

2023 Public Description of Work for Action Collaborative on Preventing Sexual Harassment in Higher Education

Argonne National Laboratory

Expanding supervisor performance appraisals to include Core Values

Relevant rubric area:

1. Prevention: Embedding the Values of Diversity, Inclusion, and Respect into Recruitment, Hiring, Admissions, Retention, Promotion, and Advancement.

Description of Work

Introduction:

In 2018, Argonne National Laboratory established a set of Core Values – Impact, Safety, Respect, Integrity, and Teamwork – as the foundation of the Laboratory’s efforts to create and sustain a safe, welcoming, diverse, equitable, and inclusive workplace environment (see our [previous description of work on this](#)).

Impact	Safety	Respect	Integrity	Teamwork
We think creatively, pursue innovative ideas, and deliver excellence to positively change our community, nation, and world	We take personal responsibility for the safety, security, and well-being of ourselves, those around us, and our environment	We embrace diversity, value the perspectives and contributions of others, and act professionally toward all	We are honest, keep our commitments, and take responsibility for our actions and outcomes	We include and inspire others, share and communicate openly, and celebrate success as one Argonne team

Following the establishment of the Core Values, the Argonne community identified a set of most valued key behaviors for each Core Value. Beginning with the 2022 performance appraisal process, these key behaviors serve as a foundation for evaluating supervisors on Core Values as one part of their overall performance appraisal.

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

Purpose and Goals:

As a community, Argonne employees proactively drive positive change and are committed to continuous improvement in our work, operations, and culture. As individuals, each member of the community shares the responsibility to create a safe, welcoming, and inclusive workplace environment through their behavior.

Evaluating supervisors on Core Values reinforces the importance and necessity of Core Values in how they deliver on Argonne’s mission of accelerating science and technology for U.S. prosperity and security. It also provides a means of supportive feedback to recognize and improve Core Values in action at Argonne.

Implementation:

Prior to 2022, all employees were evaluated on the Core Value of Safety. The Laboratory implemented an expanded version of the Safety evaluation process already familiar to employees to include all five Core Values. Three performance ratings were used to evaluate Core Values:

- Exceeds expectations
- Achieves expectations
- Fails to meet expectations

An Achieves rating in Core Values is the expected rating for all supervisors, which means an employee is doing what is expected to contribute to a safe, welcoming, equitable, and inclusive culture at the Laboratory.

A Fails to Meet in Core Values renders an employee ineligible for the Far Exceeds overall performance rating and requires a Performance Improvement Plan (PIP) and/or corrective action.

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Multiple sources of input are available to assist in evaluating a supervisor's adherence to the Core Values, including:

- Supervisor observations
- Feedback from others
- Employee self-evaluation/input
- Core Values Shout-Outs received by employees. (The Shout-Outs program is a peer-to-peer recognition program where individuals can acknowledge colleagues for exemplifying the Core Values, and it was described in [a previous description of work.](#))

The Laboratory offered training on the performance appraisal process to all employees to assist them in completing their written appraisals and conducting a performance conversation with their supervisor.

Measuring Outcomes:

To ensure a safe, welcoming, equitable, and inclusive environment, Argonne periodically uses climate surveys and follow-up employee pulse surveys to evaluate cultural issues at Argonne and devote attention and resources to areas identified as deficient in survey data. The Laboratory is also developing tracking procedures for metrics related to several programs and practices, including performance appraisals.

Next Steps:

In 2023, all employees at Argonne will be evaluated on Core Values in their annual performance appraisal. A project team comprising staff from human resources, learning and organizational development, communications, and change management is working to create clear guidance and training to help employees understand the impact of Core Values on their work, how they will be evaluated on performance appraisals, and the effect of this evaluation on their overall performance rating. This year's performance appraisal process will kick off in September 2023.

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

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