

TOGETHER—WITH PURPOSE, PASSION, AND RESPECT—WE THRIVE AS ONE ORNL.

ORNL's DEI vision is to create and foster a work environment where diversity is essential, equity is inherent, and inclusion is innate. Our commitment to our people and our culture enables and defines our success, as we aspire to lead the world in research and innovation.

GOALS

Be a good corporate citizen, utilizing small businesses and engaging in local opportunities to support economic development and grow prosperity in the region and nation.



Be a laboratory built on the principles of fairness, equity, consistency, and transparency, ensuring the value of DEI is inherent in the culture and communicated with purpose, passion, and respect.

Be a leading institution in the development of a future workforce, educating and training diverse pools of talent—including students and postdocs—with intention and purpose.



Be a diverse, equitable, and inclusive laboratory that leads by example, incorporating the DEI vision into everyday lab life.

Be an innovative institution, continuously evaluating creative and forward-thinking opportunities to attract, support, and retain a diverse workforce.



Be the national laboratory of choice, holding leadership and staff accountable for the promotion of DEI through strategic outreach and the recruitment and retention of a talented and diverse workforce.

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Committed Leadership



Lead: Articulate goals and objectives related to diversity, equity, and inclusion that guide Laboratory policies and procedures

DEI Council: Create and empower a DEI council to advise on institutional gaps, opportunities, issues, trends, and progress related to DEI

Secondary DEI Committee: Form a secondary DEI Committee with cross-organizational representation

Survey to Understand: Deploy Culture & Climate and Total Rewards surveys to understand staff priorities, identify near-term actions, and develop long-term strategies to reach our goals and build a strong ONE ORNL culture

Communication with Leadership: Continue Laboratory Director listening sessions and open-door policy to provide a direct line of communication between staff and leadership

Accountability & Transparency: Drive accountability and transparency into the organization by communicating clear expectations, aligning actions with Laboratory values, and reinforcing positive behaviors

No Tolerance: Communicate a no-tolerance policy for workplace harassment and discrimination

Enriched Culture



Bias Awareness: Create a DEI Education Series utilizing a variety of modalities to provide staff with the awareness, knowledge, and tools necessary to support an inclusive and respectful workplace

Survey Results: Provide employees with top survey results, and use survey results to drive change in the work environment and compensation

Mandatory Training for All Staff: Provide mandatory sexual harassment awareness and Respect in the Workplace training for all staff, including bystander and upstander awareness

Embed DEI in Training: Build DEI concepts into all development, training, onboarding, and internship programs

ERG Value: Expand ERG engagement and opportunities by supporting group growth and activities

External Recognition: Continue recognizing diverse staff through nominations for awards

Engaged Workforce



Reentry Program: Design a reentry program to establish a pipeline for middle career professionals who have taken a career break

Alumni System: Create an ORNL alumni system to track all interns, postdocs, and staff who leave the Laboratory for potential future hires and program evaluation

Host Diverse Groups: Build on university and professional society relationships by hosting diverse groups such as the 2023 National Society of Black Physicists conference, to be hosted at ORNL

Spanish Language Engagement: Work with the Hispanic ERG to establish a Spanish-language engagement and recruiting platform including a video series, scientific articles, and targeted outreach

Data-driven decisions: Use quantitative and qualitative data to inform and strengthen DEI initiatives and to understand the impact of actions taken to make the work environment more diverse, equitable, and inclusive

Communicate: Launch a revised DEI website to create an avenue for applicants and employees to learn about Laboratory diversity initiatives

Equitable Workplace



Mentoring for All Staff: Establish mentorship standards and metrics, and provide improved mentoring and coaching for all staff

Professional Development: Continuously hone the recently initiated Professional Development Path program to reach the entire employee life cycle, building DEI into each module

Succession Planning: Develop a well-defined succession planning process that will result in a well-prepared and diverse leadership pipeline

Bias Review: Review policies, procedures, training materials, and other documents for unconscious bias and to remove structural barriers that inhibit a diverse, equitable, and inclusive workplace.

Management Support: Provide managers with professional development and the tools and support they need to develop high-performing, culturally diverse teams built on a culture of trust, respect, and innovation

Family-friendly Programs: Assess opportunities to develop additional family-friendly programs

Future Workforce



MSI Collaboration: Plan 2nd annual MSI* collaboration conference (November 2021)

MSI Ambassador Program: Create an ambassador program for MSIs* by engaging staff alumni to build strong relationships and long-term talent pipelines

Targeted Outreach: Create a targeted university engagement program for selected MSIs* to strengthen relationships, build collaborative programs, and increase the talent pipeline

Recruitment Materials: Develop recruitment materials to attract more diverse candidate pools for positions across the Laboratory

Postdoc Program: Strengthen the life cycle of the postdoc program to be more attractive for URM**

Student Programs: Strengthen student education and training programs to develop strong, diverse pools of students and mentors

K-12 Programs: Expand existing K-12 STEM education programs to recruit and engage more URM** students, offering our Traveling Science Fair, American Museum of Science and Energy, and other programs

Corporate Citizen



Subcontracting Opportunities: Increase engagement of minority, veteran, and woman owned businesses

Licensing Opportunities: Increase engagement of minority, veteran, and woman owned businesses in licensing opportunities

Entrepreneurship: Build an entrepreneurship program for underrepresented communities

Targeted Outreach: Conduct targeted outreach to encourage entrepreneurs from underserved communities to apply to the Innovation Crossroads program

ORNL Gives: Encourage employees to engage in community service with programs launched by the Laboratory, such as ORNL Gives

Building Relationships: Facilitate opportunities for donations of time, talent, and funds for employees who wish to give by building relationships with community organizations

*MSI = Minority Serving Institutions
** URM = Underrepresented minorities