

# CUCSA Quarterly Meeting Fall 2016

September 7-9, 2016

Lawrence Berkeley Lab

Wednesday, September 7, 2016

## CUCSA Business

- Host Instructions
  - Previous Delegate Ingrid Fahr (UC Irvine) substitute delegate for current delegate Adriana Collins
  - Chair Rejeana Mathis asked for delegate volunteers to take pictures and meeting for CUCSA website and Social Media. Delegates Bo Pitsker and Walen Ngo volunteered to take pictures.
- Overview of CUCSA
  - Rejeana presented PowerPoint slides to delegates providing overview of CUCSA.
- Agriculture and Natural Resources
  - Rejeana motioned for a contingency vote to include ANR delegates as members of CUCSA, Bo Pitsker seconded. Call for Vote: 27 Yays, 0 Nays, motion carries.
  - Rejeana motioned for a vote to allow ANR delegates to participate fully in the Fall 2016 meeting at LBNL, delegate Rachel Carl seconded. Call for Vote: 27 Yays, 0 Nays, motion carries.
- Expectations for CUCSA
  - Rejeana presented Guidelines for Engagement in PowerPoint slides.
  - Leadership will note parking lot for ideas.
  - Brainstorming among fellow delegates to share goals for CUCSA.
- Workgroup Formation and Initial Discussions
  - Rejeana delivered PowerPoint presentation on workgroup orientation, highlighting delegate responsibilities, workgroup chair responsibilities, and CUCSA leadership responsibilities.
  - Group breakout session to determine meeting schedules, initial scope, and team names.
- Teambuilding with LBNL Workforce Development & Education (Science Stations)
  - Delegates worked together on two science projects first involving weights and measures, and the second on circuits. Rejeana separated half of the team members during the second exercise to pairs ended up working in new teams.
  - Delegates presented their final product and discussed what they learned about the process as it relates to CUCSA.

**Thursday, September 8, 2016**

### **CUCSA Business**

- Rejeana asked if all the delegates were receiving emails from the CUCSA mailing list. Only missing delegate is Michelle Chen. Rejeana will request updates to include delegates Michelle, Jeannette, and Lori.
- Rejeana went over meeting protocol highlighting the need to stay attentive and for delegates to ask questions.
- Rejeana discussed CUCSA leadership's meeting with President Napolitano
  - The president expressed that she would like to hear from CUCSA to see how best to empower and recognize staff.
  - The president wants to hear ideas and suggestions about communications from her.
- Regents' Meeting at UCLA, great opportunity to build support for staff. Lina and Walen will be making public comments. Comment is limited to 1 minute, but can pool a group of speakers to get more time.
- UC Family Medical Leave Act Workgroup – John and Amanda added to workgroup as staff representatives.

### **CAMPUS UPDATES**

- UCSD
  - Ideas Away – input from staff to improve recognition, received 52 ideas, and down to 13 ideas.
- UCI
  - On 9/22, Jason Valdry will host a town hall for Q&A to discuss staff issues surrounding wellness, retention, and wellbeing
- UC Merced
  - 20/20 update, in July, final funding from Board of Regents and groundbreaking by President Napolitano. Will double footprint of campus in next four years.
- ANR
  - Getting a handle on engaging ANR staff across the state, finding a point of contact, and creating a network for Staff Assembly within ANR.
- UCSF
  - Staff Assembly planning retreat to discuss recruitment and retention of SA members, outreach, to launch staff scholarships. Will fund \$300 for continuing education, and \$200 for professional development.
- UCSC
  - President Napolitano visited UCSC last month; the local SA had a sit down dinner with her to discuss what is going on campus. Announced the Rachel Carson College (\$5

Million donation). Two more colleges still unnamed. Posted wellness coordinator position.

- UCOP
  - Turnover in HR resulting in many new faces, but new director plans to make impact. There were some technical difficulties rolling out performance reviews and merit-based pay.
- UCLA
  - Launched new Staff Assembly website running *WordPress*
- UCR
  - Took Staff Assembly team to an Escape Room for team building. This helped build relationships and assess strengths and weaknesses of team members.
- UCB
  - President Napolitano designated a staff member to the search committee for a new chancellor. All staff were eligible, the general counsel (GC) help a vote to select a candidate and a designate.
- UCSB
  - Gaucho University, a leadership program where staff can be a mentor or mentee. Just completed first year with 39 participants, 14 of whom received promotions after the program. There are currently 50 mentee applicants, and the program selected 20 staff members.
- UCD (campus)
  - Allocated two FTEs for communication for chance management and performance management. Both employees will start next month. Currently there is no chancellor, CFO, or CHRO on campus.
- UCD (medical center)
  - Staff appreciation day, breakfast with the Chancellor, career resources showcase to make employees aware of career development opportunities.

### **Ramamoorthy Ramesh**

Associate Laboratory Director - Energy Technologies (LBNL)/ Professor – Dept. of Material Sciences and Engineering (UCB)

- Talked about the “left” turns leading up to his current role as associate laboratory director.
- Explained that energy is political, and not just a commodity.
  - For example, presentation on solar energy to Democrats and Republicans is very different.
- Highlighted the importance to work in a team, and to appreciate staff.
- Department of Energy – LBNL is the oldest lab
  - LBNL worked on the Manhattan project
  - Instituted the notion of team science
  - 13 Nobel Prizes, 63 members of the National Academy of Sciences, 18 members of the National Academy of Engineering, 2 members of the Institute of Medicine
  - One of the biggest supercomputing facilities

- Five Pillars of Berkeley Lab's Energy Technology Strategy:
  - Building and Urban Systems
  - Sustainable Transportation – Reduce fossil fuel use in road transportation
  - The Water-Energy Nexus – 5x reduction in cost of desalinated water and improved use efficiency
  - Next Generation Grid – Increase renewable penetration by energy from 30% to 50%
  - Energy Technology R&D – Decrease adoption time for new battery technologies 5x
- Diversity issues
  - Young women and minorities more affected.
  - Create fellowship for 3 years to allow time to think and research.
  - Internal funding so that junior scientist do not have to chase funding.
  - Open Competition with 80 individuals, narrowed down to 18, and then down to 6 winners (5 women and 1 black)
  - This is a practical program to help people through phases of life.
- Practical examples to project management
  - Do things in parallel, and not serially
  - Need to measure progress
  - Active Program Management
  - Buy-in from the top

## **Vera Potapenko**

Chief Human Resources Officer and Diversity Officer (LBNL)

- Topic – Management Accountability for People
  - Compliance with Laws, doing recruitment and retention legally
    - Fair Recruitment
    - Fair Pay
    - Fair Treatment
      - Measure the compliance as California has many laws surrounding this issue. Federal and State laws governing HR and Agencies. Provided several case studies.
  - Growing Talent
    - Development is typically lowest scoring on engagement survey; talent is the thing we cannot duplicate
    - Institutional processes (performance management process, succession planning process, high potential identification and development, leadership development, new supervisor training)
    - Local Processes (mentoring, training, etc.)
    - Measurement (engagement survey, upward review, 360 review, promotion)
    - Case Study – Hiring a lab director scenario
  - Managing Performance
    - Set clear expectations (look at the job duties) and objectives for the review year
    - Coach

- Counseling if performance or conduct concerns
  - May require either a performance improvement plan, or
  - Progressive discipline.
  - Regular one-on-one meetings to be aware of progress on objectives
- Recognizing Performance
  - Email recognition, copying selected others
  - Public recognition
  - Awards
  - Special Lunch
  - Handwritten Note
    - We never do enough of these
- Measurements
  - Survey
  - Customer Satisfaction
  - Quality of work product
  - Achievement that impacts organization's mission

## **Cindy Simmons**

Associate Director, UC Center Sacramento

- The UC Center:
  - Is near the state capitol
  - An educational programs in civic engagement for UC undergraduates
  - A resource for lawmakers and other public policy makers in the Capitol region
- The Mission of the UC Center
  - Prepare UC students for civic engagement and careers in public service or prepare them for graduate school
  - Share knowledge to support evidence-based policymaking
- Preparing Students:
  - UC-wide program open to all majors
  - Places student in an internship in Sacramento for 24 hours per week
  - Students take classes at the Center
  - Students maintain full-time status and remain financial aid eligible
  - There are campus representatives at every campus
- UCOP Presidential Fellowship available for fall 2016:
  - Award is amount \$2500
  - Applicant must demonstrate past civic engagement and show future desire to pursue public service
  - Demonstrate financial need
    - Answer 3 short-answer essays on supplemental application
- Health Justice Scholars Award:
  - Provides \$1500 at end of quarter
  - To promote healthy equity for all Californians

- Made possible by a grant from The California endowment
- UCCS Undergraduate Program:
  - Quarter program offered fall, winter, spring, and summer
  - Earn 14 quarter units or 13.3 semester units
  - Internship placement based on the student's interests
    - Students work closely with the UCCS Associate Director find an internship in Sacramento through a matching process
    - Students receive feedback and tips on resume writing, writing sample preparation, and interviewing both in person and on the phone by UCCS' undergraduate advisors
- Experiential learning allows students to:
  - practice theories outside the classroom
  - explore professional interest
  - provide a stepping stone to graduate school
  - gain marketable skills
  - develop a professional network for the future
- UCCS Knowledge Sharing
  - Thursday Speaker Series
  - Bacon Public Lecture
  - Housing Competition
  - Emerging Scholars Award (for graduate students)
- Program growing from 1.5 FTE to 4.5 FTE

## **Pamela Brown**

Vice President of Institutional Research and Academic Planning (UCOP)

- Leveraging Institutional Data to Tell the University of California story
- Provided introduction to the UC Accountability Report and the Information Center
- Mission of the UC
  - California master plan
    - Serving as the state's primary academic research university
    - Educating undergraduate, graduate academic, and graduate professional students
  - Teaching, research, and public service
- Sees public education as her social justice cause.
- UC promotes access, affordability, and outcomes:
  - 42% first-generation students
  - 57% have all tuition paid by financial aid and 45% graduate without loans
  - Nearly 90% of freshman and transfer entrants earn their degree
  - Pell grant recipients graduate at rates comparable to all other students
  - On average, they earn more than their families five years after graduation
- UC Graduate students help undergraduates and the CA economy:
  - More 20 UC Ph.D. recipients have won a Nobel Prize
  - UC Ph.D.s account for 20 percent of CSU faculty
  - UC trains about half of the state's medical students and residents

- UC awards most of California's advanced STEM degrees
- Three of seven CA Supreme Court justices and one-half of all California State justices (including at the appellate court level) received their degrees from UC
- The UC Information Center provides a wealth of data, available at:
  - <http://universityofcalifornia.edu/infocenter>
- Enrollment in the UCs has quadrupled over the past 50 years:
  - <http://www.ucop.edu/institutional-research-academic-planning/content-analysis/index.html>
- The University of California:
  - 10 campuses, 5 medical centers, and 3 national labs
  - Third largest employer in California with almost 210,000 faculty and staff
  - Fourth large health care delivery system in the state, logging 4.5 million outpatient visits a year
  - 60 cooperative extension stations serving all 58 counties and helping make California the nation's top agriculture state

### **Hyun Swanson**

Manager, Benefits Education, (UCOP)

### **Matt Newton**

Vice President, Workplace Regional Manager, (Fidelity)

- Described how UC helps with retirement readiness and common challenges
- Website: <http://ucnet.universityofcalifornia.edu/compensation-and-benefits/retirement-benefits/>
- Shift in thinking by emphasizing retirement counseling.
- Take into consideration new hires.
- Average UC Retirees – Age 60, 20 years of service, 50% income from pension, plus other sources.
- Average starting point is 80% of income.
- For self-learning, visit: <http://myUCretirement.com>
- Fidelity
  - In-person: Group classes
  - In-person: One-on-One with a Fidelity retirement planner
  - Telephone: One-on-One
  - Non-English advisors on-site, five phone (Spanish), and there is a language translation service with over 100 languages
  - Fidelity is familiar with UC Retirement benefits, understands the big picture, including pension and can provide the appropriate education
  - There are 14 individuals support the UCs.
  - Added new series, Women and Investing – Get Organized, Build and Own Your Plan
- Take home message:
  - Know what is available
  - Where does Fidelity get plugged in
- Help at local campuses to improve outreach

## Glenda Humiston

Vice President, Agriculture and Natural Resources

- Explained UCs as “Land Grant” Universities.
  - Officially titled "An Act Donating Public Lands to the Several States and Territories which may provide Colleges for the Benefit of Agriculture and the Mechanic Arts," the Morrill Act provided each state with 30,000 acres of Federal land for each member in their Congressional delegation.
- UC ANR (<http://ucanr.edu/>):
  - UC Cooperative Extensions
    - 200+ local advisors and live and work in local communities
    - 130+ campus-based UCCE specialists
  - Agriculture Experiment Station
    - 650+ academic researchers across the entire UC System
  - Research & Extension Centers
    - 9 locations statewide
    - Provide full range of support for research
    - About 12,000 acres
- UC ANR Statewide Programs & Institutes:
  - Ag Issues Center
  - California Naturalists
  - Expanded Food & Nutrition Education
  - Informatics and GIS
  - Integrated Pest Management Center
  - Master Gardeners
  - Master Food Preservers
  - Nutrition Policy Institute
  - Sustainable Ag Research & Education
  - Water Research Institute
  - Youth Development and 4-H
- Patented Halo and Cutie
- Local School Districts to Develop Healthy and Sustainable Dining Options
- Urban Agriculture:
  - The UC ANR Urban Agriculture Team includes UCCE Farm Advisors, policy and advocacy experts, urban planners, agricultural economists, and more.
- The UC Master Gardener Program:
  - The UC Master Gardener Program is an effective partnership between the University of California and passionate volunteers. In exchange for training, last year 6,055 active UC Master Gardener volunteers donated 398,150 hours, and more than 4.6 million hours have been donated since the program's inception in 1981.
- The UC ANR California Naturalist Program
  - Fosters a diverse community of naturalists to promote stewardship of California’s natural resource through education and service.

- Sites:
  - UCB Sagehen Creek Field Station
  - UCM Merced Vernal Pools and Grassland Reserve
  - UCM Sierra Nevada Research Station-Yosemite Field Station
  - UCSB Sedgewick Reserve
  - UCSB Kenneth Norris Rancho Marino Reserve at Camp Ocean Pines
  - UCSD Elliott Chaparral Reserve
  - UCSD Kendall-Frost Mission Bay Marsh Reserve
  - UCSD Dawson Los Monos Canyon Reserve
- Global Food Initiative <http://ucfoodobserver.com/>
  - #GlobalFood
  - @ucfoodobserve
- The world 2030
  - Almost 8 billion people
  - Temperature increase: > 1 degree
  - Water demand: projected to be 50% higher
  - Energy consumption: projected to be 50% higher
  - Food demand: projected to increase by > 40%
  - Competition for land and water intense....
  - Little wilderness, new diseases....
- UC ANR stats:
  - 1.2 Million Jobs
  - 318 Billion Direct Sales and Exports
  - 272,000 new jobs in five years

### **LaWana Richmond**

Staff Advisor to the Regents, Senior Business Analyst, Business & Financial Services (UCSD)

### **Jason Valdry**

Staff Advisor to the Regents Designate, Director of Technology Services, Claire Trevor School of the Arts (UCI)

- Back information about the staff advisor and staff advisor designate:
  - Pilot program in 2005, proposed by President Bob Dynes, made permanent in 2007
  - The Regents voted unanimously to establish positions for two staff advisors to provide staff perspective on matters coming before the board in January 2007
  - Presidentially appointed subsequent to competitive selection process
  - Staff advisors serve staggered 2-year terms
- Opportunities for staff advisors:
  - Ensure boots on the ground perspectives are included in the decision-making process
  - Engage in discussion around planning and policy decisions
  - Build political acumen and negotiating skills
  - Gain understanding of process and priorities at the highest levels of the organization

- Visit and learn about the structure, people and systems at each UC campus
- Learn institutional strengths and deficits as well as potential opportunities and threats
- Join an elite group of staff member how been selected and served in the role
- Staff advisor duties:
  - Attend Regent's Meetings (bi-monthly)
  - Attend pre-Regent's meetings with the President
  - Attend CUCSA quarterly meetings
  - Visit UC campuses
  - Participate on task forces and work groups (as appointed)
  - Other duties as assigned
- Current UC Issues
  - State Budget
  - Enrollment and Student Housing
  - Sexual Violence/Sexual Assault Policies and FAQs
  - Abusive Conduct Guidance
  - Diversity and Engagement
  - Innovation
  - Presidential Initiatives
- Twitter: @UCStaffAdvisors
- Website: <http://staffadvisors.universityofcalifornia.edu>

### **Friday, September 9, 2016CUCSA Business**

- EDO will provide delegate access to SharePoint.
- LinkedIn – Consider creating a LinkedIn group for CUCSA delegates as an alternative to Facebook.
- Engagement Survey
  - UCR – Very active in following up on next steps on Engagement survey results
  - UCSF – Has own Gallup Survey as well as the CUCSA Engagement survey. The local survey results drill down to the departmental level, and their survey results are tied to STAR funding.
    - The Gallup survey is on hold for 2016
    - CUCSA survey in 2017, asking for the better integration with the CUCSA survey by having difference release times for the two surveys
  - UCSB – There is a working group including Human Resources, Staff Assembly, professional women's association, and ABOG that meets once or twice a month to talk about the Engagement survey. Administrative services division has a town hall, inviting whole campus to come. Created app for staff to give feedback on their phones.
  - Some highlights:
    - Expanded a new employee orientation and changing service award program
    - Quarterly recognition ceremony starting at five years
    - Staff logo contest, book store will print the shirts and sell for them with admin

- Launch a staff development speaker series
  - Mindful UCSB program
- LBNL – Conducted own survey after system-wide survey. LBNL did not share System-wide survey results, but there were many common threads with the local survey. There is a new CHRO and the lab director has not weigh in. Not much movement at this point.
- UCSD – Change in HR leadership, interim wants things to move forward.
- UCLA – Management Certificate program to focus on recognition, new administrative vice chancellor reviewing engagement survey results, HR has many initiatives rolling out.
- UC Merced – Held a town hall meeting, hired the GROVE to set up an event for staff, and one for faculty. Solicited feedback for an entire day. Evaluations completion rates going up, now over 90% for reviews, up from 60%.
- UCSC – Jumped into action items with key constituent groups including ABOG, and assistant deans, and HRAG meeting.
  - Staff Assembly creates a monthly staff recognition program, featuring a staff member.
  - Kicked off a staff-mentoring program, pilot year. HR became interested and developed a staff career discovery ½-day program. Would like to collaborate with the SA mentoring program to build out consistent and sincere recognition program.
  - Quarterly meeting with the EVC, talk about staff morale issues.
  - POSTER PROGRAM (student/staff/faculty – pictures, and placed them everywhere – better way to connect community members)
  - Thank you campaign, remind EVC, remind director to thank their staff.
  - Engagement is included campus strategic plan.
- UCB – Need to work on three areas: 1. Communication 2. Performance 3. Career Development
  - Total 13 action items, 12 completed, one remaining is on change management.
  - Working closely with CHRO. HR taking a lead on the action item.
  - Met with CHRO in August on how to move forward despite her upcoming retirement.
  - Strategize next steps.

### **Blake Simmons, PhD**

Division Director, Biological Systems and Engineering Division (LBNL)

- Discussed the risks associated with climate change
- Concerns resulted in Energy Independence and Security Act 2007
- Biofuels: Motivation
  - Displace the whole barrel of oil with renewables (petroleum)
  - Provide a full spectrum solution
- DOE Bioenergy Research Centers (\$75 million portfolio), \$90 million renewal in the works.
- The Joint BioEnergy Institute – JBEI, funded by DOE, started in 2007, renewed in 2012, \$25 million/yr.
- “Ethanol is for drinking, not for driving”
- Several MOUs in place that govern operations
  - Human Resources functions centralized at LBNL

- Environment, Health and safety follows LBNL protocols
  - Intellectual Property, LBNL is the lead on licensing
  - Procurement, LBNL is the lead lab
- Highlighted basic science research to convert cellulosic biomass to fuels and chemicals.
  - Background; grew up in a farm in Nebraska, did not like doing farm work, now breaking down plants.
  - Bionic Liquids enable integrated process for biomass to fuels
  - Synthetic Energy
  - JBEI – Achieving all JBEI research objectives results, fuel with a cost of \$2.20 per gallon.
- Some startups from JBEI:
  - Lygos
  - Teselagen
  - Afingen
  - Evodia
- JBEI:
  - Outreach
  - Education
  - Training
- Train high school teachers bioenergy and take back to their school to develop curriculum
- Researchers understand bioethics and there is a biosafety officer
- On creating a Jurassic Park Scenario:
  - Researchers do not have any open field trials to minimize unintended release of modified plants
  - Many of the research plants are sterile
  - Not many flowering plants, lower horizontal pollination
  - There are no foreign DNA, modifying the control mechanisms
  - Transferring efficiency through gene editing, unlocking their inner potential
  - Selective process to get the right phenotypes
- At JBEI, all solutions on the table, full suite of approaches
- More vascularized the process enhances the partnerships

## **Dwaine Duckett**

### Vice President System-wide Human Resources (UCOP)

- Participated via Zoom video-conferencing
- Discussed CUCSA Engagement Survey, the third survey will be launched soon
- Wellness Overview:
  - CUCSA leadership presented to regents
  - Dwaine Duckett established as the wellness czar to ingrain wellness into UC culture
- Dwaine sees a three-prong approach to wellness, but remains flexible, and would like to get feedback from CUCSA delegate about this particular approach.
- Three legs of the wellness stool:
  - Physical wellness and wellbeing, physical activities

- Mental wellness, including stress management, resources and tools to manage time and staff lives. Explore workplace flexibility and telecommuting
  - Financial health and sharing information that is relevant
- These are all interrelated
- Making sure we have coverage of wellness throughout the locations
- In locations without dedicated wellness, ask CUCSA to identify individual
  - Provide a stipend locally
  - Thoughts?
- Partners with UC:
  - Our healthcare providers eager to sponsor wellness activity at our locations
  - Fidelity, would like to provide financial training to more staff
- This is a grassroots efforts
- Need to get metrics
- Potential meeting twice a year to discuss wellness, pulling together by CUCSA to share best practices
- Sharing resources at each location
- Health Plans providing more services regarding wellness

## **Terry Barton**

### Director System-wide Staff, Development Programs (UCOP)

- UC System-wide People Management Series and Certificate – 10 core and 4 electives to complete program. It use the LMS, allowing for flexibility.
  - Consists of Core and Elective Courses
  - Includes local and system-wide programs
  - Includes eCourses and in-person learning experiences
  - Tracked and managed via the UC Learning Center (LMS)
- Use existing contracts, Lynda.com or Skillsoft, or leverage some free resources.
- Benefits of the Program:
  - Reinforces the cultural shift toward the increased importance of people management
  - Creates a baseline for people management skills across the system
  - Addresses this key area of feedback per the Employee Engagement Survey
  - Integrates with campus/location based efforts in this area
  - Recognizes individuals who invest in their development to prepare for career progression toward management and leadership jobs
  - Learner-centric - learners decide what to study based on individual development plans
  - Managed by each location - allows for local flexibility
- Course support key areas of Employee Engagement Survey and Support the UC Core Competencies:
  - Performance Management
  - Career/Professional Development
  - Communication
  - Change Management
    - Communicating Change
    - Implementing Change

- Also provides an opportunity to open the training up to potential managers. However, conference is available to current managers.

## Lady Idos

### Senior Diversity and Inclusion Analyst (LBNL)

- Provided Overview of Berkeley Lab Diversity and Inclusion
  - Information Available here: <http://diversity.lbl.gov>
  - Objectives:
    - Create synergy between division/department diversity and inclusion action plans and initiatives
    - Share diversity and inclusion best practices across the Laboratory
    - Create and execute new initiatives that promote diversity and inclusion in divisions and the Laboratory
    - Visibly recognize and communicate diversity and inclusion best practices achievements throughout the Laboratory
    - Identify and address emerging issues that can impact our diversity culture
  - Diversity and Inclusion Guiding Principles:
    - Listen to other and encourage collaboration
      - We are stronger as a group when our uniqueness is valued.
    - Reach out if you see someone confused or in need.
      - We are concerned about others.
    - Treat others with respect.
      - We believe in fairness for all.
  - D&I Roles and Responsibilities:
    - Bring best practices on diversity and inclusion from other organizations to the Lab
    - Sponsor Diversity and Inclusion Speakers and Social Activities to encourage and educate employees on diversity and inclusion
    - Nominate staff on contributions to diversity and inclusion efforts lab-wide as part of the Lab Recognition Awards Program
    - Recommend actions on diversity concerns brought forth in the Lab Employee Survey and gain management's support
    - Serve as an advisory committee for employee programs that impact lab-wide diversity and inclusion
  - Noble Cause: Berkeley Lab and DIO, "Invite them to party, and ask them to dance."
- Transgender Law Center (<http://transgenderlawcenter.org/>)
- Inclusion tool, but also a recruitment tool
- Take Leadership on Diversity & Inclusion
- Accomplishments and Challenges:
  - Raised awareness among senior management on the state of diversity was an accomplishment

- Challenge: Uneven engagement of senior management. Have not been held accountable for improvements in D&I
- Broaden and Refine Recruiting Process
  - Improved partnership between recruitment team and managers
  - Visible guidance
    - Challenge: Lack of diversity in hires, need for more user friendly and advanced technology
- Grow Our Own
  - Sponsored two Women @ the Lab events
  - Piloting four ERG, Veterans, LGBTQA, Disabilities, and Postdocs
    - Challenge: Insufficient minorities
- Ensure a Family-Friendly Workplace
  - Enhanced bereavement leave and parking
  - Created 20 lactation rooms
  - myFamily.LBL.gov
    - Challenge: Childcare resources, paid parental leave, overcoming maternal bias in first and midlevel supervisor decisions
- Assess and Address Our Equitability
  - Compensation review
    - Challenge: Ad hoc approach for special assignments
- Enhance Awareness and Communication
  - Heritage months, speaker series, 5 annual diversity cultural festivals
  - Challenge: Sustainability, need more resources.
- Future Goals – continuing engagement with lab director, specific goals in individual units, organizational training, and revising all practices and policies.