce, which includes postdoctoral appointees and student research interns. Argonne also differs from higher

education institutions in some ways, such as its organizational structure and the absence of tenure and shared governance. However, we are aligned in recognizing that the effects of sexual harassment result in significant damage to organizational climate, individual well-being, and research integrity; and in costly loss of talent.

As Argonne seeks to expand its leadership in science and technology and achieve operational excellence, we are committed to creating a diverse, inclusive, and respectful workplace culture and climate where all members of the Argonne community feel welcomed, safe, valued, and supported. Since 2015, when Argonne engaged the employees in its first climate survey, we have used employee engagement and feedback to create and implement our comprehensive, multiyear strategic approach to create a culture that supports the well-being of the entire Argonne community.

Preventing sexual and gender harassment is one very important aspect of Argonne's broader diversity & inclusion (D&I) improvement effort. Notably in 2018, Laboratory leadership established five Core Values (Impact, Safety, Integrity, Respect, and Teamwork) to guide employee conduct. We engaged approximately 800 employees in 32 Core Values Discussion Forum Sessions to identify concrete behaviors that exemplify each of the five Core Values. In addition to legal and employee relations support, Argonne established its first-ever organizational Ombuds Office, which opened in March 2018 and reports directly to the Lab Director. This new office provides a mechanism for employees to discuss issues confidentially, including those related to harassment and discrimination.

### **Argonne's Commitment to the National Academies of Sciences, Engineering, and Medicine (NASEM) Action Collaborative**

Argonne is the only DOE national laboratory serving as a member of the NASEM Action Collaborative. As such, we view this as an opportunity, and our responsibility, to lead the DOE laboratory complex in addressing sexual and gender harassment and encourage other labs to follow. Within Argonne, we will leverage the strategic approach we use for D&I to inform our internal prevention of sexual and gender harassment. We plan to highlight instances where this approach reflects our similarities to and differences from higher education institutions.

The following plans outline how Argonne will continue to engage our internal community and to share with the DOE laboratory complex our learnings, actions, and approaches to prevent sexual and gender harassment.

#### ***Leadership Commitment, Communication, and Engagement***

- Affirm and communicate the Laboratory Leadership Team's commitment to, direction of, and accountability for creating a climate at Argonne that prevents sexual and gender harassment, as well as our intent to share our learnings and actions in this important endeavor with other DOE national laboratories.
- Appoint an executive champion and task force to work with the Argonne Leadership

Institute to guide and coordinate a multidisciplinary steering committee and to implement the community engagement plan and integrate with existing efforts, structures, and resources.

- Coordinate and align leadership accountability and involvement in each focused activity and intervention, including setting expectations and accountability measures for leaders, managers, supervisors, and project leaders.
  - Require the Laboratory Leadership Team’s and Extended Leadership Team’s involvement in implementation and include their involvement in every Leadership Team member’s goals and objectives. Leaders (up and down the line) must be present, visible, and accountable.
- Communicate a clear message that aligns and integrates the prevention of sexual and gender harassment into standard workflow and is embedded in the Lab’s Impact Argonne Strategic Framework to expand our leadership in science and technology, achieve operational excellence, and develop and maintain a world-class community of talent, with incentives to deliver on defined outcomes.
- Communicate alignment and integration with the overall Laboratory D&I plan and other efforts, structures, resources, and initiatives, including the Core Values goals and activities. Emphasize that this is not a separate initiative.
- Gather input and promote discussion throughout the Argonne community, leveraging the Employee Resource Groups, Director’s D&I Council and D&I Working Groups, Women in Science and Technology (WIST), Post-Doctoral Society of Argonne, and other groups. Reinforce the concept of shared responsibility with all employees and community members. Everyone has a role to play and perspectives to be considered.

### ***Updated Policies and Practices***

- Engage the Argonne community to review, clarify, and simplify existing policies and procedures related to identifying, reporting, and addressing harassment, discrimination, and retaliation.
  - Explicitly include gender expression in addition to sexual orientation and gender identity.
  - Include the consequences of harassment in policies and procedures.
- Engage the community to identify specific aspects of national laboratory structure and process that lead to vulnerabilities for harassment.
  - Explicitly focus on diffusing hierarchical power differentials, including, but not limited to, the relationship between senior leaders and team members, principal investigators and teams, supervisors and postdoctoral appointees and students, mentors and mentees, and other potentially vulnerable groups.
- Create an integrated and comprehensive Code of Conduct that leverages the existing Employee Conduct Policy, Core Values Behaviors, and Research Integrity Code of Conduct by considering sexual and gender harassment to be equally important to

research misconduct in terms of its effect on research integrity. Provide behavioral examples to support understanding.

- Explicitly include requirements and expectations for visitors, collaborators, facility users, and other participants in Lab activities.

### ***Training for Awareness, Understanding, and Skill Building***

- Mandate sexual and gender harassment training for all employees by the end of 2020 and annually thereafter, including how to access support services and the resources available at Argonne including, but not limited to, the Ombuds, the hotline, and Employee Relations.
- Include specific training for leaders, supervisors, and managers to understand the definitions of sexual and gender harassment, the requirements for reporting, and prevention of retaliation against the victim and bystanders, as well as the costs/risks of not reporting, including impacts on physical and psychological safety, research integrity, mission, and costly loss of talent.
- Make training personal through interactive learning activities, stories, and case studies to create awareness, foster understanding, and change behavior. Training will define aspects and examples of harassment, including, but not limited to, topics related to micro-inequities, micro-aggressions, unconscious bias, having courageous conversations, communicating civilly and respectfully, understanding privilege and power, power differentials, and skills for interrupting inappropriate behavior.

### ***Measurement and Evaluation for Continuous Improvement***

- Implement climate/culture pulse surveys periodically to measure progress and course correct as needed. Share survey results with the Argonne community to provide transparency. Follow-up with focus groups to delve into particular areas, as needed.
- Measure training effectiveness and course correct as needed.
- Engage the Argonne community in ongoing dialog, leveraging the Employee Resource Groups, Director's D&I Council and D&I Working Groups, Women in Science and Technology (WIST), Post-Doctoral Society of Argonne, and other groups to provide feedback for continuous improvement.

### ***Reporting***

- Create an investigation metrics report with statistical data and examples to help the Leadership Team to better understand the level of unacceptable behavior throughout the Laboratory and guide modification of prevention and interventions as needed.
  - Create a separate metrics report appropriate for a broader audience.

In conclusion, we are pleased to provide our 3-year Action Collaborative Community Engagement Plan. As indicated above, the activities in this plan will align with our Impact Argonne strategic framework to establish goals and objectives in the Lab's Annual D&I plan.