



Integrating Diversity and Inclusion in the Workplace: **Los Alamos National Laboratory's Strategies for expanding diversity and fostering inclusion and belonging**

North American Particle Accelerator Conference

Katherine Haight
Senior EEO Diversity Specialist
Los Alamos National Laboratory
khaight@lanl.gov

August 10, 2022

The case for increasing diversity and fostering inclusion

John Sarrao, Deputy Laboratory Director for Science, Technology and Engineering speaks about the importance of diversity and inclusion in the scientific community



John Sarrao serves as the deputy director for Science, Technology, and Engineering at Los Alamos National Laboratory. In the role, he oversees a \$1.9B organization with 3,800 employees, managing the Laboratory's extensive science, technology, and engineering capabilities in support of the Laboratory's national security mission.

[Link](#) to DDSTE Sarrao Diversity Video

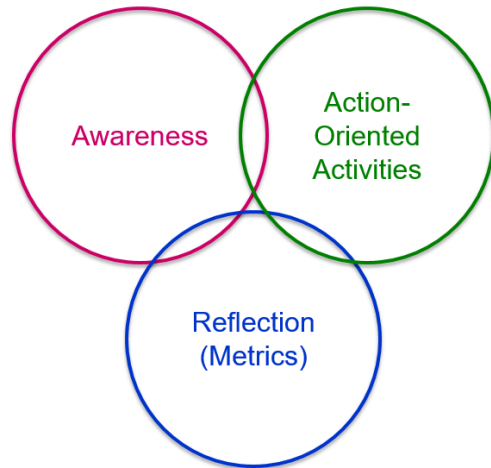


Diversity and Inclusion

Philosophy

The interconnection between Diversity and Inclusion must be understood and valued by all employees, viewed and used as essential to each other, and given the same level of focus organizationally.

D&I must be actively integrated into the organization's culture through a variety of concerted initiatives, and must not be viewed as an independent HR or senior management activity or responsibility.



D&I must be measured using quantitative and qualitative data, managers and employees held accountable for results, and course corrections made when results or trends are negative, inequitable, or less than optimal to sustain momentum.

Supporting Strategies

- Regular meetings with management to discuss Affirmative Action and other D&I-related data, including the integration of diversity statistics and strategies into staffing and succession plans
- D&I-related speakers series and learning circles, and training for managers on topics such as unconscious bias avoidance in the selection and performance management process
- Leveraging of Employee Resources Groups with executive-level champions and regular meetings with the Laboratory Director (the Laboratory currently has twelve active ERGs)
- Promotion of the importance of D&I through executive-level messages and acknowledgement of D&I awards and recognition
- Community outreach initiatives, including meetings with educators and community leaders to discuss D&I issues within the broader community



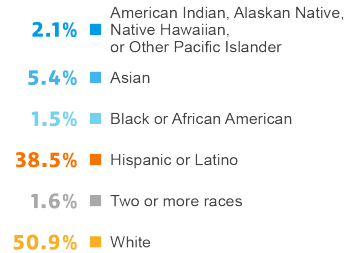
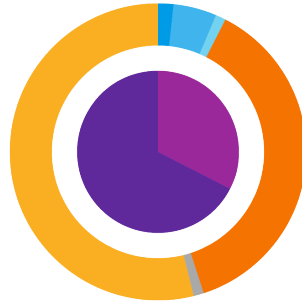
Steering Committee members of the Atomic Women ERG, focused on women in STEM fields



Progress toward diverse representation

Women
32.5%

Men
67.5%



Veterans
6.2%

Individuals with disabilities
5.7%

Types of jobs	% Women	% URM	% OPC
Senior Leadership Director/President, Deputy Director/Vice President, Associate Lab Director	30.00%	6.67%	0.00%
Research/Technical Management (First-line and Mid-level) Engineering Management, Research Management, Technical Management	25.00%	17.11%	5.00%
Operations (or Research Support) Management Business Management, Computer Systems, Communications, ESHQ, Facilities Ops, HR, Legal, Tech Transfer, Strategic Planning	33.12%	44.20%	1.16%
Technical Research Staff Non-management: Researchers, Scientists, or Engineers	25.07%	17.86%	7.90%
Operations Support Staff Non-management: Support Roles	40.97%	54.11%	2.11%
Post Doctoral (Post-doc employees)	25.67%	8.56%	34.72%
Graduate Students (Funded by Lab)	34.07%	23.49%	18.94%
Undergraduate Students (Funded by Lab, do not include undergrad student funded by DOE directly (i.e. SULI))	41.85%	41.34%	7.45%



Accelerator R&D workforce at LANL

Compared to the broader R&D workforce at LANL

Accelerator R&D Workforce

- 13% Women
- 30% Minorities
 - 9% Other People of Color
 - 21% Underrepresented Minorities
- 6% Veterans
- 5% Individuals with Disabilities

Expected Representation:

- 13% Female
- 18% Minorities

Broader R&D Workforce

- 28% Women
- 33% Minorities
 - 11% Other People of Color
 - 21% Underrepresented Minorities
- 3% Veterans
- 4% Individuals with Disabilities

Expected Representation:

- 24% Women
- 31% Minorities



Accelerator engineers and physicists at LANL

Growth in diversity – 2012 to 2022

Accelerator R&D Workforce - 2022

- 13% Women
- 30% Minorities
 - 6% Other People of Color
 - 36% Underrepresented Minorities
- 13% Veterans
- 4% Individuals with Disabilities

Accelerator R&D Workforce - 2012

- 13% Women
- 20% Minorities
 - 8% Other People of Color
 - 12% Underrepresented Minorities
- Did not track Veterans in workforce
- Did not track Individuals with Disabilities in workforce



Strategic Recruiting - The Laboratory's ad campaigns specifically target D&I

Ad Campaigns

Example: Babs Marrone, a Senior Bioscientist, wrote an article extolling the virtues of having a career at a DOE Lab. Created target audience of women in biosciences fields or studying bioscience.



Billboard Outreach

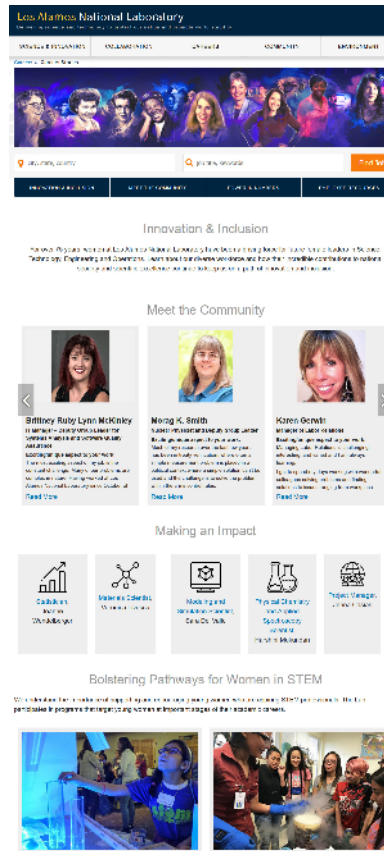
A new initiative in FY21 involved billboards with geofencing strategically placed throughout Northern New Mexico. The Laboratory used the inclusive tagline **Careers for Everyone** to attract a variety of local talent and provide valuable jobs for our local community.



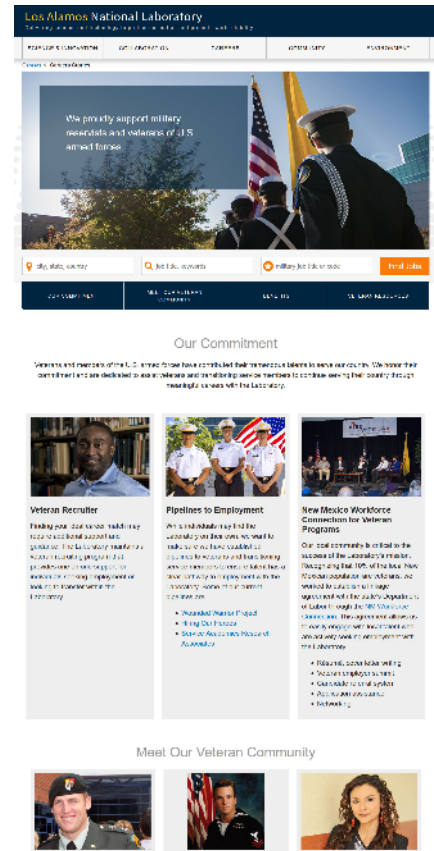
Strategic Branding - Career Microsite Webpages (lanl.jobs) help promote diversity at an Institutional level

The Laboratory maintains microsites to drive targeted audiences to specific content and create better overall user experience.

Total users visiting microsites in FY21 = **456,463**
 Total 'Apply Clicks' = **56,041**
 Average session duration = **2 min. 35 sec.***
 *Industry standard for successful career page = at least 2 min.



women.lanl.jobs



lanl-veterans.jobs



Targeted recruiting events help the Laboratory identify diverse talent and market itself as an inclusive employer



The Laboratory also recruits from a number of Minority-Serving Institutions or colleges and universities that confer large numbers of STEM degrees to women and minorities.

FY21 Diversity Events

- American Indian Science & Engineering Society (AISES)
- Black in Physics Job Fair
- Catalyst Career Fair
- Grace Hopper Women in Computing
- Inclusive Graduate Education Network (IGEN)
- Institute of Electrical and Electronic Engineers (IEEE) Women in Engineering
- Minority-Serving Institution Partnership Program (NNSA)
- National Society of Black Physicists (NSBP)
- New Mexico Workforce Connection Events
- Out in STEM (oSTEM) Conference
- Society for Advancement of Chicanos and Native Americans in Science (SACNAS)
- Society of Asian Scientists and Engineers (SASE)
- Society of Hispanic Professional Engineers (SHPE)
- Society of Women Engineers
- Tapia Conference – Diversity In Computing

FY21 Veterans Events

- Academy Women Career Workshop
- Cleared Jobs
- Disabled American Veteran
- Engineering Technology and Security Clearance Expo
- Fort Bliss
- Hiring Our Heroes
- Kings Bay Naval Base
- Kirtland Air Force Base
- Military Friendly Job Fair
- Navy Nuclear Power Officer Career Conference (NUPOCC)
- RecruitMilitary
- Service Academy Career Conference (SACC)
- TechExpo Top Secret
- Workshop for Warriors



Student programs and targeted internship initiatives help to boost the diversity of the student pipeline

In FY21, **61.8%** of the Laboratory's Scientists and R&D Engineers were former students and/or postdocs, and **35.4%** of all employees were former participants in student programs.

- Athena Engineering Scholars (women engineers)
- DiversAbility High School Program
- DOE Community College Internship program
- DOE EM Minority-Serving Institution Internship program
- GEM Fellowship Program
- Graduate Fellowship Program
- Graduate Fellowships for STEM Diversity (GFSD Fellowship Program)
- NNSA Minority Serving Institution Partnership Program (MSI Consortiums)
- NNSA Minority Serving Institution Undergraduate Internship Program
- NNSA Service Academy Research Associates (SARA) Summer Internship Program
- Northern New Mexico College Special Programs (RCTs, Project Managers, and Craft)
- Santa Fe Community College Special Programs (NSF STEM Core and Engineering Machining Technologies)
- Underrepresented Minority Partnership Program
- University of New Mexico, Los Alamos Special Programs (Nuclear Enterprise Science and Technology)

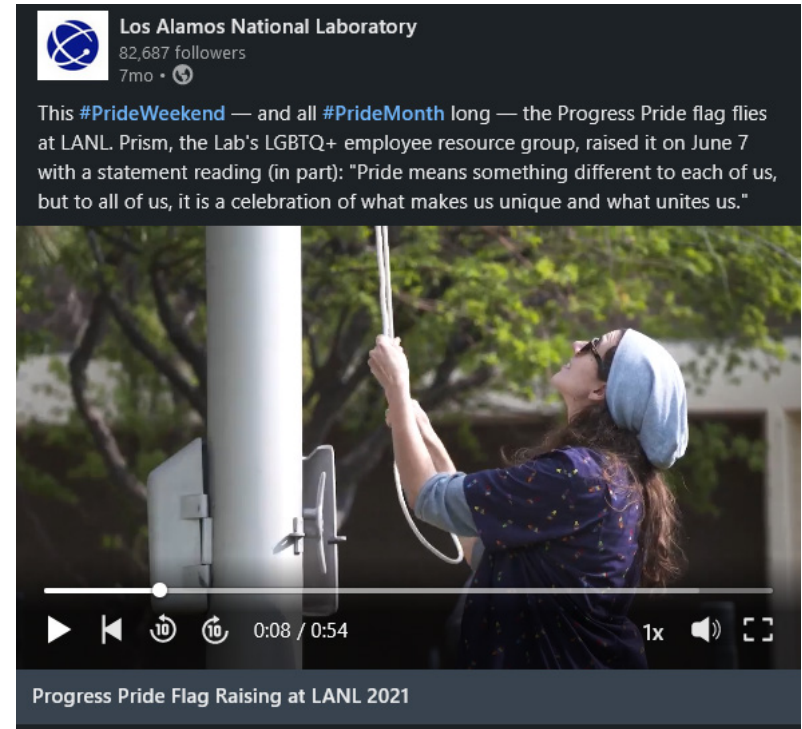


Laboratory Employee Resource Groups also help the Laboratory attract and retain diverse talent

Current LANL ERGs

- Active Bystander*
- African American (SOUL)
- American Indian
- Asian and Pacific Islander
- Atomic Women (Women in STEM)
- Dependent Caregivers*
- Diverseability
- Early Career (Connect)*
- Hispanic Opportunities at Los Alamos (HOLA)
- LANL Women's Group (all disciplines)
- Prism (LGBTQ+ Pride Alliance)
- Veterans
- Women of Computing

*Active Bystander, Connect, and Dependent Caregivers groups caucus with the ERGs to support a psychologically safe and inclusive work environment



Social media post honoring LGBTQ+ Pride Month

Each group is appointed an executive-level champion and meets with the Laboratory Director quarterly to identify and discuss DEI issues.



Work environment initiatives can help with retention and reduce hiring needs

Key FY21 Diversity and Inclusion Initiatives

- Anti-Racism resource website and speaker series
- Promotional videos created for targeted recruitment and to highlight voices of ERG members
- ERG awareness events during heritage/history months
- ERG mentoring circles
- Gender-neutral bathroom initiative
- Inclusion and belonging Learning Circles focused on microaggressions
- Inclusive billboard campaign
- Outreach efforts with Los Alamos community leaders to discuss DEI topics
- Process improvements and guidance to diversify Postdoc hiring
- Specialized training on the creation of safe spaces and transgender issues

[Link](#) to AIERG Video

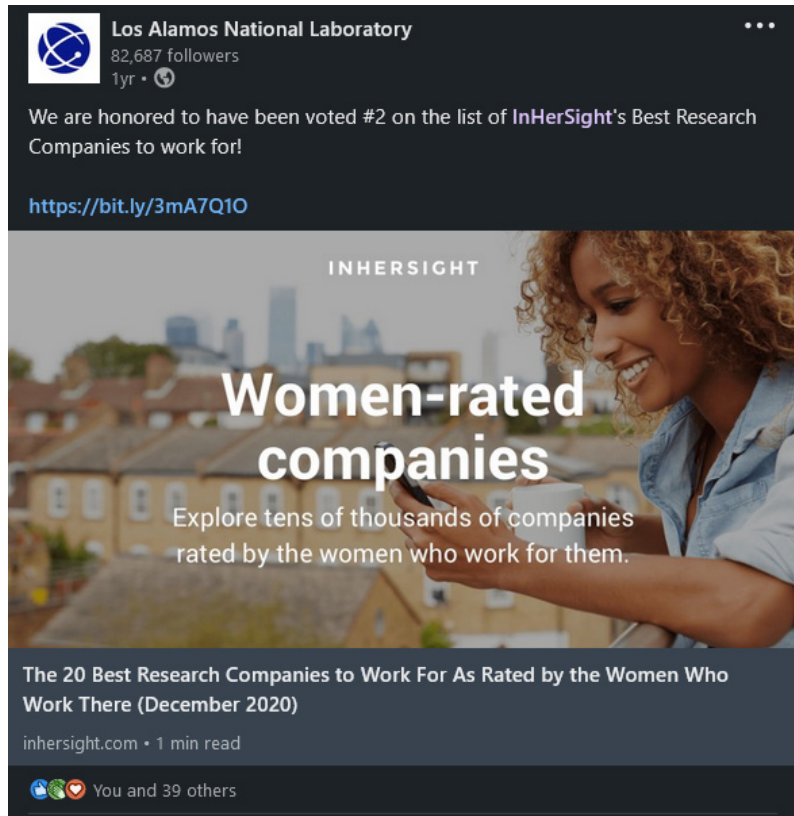


LANL's American Indian ERG created a video to support recruiting and highlight the opportunities for Native American job seekers looking to make a career at Los Alamos National Laboratory.



Diversity awards are an indication of how people feel about the Laboratory and can help brand organizations as a D&I best place to work

LANL FY21 Diversity Awards



Social media post celebrating *InHerSight* award

- The HIRE Vets Medallion Award (Gold)
- Family-Friendly New Mexico Award (Platinum)
- Top 20 Government Employers (9th)
STEM Workforce Diversity Magazine
- Top 20 Government Employers (10th)
Women Engineer Magazine
- Top 20 Government Employers (10th)
Minority Engineer Magazine
- Top 20 Government Employers (9th)
Careers & The disABLED Magazine
- Top 20 Government Employers (20th)
Equal Opportunity Magazine
- 20 Best Research Companies (2nd)
InHerSight Website
- 50 Best Companies for Latinas (30th)
Latina Style Magazine
- Top Government & Law Enforcement Agencies
Professional Women's Magazine
- Top Government & Law Enforcement Agencies
Black EOE Journal
- Top Government & Law Enforcement Agencies
Hispanic Network Magazine

