FY 2021-2022

Annual Lab Diversity & Inclusion Plan
<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
</table>
| 04   | Laboratory’s DEI Strategy  
Overview  
Utilizing Data to Inform Practices and Procedures  
Workforce Demographics |
| 08   | Laboratory DEI Vision, Goals, and Objectives and DEI Leadership  
Leveraging Stanford University’s Culture and Climate Assessments  
Laboratory DEI Challenges  
Workforce Demographics  
Laboratory DEI Goals and Objectives  
Laboratory Leadership  
Leadership Accountability |
| 17   | Cultivating a Safe, Respectful, and Inclusive Workplace Environment  
Training and Development  
Employee Resource Groups  
Prevention of Discrimination, Harassment, and Profiling  
Ongoing Actions to Ensure the Prevention of Discrimination, Harassment and Profiling |
| 24   | Recruiting a Diverse and Talented Workforce  
Laboratory policies, procedures, and practices for promoting DEI+ in recruitment and hiring |
| 26   | Development and Retention of a Diverse and Talented Workforce  
Goals and Objectives in the area of Development and Retention of a Diverse and Talented Workforce  
Laboratory Workforce Opportunities for Professional Development and Mentorship |
| 29   | Supporting a Diverse and Talented STEM Pipeline  
K-12 Programs  
Higher Education Programs  
Experienced Professionals |
| 34   | Promoting Diversity through Subcontracting, Economic Development, and Technology Transfer  
Strategic Development & Partnerships  
Expanding Commercialization Outreach  
Small Business Sub-Contracting |
| 39   | Appendix |

2021-2022 Annual Lab Diversity & Inclusion Plan
Letter from Natalie Holder

As SLAC’s Chief Diversity Officer (CDO), it is my pleasure to share our Lab Diversity Inclusion Plan, which highlights our organizational diversity, equity and inclusion (DEI+) vision that supports our organizational mission. My goal is to develop sustainable strategies that address the root causes of systemic barriers to access, equity and belonging in our recruitment, retention and promotion processes. When I joined SLAC in 2021, I saw an opportunity to pull together a massive body of work of our Employee Resource Groups (ERGs), their executive sponsors, and others who are committed to advancing DEI+. From our first director’s, Wolfgang Pief Panofsky, luncheons with Black staff to our current director’s dedication to the DEI+ Office, SLAC leadership’s desire to understand and remove the challenges that create marginalization in our workforce, is deeply ingrained in our DNA.

Collecting and analyzing our employment data is essential to our DEI+ management. Beyond race and gender data, I plan to develop and act upon data that captures the experiences of our LGBTQ+ community, care givers and scientists and engineers with disabilities, and other historically underrepresented professionals. Cross correlating our demographic data along various data sets like race, gender, years of employment and length of employment prior to promotion will help our leadership better understand where there are opportunities for improving outcomes for our more marginalized members of our workforce.

By working consultatively and collaboratively with our lab’s leadership, we are creating solutions to the common and esoteric challenges to recruiting, retaining and advancing a diverse workforce and developing goals. Over the next few years, my goal is to know and understand the challenges that SLAC has experienced in its employee life cycle, particularly with underrepresented groups in the STEM professions. We will work to gain a better understanding of how and where we recruit our talent; why people leave our organization and at what point in their career trajectories; and the rate of promotions and advancement opportunities.

All SLAC employees are responsible for contributing to a culture of inclusive excellence. Accountability for maintaining inclusion is, in part, accomplished through the SLAC policies prohibiting discrimination, harassment, ensuring an equal opportunity workplace, and our policy statement on our commitment to a respectful workplace. We are continually seeking to improve accountability for the implementation of DEI goals and objectives; adding DEI to the local risk registry; working with individual ALDs and Directors to develop diversity strategies and goals to determine and address the root challenges to DEI; and developing DEI dashboards and metrics that impact our organizational mission.

Natalie Holder

Chief Diversity Officer

2021-2022 Annual Lab Diversity & Inclusion Plan
Laboratory's DEI Strategy

Overview

SLAC National Accelerator Laboratory is a vibrant multi-program laboratory whose mission is to explore how the universe works at the biggest, smallest, and fastest scales and invent powerful tools used by scientists around the globe. In support of the U.S. Department of Energy (DOE) mission in science and innovation, the lab’s research helps solve real-world problems and advances the interests of the nation. SLAC employs more than 1800 scientists, engineers, technicians, students, postdocs and business professionals and welcomes nearly 3000 visiting researchers each year.

This summary of the lab’s DEI+ strategy will cover our innovative programs that help to build a diverse pipeline of talent and sustain an organizational culture where high-caliber talent can grow their careers. It will also address the infrastructure that we have built to institutionalize and leverage DEI+ to advance our mission.

SLAC’s publicly available DEI+ information can be found at https://inclusion.slac.stanford.edu. Additionally, information on Stanford University’s DEI+ vision, resources, and strategy can be found at https://ideal.stanford.edu.
Utilizing Data to Inform Practices & Procedures

Collecting qualitative and quantitative data that directly measures the outcomes of our recruitment, retention, and promotion policies helps to inform future strategies that develop our workforce and create progress for the lab. To better understand the actual reasons as to why employees choose to work at SLAC and then choose to leave, in 2021 we piloted the Exit Interview Project, by conducting confidential interviews of high-potential talent that allow transitioning employees to openly discuss features that attracted them to SLAC and eventually the constraints that impacted their decision to leave. Similarly, we piloted a Declined Offer Project involving the DEI+ Office interviewing candidates for fellowships and other opportunities who decline offers for employment at the lab. This data gives us a picture of what is working well for the laboratory in terms of recruitment, retention and promotion and our areas for improvement.

SLAC’s User Executive Committee (UEC) of two of our major facilities (LCLS and SSRL) also conducts a survey that assesses the organizational climate as it pertains to users. The DEI+ Office worked with the UEC to analyze the survey data and determine how to communicate the results. This data will be shared at the upcoming Fall 2022 LCLS/SSRL Annual Users’ Conference and will explore opportunities to improve the demographics and overall experiences of SLAC users.

National surveys such as the National Academy of Science Report on Women in Technology and the American Institute of Physics’ TEAM-UP Project on increasing representation of African Americans in astrophysics also provide us with industry knowledge as to the barriers that underrepresented professionals face in pursuing STEM careers and provides actionable ways to create measurable success at an organizational level. We are utilizing national data in conjunction with data collected internally to determine the most impactful and effective path forward in increasing diversity and fostering a more inclusive environment at SLAC.

The DEI+ Office plans to utilize SLAC’s quantitative workforce data and qualitative employee feedback to inform key policies and initiatives. For instance, LGBTQ+ employees raised concerns that some of SLAC’s site compliance new hire/user documents were exclusionary as they only allowed for binary gender identification options. As a result, we have added “non-binary” as an option to our internal site access form. The DEI+ Office is in the process of addressing our other forms and systems where possible. The DEI+ Office has helped senior leaders identify future leaders by providing a short list of individuals who are actively leading and contributing to our Employee Resource Groups (ERGs). Another key resource is each area's use of HR’s 9-box assessment tool, in which URM and female staff are highlighted, to provide easy sight of key personnel.

From Stanford University’s recent race and equity survey to exit interviews from our workforce, the responses to such queries provide instructive information about employee sentiments about SLAC. With this knowledge, SLAC’s leadership will be in a better position to determine succession plans, prevent the loss of high-potential staff, and develop the training and development tracks that are needed to make SLAC feel more inclusive to historically underrepresented groups. SLAC will continue to make data-driven decisions using cross-correlated employment data and other resources.
To achieve our goals and maintain SLAC’s reputation as an employer of choice, the lab needs a creative, diverse, and united workforce – people with a wide variety of experiences and ideas, skills, and backgrounds. SLAC seeks to unite people of all races and ethnicities, national origins, genders, gender expressions, sexual orientations, parental statuses, educational backgrounds, intellectual perspectives, socioeconomic statuses, religions, abilities, and ages around our public science mission. To facilitate full and equitable participation in our mission, both now and in the future, we must continue to build on our successes, seeking to remove present and historical barriers that hinder excellence for groups of employees who remain underrepresented in our workforce. We aim to keep learning and adapting to meet each new challenge.
In May 2021, Stanford University conducted the IDEAL (Inclusion, Diversity, Equity, and Access in a Learning Environment) Survey, an enterprise-wide survey designed to collect data about experiences that differ substantially based on the racial and ethnic identities (among other identities) of study participants. As affiliates of Stanford University, all SLAC employees were invited to participate in the study. In total, the survey was sent to 18,221 Stanford staff members in which 7,972 (44%) responded. Results of the survey were released in November 2021, demonstrating findings that measured belonging, value, inclusion and exclusion, psychological safety, and experiences with microaggressions, discriminatory behaviors, and harassing behaviors.

In the findings, 73% of staff survey respondents reported having at least one space, group, or community on campus where they felt welcomed, disproportionately varying across racial and ethnic identities, gender identities, socioeconomic status, and abilities. When asked “I feel as though I have to work harder than my colleagues to be treated fairly”, 25% of survey respondents agreed. However, when dissected by demographics, African Americans and Native Hawaiians or Pacific Islanders agreed the most with this statement with a rate of 46-48%. Additionally, 84% of respondents reported experiencing at least one microaggression with significant impact, 21% have experienced a discriminatory behavior, and 18% have experienced verbal, written, or online harassing behaviors. Again, numbers were reported higher amongst staff members from historically underrepresented backgrounds.

Following the release of the survey results, SLAC’s DEI+ Office organized an open forum between Stanford’s IDEAL leadership team and staff employees to debrief the findings, answer to feedback, and provide a course of action for the institution. SLAC’s Chief Diversity Officer held a follow-up conversation, inviting employees to share thoughts and suggestions as to how the lab can best move forward with advancing DEI+. From this feedback, the DEI+ Office has been taking measures to ensure psychological safety and belonging at the lab; providing training to senior management and leaders to help them understand and address biases and working closely with employee resource groups to bolster their efforts in creating community and space for all lab employees.

Leveraging Stanford University’s Culture and Climate Assessments

In May 2021, Stanford University conducted the IDEAL (Inclusion, Diversity, Equity, and Access in a Learning Environment) Survey, an enterprise-wide survey designed to collect data about experiences that differ substantially based on the racial and ethnic identities (among other identities) of study participants. As affiliates of Stanford University, all SLAC employees were invited to participate in the study. In total, the survey was sent to 18,221 Stanford staff members in which 7,972 (44%) responded. Results of the survey were released in November 2021, demonstrating findings that measured belonging, value, inclusion and exclusion, psychological safety, and experiences with microaggressions, discriminatory behaviors, and harassing behaviors.

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Laboratory DEI+ Challenges

We have identified three primary institutional challenges that hinder the lab’s efforts to recruit, develop, and retain a diverse and talented workforce:

01 Brand recognition and awareness, especially across historically underrepresented professionals and students. For example, we sent a physicist and an engineer to the 2022 National Society of Black Engineers conference. In their recruiting conversations, when they mentioned that they were from SLAC, potential candidates confused our lab with the communication platform. This is a common mistake. Additionally, there is low awareness of and participation, among historically underrepresented students and professionals, in the Workforce Development for Teachers and Scientist (WDTS) programs (SULI, CCI, and VFP) at SLAC. From 2021-2022, our intern classes reveal a low number of African American, Latinx, and Native American, and Pacific Islander applicants. Our challenge is to make SLAC easily recognizable in the highly competitive technology marketplace.

02 Increasing awareness and understanding of the barriers that historically underrepresented professionals encounter at a National Laboratory. From the IDEAL climate survey (see more below) administered by Stanford University to our listening sessions at SLAC, we have discovered that lab employees vary in their exposure and knowledge of DEI+ principles and an in-depth awareness of the career barriers that face historically underrepresented professionals at the lab.

03 The absence of streamlining and utilizing DEI+ metrics. Within the last year, we have developed a variety of dashboards and databases that provide critical information regarding employee and applicant pool demographics, hiring, retention, and outreach resources. In implementing these dashboards within our current systems, our challenge is to increase the pools from which hiring managers, recruiters, Associate Lab Directors can use when sourcing talent for new opportunities, thus expanding their outreach and networking.
Workforce Demographics

Based on the overview of the race and gender demographics in SLAC’s six directorates, the percentage of women, African American and Latinx scientists and engineers is starkly low. Women make up between 12-27% of the staff in these directorates. In Directorates such as the Accelerator Directorate, of the 125 scientists and engineers, only 21 are women. When we look at the intersections of race and gender, the dearth of Black, Hispanic and Native American women is clear.

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<th>Summary of the Laboratory Workforce Demographics for FY 2021</th>
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<tbody>
<tr>
<td>% Women</td>
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<td>---------</td>
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<tr>
<td>Overall (all Employees)</td>
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<tr>
<td>Lab Senior Leadership (LD, DLD, ALDs)</td>
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<tr>
<td>Research/Technical Management (first-line and mid-level)</td>
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<tr>
<td>Operations Management (or Research Support)</td>
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<tr>
<td>Technical Research Staff</td>
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<td>Operations Support Staff</td>
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<tr>
<td>Postdocs</td>
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<tr>
<td>Graduate Students</td>
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<tr>
<td>Undergraduates</td>
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Note: Stanford does not collect ethnicity data for foreign national Postdocs and Graduate Students

1. Under-represented minorities defined as African American/Black, Native American/Alaskan native, or Hispanic/Latino (or combination).
2. Other people of color include Asian/Asian American and Pacific Islander/Native Hawaiian.
3. Employees identifying themselves with two or more racial categories, or at least one non-white racial category and Hispanic/Latino, should be counted here.
4. Graduate students and undergraduate students are those students who work at and are paid by the laboratory. If a student from FY 2021 became an employee during FY 2021, only count them once as an employee.

Despite these challenges, the lab experienced significant progress with hiring historically underrepresented employees from 2020-2022.

- In 2021, the lab increased hiring of African American women by 200%
- In 2021, the lab increased the hiring of Native Americans by 100%
- In 2021, the lab increased the hiring of Asian American women by 11%
- From 2020 to 2022, the lab increased hiring of Latinx men by 66%
Laboratory DEI+ Goals and Objectives

We have proposed a 5-year strategic approach, consisting of three phases, to tackle DEI+ institutional challenges and improve inclusive excellence at the lab. The phases overlap and work concurrent.

**Phase 1: Recruitment, Retention, and Promotion**
To address recruitment challenges, we have taken a granular approach to understanding any barriers or challenges. The CDO regularly reports SLAC’s demographic data to our Senior Management Team (SMT) so that they are aware of our institutional challenges and opportunities. While we work to have demographically diverse hiring panels, our HR Recruiters and hiring managers know that they can leverage our ERGs by inviting interview candidates to meet with any of them.

**Phase 2: Continuity, Commitment, and Culture.**
Here we leverage our strong partnerships with internal and external partners that were introduced during Phase one. We will refine the succession planning process, provide a new leadership and development mentoring program and/or bolster existing mentorship programs to drive more engagement, conduct a barrier analysis of S&T roles, and further build upon year one initiatives.

To increase our SMT’s empathy and understanding of our organizational culture, Senior Leaders have committed to the SMT Learning Journey, a discussion and training series curated by the CDO. This program is specific to senior leaders, providing a series of workshops that address psychological safety, microaggressions, discrimination, harassment, and other barriers to inclusion for historically underrepresented identities and groups.

SLAC continues to benefit from its ongoing partnership with Stanford University, particularly with its anti-racism initiative. In 2020, Stanford University launched the IDEAL Staff Advisory Committee to enhance its staff experience related to DEI+, of which SLAC’s CDO is a member. That same year, the university’s Provost launched the IDEAL Faculty Initiative to advance racial justice at Stanford. SLAC’s CDO also works with the university to examine compensation equity, hiring an inaugural Assistant Vice President of DEI+, and leveraging training and other resources shared by the other CDOs across the schools in the university.

**Phase 3: Exponential Growth and Outcomes**
We seek to increase the percentage of historically underrepresented employees (HUEs) through our strong external partnerships; cascade senior management micro-learnings to the workforce; position SLAC to achieve awards and recognitions for DEI+ efforts; and continue tracking metrics and benchmarks that will further operationalize our goals. We have already started along this path in 2022. We contributed more editorial content to African American women’s media with an article in Diversity Woman magazine; celebrated one of our engineers who was honored with the Profiles in Diversity Journal’s Women Worth Watching in Leadership for 2022, and the ALD for the TID will be a featured speaker at the Women in Business Technology conference.
Accountable for all aspects of lab operation and is particularly passionate and committed to building a diverse and inclusive lab that does great science.

Oversees the mission support functions of the laboratory, including Human Resources, Business Services, and other functional elements that support the DEI strategy and efforts.

Manages SLAC’s portfolio of major construction projects, facilities, and infrastructure. The DDP&I supports Project Directors with implementation of project management standards and oversight processes.

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.

SMT members lead the directorates and key functions at SLAC. Responsible for the overall execution of the DEI strategy within their respective directorates and for driving lab-wide initiatives.
**Diversity, Equity, and Inclusion+ Office**

The Office of Diversity, Equity, and Inclusion (DEI+) works to implement multi-year strategic initiatives to increase employee engagement and awareness of diversity, equity, and inclusion (DEI+) practices, influence the organizational culture across the lab, and foster relationships between various organizations and institutions.

Part of the Chief Diversity Officer’s (CDO) presence at SLAC is to embed the focus on DEI+ management in the more senior tiers of our organization and prioritize them for subsequent managers and the entire workforce. From recruiting questions to performance evaluations, the CDO helps our Senior Management Team leaders think about their responsibilities for improving and advancing our organizational culture. As a member of the Senior Management Team, the CDO serves as the constant voice of DEI+ and recommends solutions for removing barriers to inclusion and access at the lab. She serves as an advisor to the Lab Director when implementing strategies lab-wide and across operational efficiencies and consults with various leaders at the lab when working to apply DEI+ strategies into research proposals, hiring processes, and workplace policies. In some cases, the presence of the CDO alone can get other decision makers to think differently and look for new ways to engage new populations.

Our DEI+ Office partners with departments across the lab to collaboratively enforce DEI+ practices across all levels of management and functionalities at SLAC, creating a self-sufficient DEI+ ecosystem. We create programs to develop our workforce knowledge base and create a strong sense of allyship. And, we build external partnerships with Minority Serving Institutions (MSIs), local organizations, professional associations, and minority-owned vendors to connect them into the multiple success pathways that we offer.

The DEI+ Office also seconded scientific and engineering leaders on a part-time basis to advance DEI+ initiatives within their directorates and around the lab.

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**Natalie Holder**  
Chief Diversity Officer

**Chereace Marcellin**  
Outreach Specialist

**Elaine Lustre**  
Executive Assistant & Research Analyst

**Dorian Bohler**  
AD, Engineering Physicist

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LCLS, Instrumentation Manager & Laser Safety Systems Engineer

**Lisa Kaufman**  
Scientific Consultant

**Chris Tassone**  
SSRL, Materials Science Division Director
DEI+/Operations/Communications/Human Resources Ecosystem

To effectively institutionalize DEI+, our DEI+ Office and the Operations, Communications and Human Resources (HR) Departments must work cohesively. While the DEI+ Office establishes the foundation for DEI+ practices, develops strategic initiatives, builds cross institutional partnerships, and determines our lab’s approach for implementing data-driven decisions, divisions under our Deputy Director of Operations ensure the effective integration of DEI+ in the policies, practices, and procedures related to the operational functions that support the lab’s growing scientific mission. Human Resources executes DEI+ strategies in all recruiting, hiring, and talent management processes, providing analytic data and metrics to support new initiatives. Communications protects and promotes the lab’s reputation and works to ensure how the lab is represented to internal and external audiences and is inclusive of diverse populations here at SLAC and beyond.
Cross-Functional and Stanford Partnerships

Chief Legal Counsel
Provides guidance on all matters related to legal policy, including any legal requirements or counsel related to diversity and inclusion initiatives at the lab.

Stanford Diversity and Access Office
As a member of the Stanford University family, SLAC collaborates with the Stanford diversity and access offices to access resources for the successful execution of the SLAC Diversity and Inclusion Strategic Plan. They also help manage and provide support for accommodation requests and university-wide diversity initiatives.

Stanford’s Worklife Office, University Human Resources
Along with other related offices, the Worklife Office manages and provides 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.

Laboratory Organizational Chart
Leadership Accountability

Board of Oversight:

The President of Stanford appointed the SLAC Board of Overseers to provide comprehensive and independent oversight of SLAC’s mission, science, and operations for the University and Department of Energy. The Board’s role is to provide guidance, oversight, and advice to the President of Stanford and SLAC management with respect to the scientific and technical direction of SLAC and its long-range objectives, laboratory operations, budget and facility plans, land use, outreach, technology transfer, personnel matters, and risk management, as well as the relationship with the DOE.

The Board operates through four standing committees chaired by senior Stanford officials associated with the committee's functional areas. Members of the Board are Stanford University Provost, Vice Provost, Vice President for Finance, Senior Associate Vice President for Finance, Vice Provost for Environmental Health & Safety, and Vice President for Human Resources. The committee Chair is nominated by the Laboratory Director, approved by the Board Chair, and invited to serve on the Scientific Programs Committee by the President of Stanford. Committee Chairs and the Board Chair appoint leaders from peer national laboratories, universities, and Stanford to serve as committee members.

FY 2021 Notable Actions and Accomplishments

The DEI+ Office hired an Outreach Specialist to increase SLAC’s outreach to MSIs, professional associations and organizations that work with African American, Latinx, women and other scientists that are often underrepresented in science and technology professions. We are also collaborating with SLAC’s faculty and staff to explore opportunities to contribute to academic conferences, symposiums, and other spaces where SLAC can show a genuine commitment to working with a diverse swath of scientists and engineers.

FY 2022 Major Planned Actions and/or New Initiatives

The Communications Office will be launching a new homepage on the SLAC website, heavily focused on our people, culture, and the diversity in the different roles and perspectives we have at the lab.
We recognize that SLAC must have well-informed and equipped inclusive leaders at all levels of the laboratory to cultivate and sustain an inclusive culture. The DEI+ Office develops sustainable strategies that address the root causes of systemic barriers to access, equity and belonging. This includes providing training and development for leaders, supporting Employee Resources Groups (ERGs) in building inclusive lab-wide programming, developing infrastructure that securely tracks discrimination & harassment claims, and ensuring that there is sufficient quantitative and qualitative data that captures the various experiences and identities that exist at the lab.
Training and Development

The DEI+ Inclusive Leadership Learning Journey:
In an effort to provide leaders with the tools to cultivate inclusive environments, we piloted an in-depth training and development program focused on the executive leadership team in TID. This program, operating over several months, allows leaders to learn the fundamental principles of creating inclusive workplaces, including the barriers to inclusion and how to address them. Leaders who have participated so far have reported that this learning is beneficial for helping to inform their thinking about how to increase inclusion and belonging on their teams and has given them skills they can apply in real time.

Psychological Safety for Staff:
We have developed a psychological safety training program specifically for managers and started delivering that with various teams across the lab. Psychological safety is a foundational aspect of inclusion and belonging because it sets the framework for a team that can advocate for each other, and challenge harmful norms and practices. So far, managers have reported that the training makes them think differently about their own management practices and builds confidence in their ability to support the development of psychological safety on their team.
Employee Resource Groups

Employee Resource Group (ERG) leaders and members develop and drive actions throughout the year that advance the diversity and inclusion strategic objectives of culture, incoming talent pipeline, and internal talent development, specifically in support of the diverse groups they represent. Each ERG includes one or more executive sponsors who are members of the Senior Management Team at SLAC, reporting to our lab director.

Our ERG leaders and members are employee volunteers from across the lab, from scientists to engineers to operations staff. Approximately 25% of all laboratory staff is a member of an ERG. These employees are members of one or more of the five current ERGs at SLAC:

- Women (Women@SLAC)
- Committee for Outreach, Recruiting, & Engagement- Ethnic Minorities (CORE)
- Military Veterans
- LGBTQ +
- Retaining, Inspiring, Supporting, & Engaging Early Career Employees (RISE)
In collaboration with our ERGs, the DEI+ Office plans to offer more career development programming to the SLAC workforce. Our Navigating SLAC 101 series, which demystifies how to navigate your career across our National Lab complex, gives our workforce access to the information and resources to build confidence and keep our leaders from early career to those on the precipice of senior leadership.

Senior management leadership works closely with the DEI+ Office to understand the concerns and interests of our ERGs, which serve as early warning indicators of workforce sentiments. ERG leaders and members periodically meet with the SMT to share progress, challenges, and concerns on behalf of the diverse employee populations they represent. In 2022, our ERGs, as a collective, will host a poster session for the SMT to share their progress, concerns and requests. The SMT is also responsible for approving budgetary requests and allocations to the various ERGs.

Employee Resource Groups host a variety of programs and events in recognition of affinity/awareness holidays and months. Celebrating and recognizing the affinity months not only allows employees to feel included in the lab culture, but also fosters allyship and connectivity between peers. Our Communications team works with our ERGs to create social media icons and other messaging to help brand SLAC as an employer that values DEI+.
FY 2021 Notable Actions & Accomplishments

- R.I.S.E. launched in 2021 providing community, training and development to early career professionals at SLAC

- The DEI+ Office, in collaboration with the ERGs, launched SLAC Reads, which increased conversation, understanding and awareness of the issues impacting SLAC’s marginalized communities

- C.O.R.E. launched the Career Development Speaker Series to allow senior leaders to share best practices for professional advancement

- Women@SLAC hosted the first and most well-attended inter-lab event for International Women's Day with over 600 attendees

- LGBTQ+ ERG made lab history with the first-ever Pride Flag raising ceremony and march for Pride Month in 2022

- Military Community has a new leadership structure

"I feel super grateful for having this opportunity not only to share in the experience of reading an important book with others, but to be offered a free copy to boot! It sounds trite but having the DEI Office willing to put money into the book club makes the initiative feel valued and makes ME feel valued in that you're willing to invest in and support my learning journey."

- Attendee, SLAC Reads “Caste"
Prevention of Discrimination, Harassment, 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, parental status, sexual orientation, or veteran status.

Stanford University's administration guide on human resources policies (found at https://adminguide.stanford.edu/chapter-2) informs all SLAC’s policies to ensure diversity and inclusion practices are upheld and discrimination and profiling are 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.

If any discrimination or profiling claims are raised, employees and managers are guided to first consult with their Human Resources Business Partner. Each HRPB then works with SLAC’s Employee Relations Lead, who manages the processing and resolution of all reported incidents utilizing the Stanford Administrative Guide and the laboratory’s procedures and consults with relevant Senior Management Team members such as CHRO, Legal Counsel and our Lab Director as needed to achieve a successful resolution for the employee and the lab.

Additionally, SLAC is a member of the Stanford Sexual Harassment Prevention Office’s advisory program, which in collaboration with our Lab Director appoints “advisers” for two-year terms. Each adviser undergoes Stanford-sponsored training and attends quarterly meetings to be briefed on current trends.

Our ER Lead carefully tracks all issues manually. Once a complainant has come forward, a plan to investigate is determined in partnership with Legal and the CHRO. Then regular updates are distributed amongst this group with the highest degree of confidentiality. All records are kept tightly and confidentially. The appropriate Senior Management Team member is kept updated on the progress of issues in her/his area.

SLAC reviews its policies, procedures and practices on a regular basis and engages laboratory staff to identify areas for improvement. Feedback and lessons learned are considered during the reevaluation process and updates to policies and procedures are made as necessary. SLAC communicates an annual notice to all employees with all policy updates, reminders, and links to key policies. Reexamining policies and lessons learned and re-communicating these to the lab help us make progress toward the four key themes from the inclusion survey.
New employees are provided information in New Hire Orientation about SLAC’s commitment to an inclusive and respectful environment; expectations about demonstrating our values and abiding by policies are clearly articulated. Orientation includes discussion about respectful workplace and impacts of undesired behavior in the workplace. New Hire Orientation has been mandatory for all full-time benefits-eligible employees; we will expand this to include part-time employees as well.

HR Business Partners regularly participate in staff meetings, keep a pulse on the tone, climate, and interactions of lab personnel, and provide coaching as necessary. Concerns are surfaced in a proactive manner when possible, to address issues before they escalate or become pervasive. When issues do escalate, they are addressed in a prompt, confidential manner and utilize HRBPs as well as ELR as needed to work toward resolution.

New employees receive training in sexual harassment prevention. Stanford University implements mandatory harassment prevention training for all managers and faculty. New California law as of 2020 mandated sexual harassment prevention training for all employees. SLAC’s HR team is partnering with Stanford on providing online and in-person opportunities for this training at SLAC.

SLAC continues to offer Respectful Workplace and Bystander workshops as a part of our comprehensive employee learning package. In addition, several times each year SLAC offers optional but strongly encouraged workshops for managers and employees on giving effective feedback to help foster respectful workplace.

Stanford University issues an annual summary to staff and faculty about complaints received and investigated; however, SLAC does not currently have its own process for reporting this kind of summary information to lab employees. We do not currently have the resources to undertake this type of reporting and the number of cases is quite small to even aggregate summaries without combining them into Stanford’s overall reporting. We are exploring methods to change this by developing a database that tracks claims throughout the reporting life cycle, where data can me curated in a transparent manner that could be made accessible to lab employees.
Recruiting a Diverse & Talented Workforce

SLAC is currently working to improve our hiring practices so that we can recruit, hire, and retain the most diverse team possible. In addition to structural and procedural changes, we are exploring a comprehensive training and development program for our recruitment team and hiring managers across the lab. This training would provide knowledge and skill building around the types of unconscious biases most likely to impact our hiring decisions, and how to mitigate those biases.

At SLAC, our User Facilities serve as talent pipelines and expose scientists and engineers to our ongoing research experiences. As such, our LCLS User Executive Committee (UEC) embarked on a project beginning in FY2021 to create a more diverse and inclusive User community and experience. In 2021, the DEI+ Office at SLAC assisted the UEC with developing initial steps to this project, including developing and delivering a user climate & experience survey, drafting a statement of commitment to a diverse and inclusive User community, and providing a facilitated workshop on increasing diversity and inclusion on research teams to the User community during the 2021 annual Users Meeting.

The DEI+ Office has also partnered with the SSRL directorate to participate in Stanford University’s Office of Postdoctoral Affairs and Postdoctoral Recruitment Initiative in Sciences and Medicine (PRISM) to improve postdoc recruiting and hiring outcomes at SSRL. Currently, SSRL is facing a challenge hiring a diverse body of postdocs, with approximately 7% of historically underrepresented employees (HUEs) and 30% of females being hired into full-time staff roles despite them making up 50% of all postdoc positions in 2021. Through this collaborative effort, we are assisting SSRL in updating the way in which they collect data during the recruiting and exit processes. And we are developing new outreach strategies for recruiting postdocs via conferences, career fairs, and postdoc associations. SSRL is not the only directorate facing this issue. Therefore, this case has the potential to inform larger initiatives that will influence postdoc hiring.
Laboratory policies, procedures, and practices for promoting DEI+ in recruitment and hiring

The DEI+ Office partnered with HR to craft 5.3, the DEI+ section of the FY-2022 Affirmative Action Plan (AAP). The DEI+ section details how our office will help facilitate change by increasing knowledge of inclusive practices lab-wide and holding our senior management team more accountable to lead DEI+ initiatives in their directorates. Section 5.3 highlights opportunities for staff to voice their concerns via DEI+ forums and learning journeys to help develop a more inclusive mindset. The DEI+ Office’s narrative in the FY-22 AAP impacts the lab by showcasing to the DOE specific steps SLAC will take to institutionalize DEI+.

SLAC’s DEI+ Office is also collaborating with Veris Insight, a research firm that will provide in-depth data analysis of issues impacting recruitment. Their services will give both the DEI+ office and HR the necessary information to attract and retain underrepresented applicants. Veris Insight provides an unlimited service that allows access to their database by anyone in our organization, mutually aiding HR and DEI+. This partnership will significantly impact inclusive practices at the lab because of the technical support they provide via a dedicated member experience lead. This research has the potential to impact the lab by saving management time when seeking out diverse talent and will help to craft strategic approach to solving some of our most pressing DEI+ challenges.

FY 2021 Notable Actions and Accomplishments

In 2021, the DEI+ Office spearheaded the Minority Serving Institution (MSI) Colloquia Series where SLAC scientists and engineers virtually visit MSIs and encourage their students and faculty to engage with SLAC. To enhance the internship/fellowship recruiting pipeline, we virtually visited North Carolina A&T and The City University of New York. In these colloquia events, our team provided an in-depth look into the research at SLAC with the participating faculty and students. In July 2022, SLAC’s DEI+ and HR teams received funding from the DOE’s Workforce Development for Teachers and Scientists program to expand these colloquia to 10 schools over the next year. By visiting the MSIs, our faculty and staff will be better positioned to deepen their relationships with MSI faculty which can yield collaborations on experiments and other projects and expose students to the WDTS internship programs.
Development and Retention of a Diverse and Talented Workforce

To address retention and turnover challenges, we are closely examining and evaluating our policies and practices. By participating in various working groups and the Operations Council, the CDO has been able to identify gaps and opportunities in our current and proposed policies.
Goals and Objectives in the area of Development and Retention of a Diverse and Talented Workforce

Although there is a section dedicated to our ERGs, it is worth mentioning here that we have re-imagined our ERGs by empowering them as a driving force of our workforce development. For instance, we no longer refer to our employees who participate in ERGs as volunteers but instead, as members. The CDO is an ex-officio member of SLAC's five ERGs, giving her situational awareness of workforce issues and concerns. For instance, the LGBTQ+ ERG led an initiative to install all-gender restrooms across campus, in which many buildings at SLAC, with single stalls, now have these bathrooms including some of our user facilities which sees thousands of workers each year. As a next step, the CDO is supporting the LGBTQ+ ERG to install all-gender restrooms in our main building, which has multi-stall restrooms—this building is our most heavily trafficked building, housing security, the main auditorium, visitor area, cafeteria, Director's suite and is generally the landing space for prominent guests.

Where possible, we have embedded DEI+ into organizational training and policies. In reviewing our disability access practices, we have recognized that visitors do not have a clear way to request reasonable accommodation services (that do not involve construction). In response, the DEI+ Office created a webpage to streamline the process for ordering services such as sign language interpretation. The DEI+ Office works with HR's Employee Relations unit to review open discrimination & harassment complaints and our investigation process. As stated earlier, the DEI+ Office also initiated the Exit Interview Project to assess why employees, particularly high-potential employees from historically underrepresented backgrounds, choose to leave SLAC.

To address our promotion challenges, we seek to increase leadership accountability in the performance review process for advancing DEI+. Given that DEI+ is a component of our performance evaluation process for SMT members, the DEI+ Office works with each ALD and Director to discuss DEI+ performance goals. With members of our lab who are members of the American Physical Society (APS-IDEA), we are working to create a rubric to guide the process for including DEI+ leadership and engagement in the performance evaluation process for all employees.
Laboratory Workforce Opportunities for Professional Development and Mentorship

We have a robust employee-driven mentorship program at SLAC, led by the Women@SLAC Employee Resource Group (ERG) and supported by lab leadership and the DEI+ Office. Today, this program hosts over 70 participants. Last year, approximately 42% of participants in 2021 reported receiving a promotion or merit increase because of the support they received through the program. This year, the DEI+ Office sponsored mentor and mentee training through Coach Diversity, allowing participants to identify their goals and core values so that they are prepared with the tools to build strong relationships between their mentors or mentees.

In addition, the DEI+ Office and Talent and Organizational Development (TOD) team have supported other targeted coaching and mentorship programs in development. In LCLS, over 2021 we developed and delivered a targeted coaching program for new engineers. This program was designed to fill the gap of needs between onboarding and later-career mentorship by providing a supportive bridge to engineering in our specific contexts. We are currently halfway through our first one-year pilot of this program. Coaches and new engineers have both reported on the success of this approach, with new engineers reporting high levels of support and overall confidence in their role. Additionally, we are working to develop a mentorship program specifically targeting engineers, set to begin in late summer 2023, and a differently structured mentorship program specifically targeting physicists, set to begin in 2023.

Our coaching initiative is a collaborative effort with our Human Resources Department, to provide individual and group coaching to help our workforce understand how to create strategies to overcome professional and organizational challenges while increasing their emotional intelligence. Initiated in 2022 as a pilot, the sessions equipped our HRBPs, DEI+ Office professionals and the seconded scientists and engineers with the capability to actively listen and ask the open-ended questions that lead to growth and transformation. Our goal is to broaden the scope of this initiative and offer it to our workforce.
The laboratory has numerous programs and initiatives to promote diversity in science, engineering, and technical fields. Our Alonzo W. Ashley Fellowship Program gives undergraduate and postgraduate students an opportunity to bridge their academic and professional work experiences at SLAC. Eighty percent of the fellows have stayed at the lab and become valuable members of their directorates. Such educational opportunities enhance our ongoing collaboration with Minority Serving Institutions, particularly Historically Black Colleges and Universities (HBCU). Currently, SLAC has embarked on joint research projects with Florida A&M and Howard University. Year after year, these fellowships give students and researchers, who come from backgrounds that are historically underrepresented in STEM professions, meaningful access to world-leading capabilities and expertise, while increasing the lab’s competitive scientific edge with race, gender, and cognitive diversity. Some of these interns have become valuable members of our staff.

In reimagining new mentorship and education pathways, SLAC has resumed participation in the GEM Fellowship program, sponsoring two PhD candidates in the Particle Physics and Astrophysics faculty. GEM Fellowship offers MS and Ph.D. level students access to the top science and engineering firms and universities in the nation, specifically targeting underrepresented minorities, including African American, Hispanic, and Native American students.

SLAC understands the importance of leveraging diverse talent to innovate scientific discovery. In FY22, SLAC hosted 173 interns from varying socio-economic, racial, and gender backgrounds across both DOE and SLAC-sponsored programs. Interns were able to get research experiences in engineering, laser, and X-ray physics; biology, chemistry, and materials science; and related work in science communications and business administration. We look forward to increasing our presence at more career fairs and conferences that are hosted by and geared toward MSIs and professional organizations that are committed to African Americans, Latinx, and Native American professionals and women.

Supporting a Diverse and Talented STEM Pipeline
K-12 Programs

Our K-12 youth outreach initiatives aim to inspire and grow the next generation of STEM leaders via free summer camps, professional and personal development opportunities, interactive workshops, and educational seminars.

In May 2022, the DEI+ Office partnered with the Women@SLAC ERG to participate in Cabrillo High School's Women in STEAM Conference. Over 200 women and girls attended this event, which featured speakers across various industries including aerospace, technology innovation, engineering and more to inspire young women and teach them about the endless possibilities in STEM careers. Two SLAC scientists and engineers, provided thought leadership as panelists discussing how they bring 'uniqueness' into their respective roles, the challenges they have faced as women in STEM, and how their journeys have led them to SLAC. SLAC was a proud supporter of this event.

Science in the City

In July 2022, SLAC, in collaboration with Stanford’s Science in the City STEM Program, hosted 17 fifth and sixth grade students from underrepresented communities for a week-long science camp. Students stay in Stanford University residence halls and through tours, hands-on projects, and career talks, students engaged with laboratory staff and learned about the different careers needed to support SLAC’s scientific mission and cultivated a sense of belonging in science. Students learned how to think like scientists and engineers through experiments like building Magnet Accelerators using magnets and ball bearings to learn about how charged particles interact with fields and building their own foam pipe marble Roller Coaster to test out principles of potential and kinetic energy. The week culminated on Friday with a student poster presentation, open to all SLAC staff, during which each group of students developed their science communication skills as they presented their poster to the audience. Student reflections at the end of camp showcased just how much new knowledge the students acquired, and we even received reports of our students teaching younger siblings about the accelerator when they returned home after camp.
SAGE Camp program was started at SLAC in 2018 to inspire curious and passionate high-school students to consider careers in science and engineering. For the first time, SAGE Camp partnered with two national laboratories in the region, Lawrence Livermore National Lab and Lawrence Berkeley National Lab, and is now being offered at various other labs across the DOE National Laboratory Complex.

In 2022, thanks to the help of 140 SLAC volunteers, the Moore Foundation and Chi-Chang Kao, SLAC’s 5th annual SAGE camp successfully hosted 36 public high school women and other marginalized identities for a free 1-week residential camp to explore STEM careers. Through talks, tours, lunches, and small-group job shadows they connected with lab professionals of diverse backgrounds. Hands-on projects and soft skill-workshops fostered curiosity, confidence, and community amongst the class. The week culminated with the students giving poster presentations and enjoying a gala dinner with Dr. Berhe, Director of DOE Office of Science as the keynote speaker. Over 80% of students felt satisfied with their camp experience and are considering pursuing a STEM degree post-graduation.

Beyond the camp, students participate in the SAGE Journey, leading them to SAGE Internships, SAGE Jobs, and eventually SAGE Leadership roles. Interested students can launch a SAGEx club in their high schools with the support of SLAC to bring awareness to STEM amongst their colleagues. SAGE Camp alumni also receive the opportunity to participate in the SAGE Internship, a program designed to improve likelihood of their acceptance to existing DOE and National Lab operated internship programs, such as SULI, CCI, LCLS Internship Program and others.

"It opened my eyes to a whole new world of careers and possibilities. It encouraged me to talk to strangers and spoke with confidence. It helped me change my mindset, from 'This is so hard' to 'If I'm gonna have to do it I will do my best and not regret it. If I make a mistake I'll just correct it on the spot'. It was a wonderful opportunity to be here and I am forever grateful."

-SAGE Camp Participant
Undergraduate and Graduate Students

The DEI+ Office’s Outreach Specialist also participates in student career fairs alongside HR recruiters and SLAC scientists. We have initiated relationships with student-led STEM associations and groups at Stanford, such as the Society of Black Scientists & Engineers (SBSE), Society of Women Engineers (SWE), Society of Latinx Engineers (SOLE), American Indian Society of Engineers & Scientists (AISES), to name a few. We are developing opportunities for these groups to engage with SLAC and become better aware of our research via tours, workshops, and corporate visits. SLAC has partnered with SBSE to host a BYTES (Black Youth Teams Engineering Success) workshop, a subprogram of SBSE that aims to expose students to hands-on engineering early in their academic careers. We have also formed a partnership with Stanford University’s Office of STEM Outreach to bolster our outreach capabilities and allow us to tap into additional opportunities for collaboration.

Through these partnerships and strategic initiatives, our goal is to position SLAC as not only a place where students can envision themselves establishing their careers, but also a place where they can continue to grow and develop their skills outside of the classroom. Our success from these efforts will be measured by an increase in the number of students, particularly students of color and women, that choose to apply or enroll in our programs.
Experienced Professionals

In partnership with Human Resources, we are seeking new opportunities to create a diverse pipeline of experienced professionals by gaining access to professional associations, aligning with the multitude of industry pathways that we offer at the lab. By having corporate memberships within these associations, we can utilize their career centers, and attend their career fairs and conferences as a targeted approach to sourcing a diverse slate of experienced professionals. We are casting a broader net to various organizations that serve HUEs in STEM. These organizations include the National Society of Black Engineers (NSBE), the National Society of Black Physicists (NSBP), the National Society of Hispanic Physicists (NSHP), and the Association for Women in Science (AWIS), among many others. SLAC must build bridges and connections with these organizations that have not existed for the underrepresented and underserved. The DEI+ Office is currently a member of 10 of these organizations. Our office has access to their job boards, training opportunities offered via the organization, and opportunities to connect with individuals at every level of their scientific career.

Currently, we recruit from these associations by need—depending on which department or directorate has an immediate need to fill a position or is facing a bigger challenge developing a diverse slate of candidates. We are working to scale this through job listing platforms that focus on MSIs.
Promoting Diversity through Subcontracting, Economic Development, and Technology Transfer

The Office of Technology Transfer and Private Partnerships (OTT&PP) at SLAC has an overarching mission and strategy to engage internally within the laboratory to engage the researchers on cultivation of innovation through intellectual property and entrepreneurship. OTT&PP’s strategy to engage, educate and lead opportunities for SLAC researchers to drive participation in the technology transfer mission involve three specific areas.
Strategic Development & Partnerships

01  The first component of this strategy is awareness education and training across the SLAC complex on the basic components of technology transfer mission. OTT&PP provides instructional webinars on elements of the technology transfer mission, including intellectual property, processes for reporting and capturing innovation, and opportunities for participation in programs to advance technology maturation.

02  The second component is educational opportunities for researchers and leaders within SLAC who are interested in advancing a technology towards commercial application but may lack the tools and skills necessary to communicate and frame concepts in a business context. SLAC, with support from OTT, is offering an I-Corps Satellite Program (SLAC I-Corps Lite) which helps researchers develop a value proposition for a technology, learn the process of customer discovery, and how to communicate to potential customers. The first cohort of SLAC I-Corps Lite program in the fall of 2021 drew participation from nine (9) researchers working in teams of three. One of these teams was accepted into the national DOE Energy I-Corps Cohort 14 in FY22. The team that was accepted into the Energy I-Corps cohort was diverse (a woman and a male Latino researcher). They are interested and engaged in potentially taking the ideas and technology they developed at SLAC into the marketplace.

03  The final component is recognizing achievement by researchers towards the SLAC technology transfer mission. The SLAC Innovation Awards program recognizes both significant events and individual accomplishments in areas such as intellectual property, entrepreneurship, and industry engagement. Awards are conferred to SLAC staff for contributions in reporting technology transfer innovation, major events in technology transfer (ex. significant licensing event or partnership, R&D 100 Awards, etc.), and early-career staff who are significantly engaging in the technology transfer mission space. Recipients of the SLAC Innovation Awards are anticipated for FY23.

For all these engagement initiatives, OTT&PP engages with the Employee Resource Groups (ERGs) at SLAC to raise awareness of the technology transfer mission at SLAC and how the members of the groups can engage in this mission through inventorship or entrepreneurship activities. Groups such as Women@SLAC and CORE are key resources for SLAC engagement with traditionally underrepresented groups that have a strong interest in innovation maturation, technology transfer and entrepreneurship.

Through Stanford University, we are members of the NMSDC. We are using this membership to cultivate relationships with Minority Business Enterprises (MBEs). In fact, we invited one a local MBE, Sienna Dynamics, to meet with our TID team.
Expanding Commercialization Outreach

Beginning FY 2021, SLAC engaged in continuing three projects under Practices to Accelerate the Commercialization of Technologies (PACT) program. PACT is a DOE Office of Technology Transitions program that promotes the transition of research developed at the National Laboratories toward the marketplace to promote U.S. competitiveness and national security.

One project of specific interest is the Diversity and Inclusion in Inventorship and Entrepreneurship Strategies and Engagement (DIVERSE), led by Sandia National Laboratories and supported by SLAC, which is a program where key diverse speakers from within the national laboratory system and industry, help DIVERSE program identify gaps and areas of opportunity to engage the principal investigator community more broadly on increasing diverse participation with the technology transfer mission.

Going forward into FY23, OTT&PP plan to expand the following efforts to increase external engagement with industry in several areas. One of those areas is the establishment of an Industry Advisory Council comprised of knowledgeable and experienced leaders from large companies, start-ups, and venture capital and finance to provide advice and industry perspective to the lab. One of the overall goals of establishing this council is to have input on industry engagement for innovation transfer as well as how industry can assist SLAC in meeting the Justice40 initiative from the Biden Administration to ensure 40 percent of the overall benefits of Federal investments in climate and clean energy go towards disadvantaged communities. With the support of the DEI Office, OTT&PP submitted an RFI response to the White House Office of Science & Technology on making the innovation ecosystem more accessible, inclusive, and equitable. To address this, we will actively seek innovators from underrepresented and underserved communities, building relationships with minority innovation communities and Minority Serving Institutions (MSIs) to bring emerging scientists into the federal lab pipeline.
Small Business Sub-Contracting

SLAC makes every effort to respond either verbally or in writing to requests received from firms that desire an opportunity to compete for purchase order/subcontract business. The Small Business Program Manager may participate in the screening of purchase requisitions and may add suggested small and socioeconomically disadvantaged businesses as potential sources for Procurement Specialist consideration.

Staff members are encouraged to use the Small Business Administration (SBA) Dynamic Search database established and maintained by the SBA for locating small and socioeconomically disadvantaged businesses. When appropriate, Procurement Specialist post written, competitive solicitations of >$250,000 on SAM.gov website under Contracting Opportunities to maximize exposure to small and socioeconomically disadvantaged businesses; procurements may be synopsized to locate additional qualified small and socioeconomically disadvantaged business concerns for participation.

SLAC has a dedicated Small Business Program Manager operating within our Business Services Division. The purpose of the small business support program and staff is to:

- Serve as SLAC’s interface with small and socioeconomically disadvantaged businesses.
- Maintain and keep current listings of small and socioeconomically disadvantaged businesses.
- Participate as SLAC representative in small business trade fairs, specifically directed toward offering opportunities for participants to do business with SLAC.
- Attend DOE-sponsored Small Business Program Manager meetings and participate in the annual DOE Small Business Conference.
- Participate in trade associations, business development organizations, and conferences to locate and identify small and socioeconomically disadvantaged business sources.
- Counsel and discuss subcontracting opportunities with potential small and socioeconomically disadvantaged business firms and arrange appropriate assistance to these firms as required and practicable.
- Provide statistics to SLAC management on progress toward established goals and recognition of significant Procurement Specialist performance in this area.
- Hold periodic training and other meetings with the appropriate acquisition staff on the socioeconomic programs.
- Conduct periodic meetings and otherwise communicate with SLAC organizational directorate covering SLAC’s socioeconomic programs.
Small Business Sub-Contracting (continued)

SLAC staff is committed to offering small and socioeconomically disadvantaged business concerns fair and equitable opportunities to compete for the goods and services required to support our ongoing research. SLAC gives assurance of (1) cooperation in any studies or surveys that may be required by the contracting agency or the Small Business Administration; (2) submission of periodic reports such as utilization reports, which show compliance with the subcontracting plan; (3) submission of the Individual Subcontract Report (ISR), and Summary Subcontract Report (SSR) in accordance with the instructions on the forms; and (4) ensuring that large business subcontractors with subcontracting plans agree to submit ISR, SSR and SDB reports if applicable.

SLAC ensures the FAR 52.222-26 is included in all SLAC terms and conditions in all Procurements except for subcontracts or purchase orders less than or equal to $10,000. Additionally, before an award is made to a subcontractor in which Equal Opportunity and Non-Discrimination requirements applies, SLAC ensures the subcontractors complete an Equal Opportunity representation or obtains a EEO Certification form.

SLAC surpassed its small business subcontracting goal by 18.29% in FY2021; and exceed its goals in all subcategories. The SCM Director made it a specific focus for Procurement Specialist to engage small businesses, placing great emphasis on explaining no-awards to small businesses in the Justification for Awards form. In FY 2022, SLAC will continue to reach out to small businesses in the local community through industry day collaborations with other Bay Area labs Small Business Program Managers and building a pipeline of qualified small business suppliers through engagement with minority business enterprise council(s).

Laboratory Small Business Sub-Contracting Goals

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<th>FY 2021 Actual</th>
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Appendix

As a national lab operated by Stanford University, SLAC aligns with and adheres to Stanford's Equal Employment Opportunity and Affirmative Action policies.

Stanford University's Administrative Guide on Human Resources informs all SLAC’s policies to ensure that diversity and inclusion practices are upheld, and discrimination is not tolerated in the workplace.

Formal policies include Stanford's Code of Conduct and Sexual Harassment Policy.