

**Year 3 Public Description of Work for  
Action Collaborative on Preventing Sexual Harassment in Higher Education**

**Argonne National Laboratory**

**Assessment of Policies, Procedures, and Practices Related to  
Diversity, Equity, and Inclusion**

**Relevant Rubric Area(s):** DEI in Hiring, Promotion, Advancement, and Admissions; Climate Survey/Measuring Prevalence; Evaluating Policies and Procedures; Using Evaluation to Inform Action; Diverse Stakeholder Partnerships

**Description of Work:**

In June 2020, in the aftermath of the murder of George Floyd and the ensuing unrest, Argonne leaders held a series of conversations with employees about the implications of “systemic racism” on our work environment. Those conversations concluded that in order to create a safe, welcoming, diverse, and inclusive environment for our employees, we must first examine our culture and organizational systems (i.e., performance evaluations, rewards, promotions) to uncover any hidden diversity, equity, and inclusion (DEI) issues that might exist. In other words, we are trying to create “systemic equity” at Argonne. To that end, Argonne partnered with an external consulting firm to conduct an independent assessment of our policies, procedures, and practices as they relate to DEI. The assessment began in September 2021 and concluded this past May.

The assessment was conducted in seven phases – each building off of the other, resulting in a comprehensive examination of the policies, practices and procedures of the laboratory. The first phase involved joint planning with organizational leaders. In subsequent phases, data was collected by an independent third party through:

- An organizational review to understand the mission of the laboratory, the organizational structure, and key processes;
- Executive interviews to gain the perspective of senior leaders and to understand their perspective regarding DEI;
- A close examination of Argonne’s policies, practices and procedures as they relate to DEI;
- A visioning workshop where leaders articulated a future vision for DEI;
- A human resources (HR) assessment that examined various HR systems related to equity; and
- Employee input through a DEI Climate Survey and focus groups.

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Based on the work Argonne is doing with the Action Collaborative, Argonne's DEI office worked with our external consulting firm to develop a Gender and Sexual Harassment Index using the DEI Climate Survey. The proprietary survey measured:

- Commitment – personal commitment to inclusion at all levels of the laboratory.
- Accountability – ownership for demonstrating inclusive behaviors.
- Equity – ensuring fair access to opportunities.
- Individual Connection – the extent to which employees felt a sense of belonging and security.
- Having a Voice – a chance to participate and be respected.
- Valuing Differences – whether differences are valued in decision-making processes.
- Diverse Representation – perceived priority and level of diversity.

Based on a model of predictive behaviors related to gender and sexual harassment, a subset of survey questions was used to create an index to help leaders focus preventive efforts.

The DEI Assessment at Argonne was a comprehensive look at the state of our work environment. It was a massive undertaking that involved virtually everyone at the lab. Assessments are normally considered the beginning of the change process, leading to interventions that alter the course of organizational behavior. However, in this case, the assessment was also an intervention. It sent a message to employees that Argonne takes DEI seriously. It also began a conversation with leaders about the state of our whole system and not just surface behaviors.

Argonne leaders have begun action planning to develop solutions based on the assessment data. Once action planning is completed, our current DEI Plan will be updated to reflect the results changes brought on by the assessment.

**Website for further information (if applicable):** <https://www.anl.gov/diversity-and-inclusion>.

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