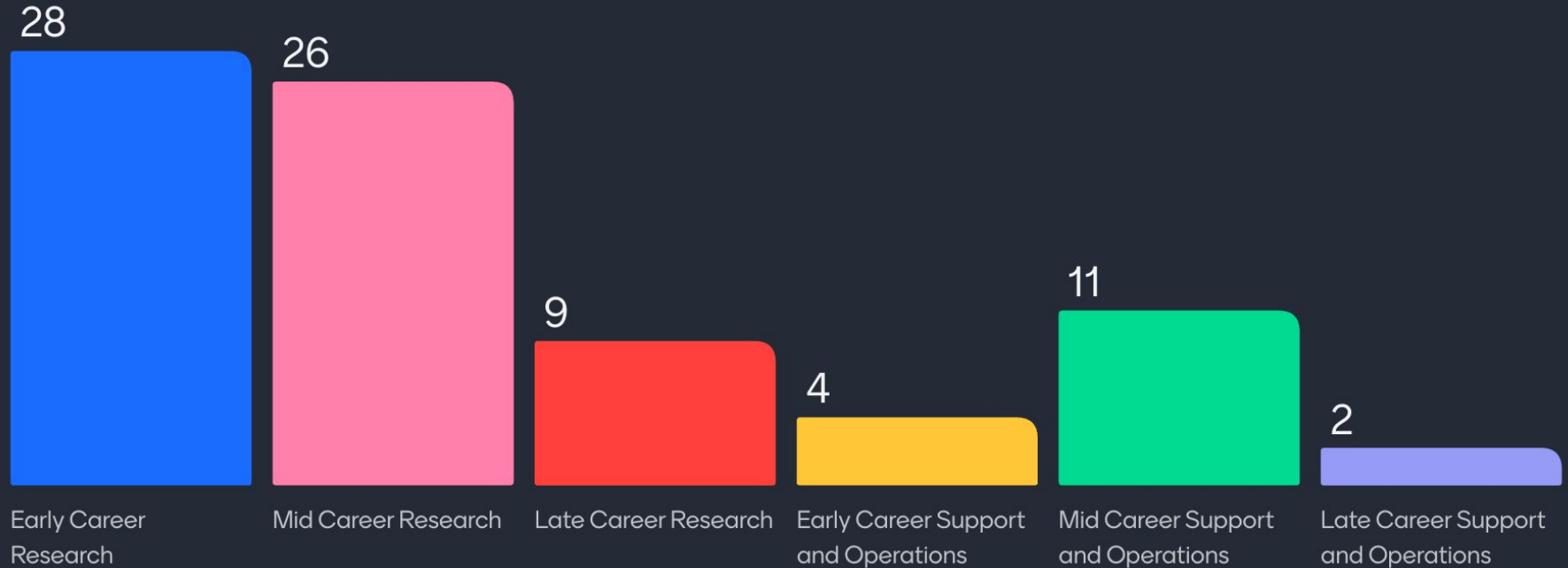


# Results from IDEA Mentimeter Session at the 2024 NSD Retreat

Mark Bandstra  
Heather Crawford  
Tom Gallant  
Reiner Kruecken  
TD MacDonald  
Hannah Parrilla  
Ernst Sichtermann

# Where do you feel you fall along your career path?



Inclusion - Foster an environment where everyone belongs

How would you rate your experience with the NSD's workplace culture with respect to INCLUSION?



Inclusion - Foster an environment where everyone belongs

Has INCLUSION been improving in the last year or since you came to the lab?



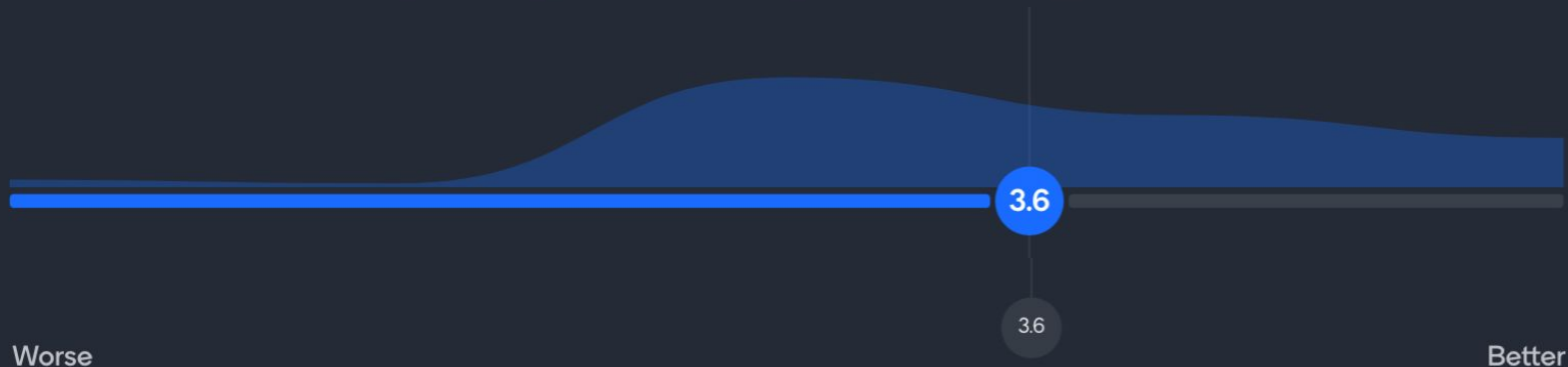
Diversity - Welcome and engage all people and perspectives

How would you rate your experience with the NSD's workplace culture with respect to DIVERSITY?



Diversity - Welcome and engage all people and perspectives

Has DIVERSITY been improving in the last year or since you came to the lab?



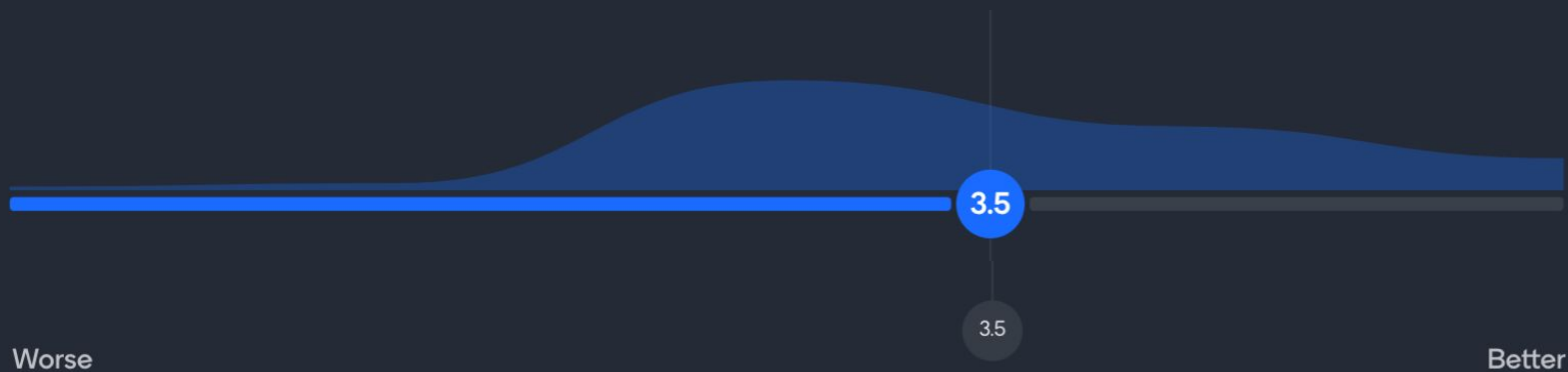
Equity - Ensure fair access to opportunities

How would you rate your experience with the NSD's workplace culture with respect to EQUITY?

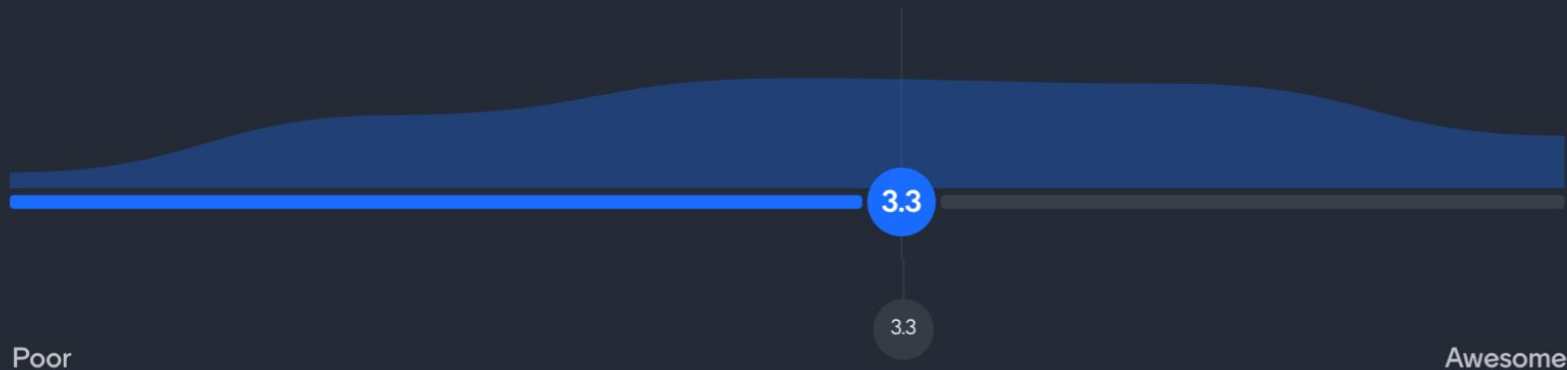


Equity - Ensure fair access to opportunities

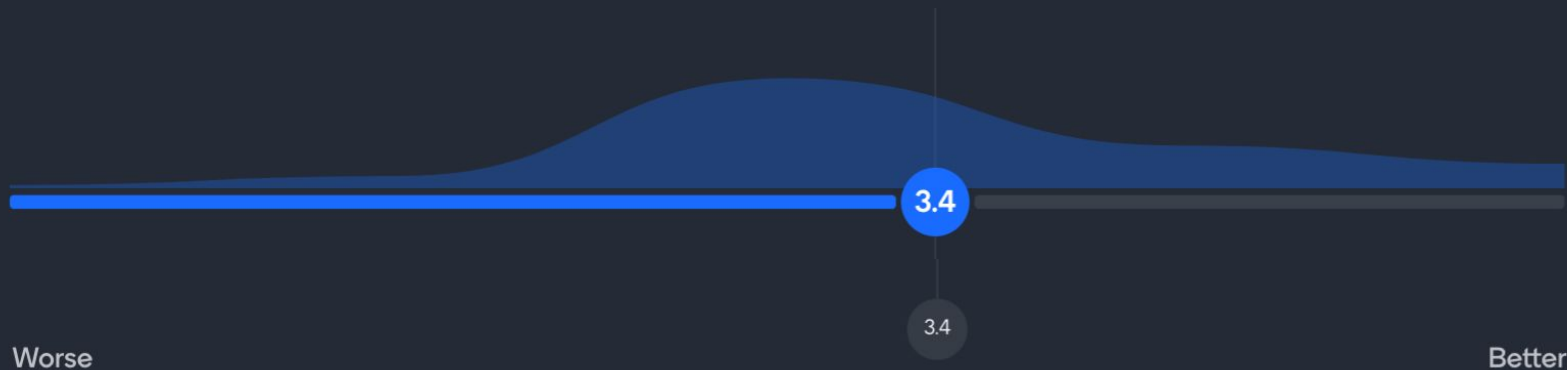
Has EQUITY been improving in the last year or since you came to the lab?



How would you rate your experience with the NSD's workplace culture with respect to ACCOUNTABILITY?

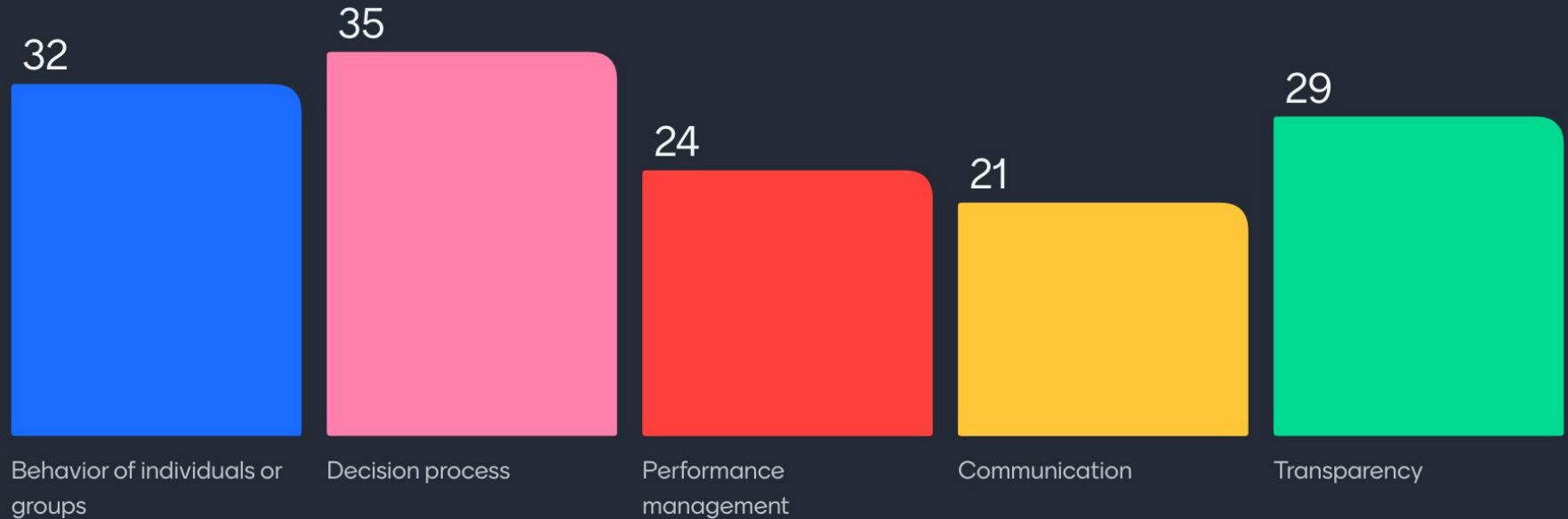


Has ACCOUNTABILITY been improving in the last year or since you came to the lab?



Take individual and collective responsibility for our impact on others

Which of the following topics do you associate with a lack of accountability in NSD (check any that apply):



# Inclusion & Diversity Changes 2023-2024

Row Labels	Inclusion Experience	Inclusion Improvements	Diversity Experience	Diversity Improvements
Early Career Research	4.0 → 3.9	3.6 → 4.1	3.3 → 3.8	3.5 → 3.6
Early Career Support and Operations	<5 particip.	<5 particip.	<5 particip.	<5 particip.
Late Career Research	3.6 → 3.5	3.4 → 3.7	3.2 → 3.3	3.6 → 3.6
Late Career Support and Operations	<5 particip.	<5 particip.	<5 particip.	<5 particip.
Mid Career Research	4.0 → 3.9	3.4 → 3.8	3.4 → 3.7	3.3 → 3.6
Mid Career Support and Operations	3.3 → 3.9	3.5 → 3.8	3.3 → 3.5	→ 3.8
<b>Total</b>	<b>3.9 → 3.9</b>	<b>3.6 → 3.9</b>	<b>3.3 → 3.7</b>	<b>3.5 → 3.6</b>



# Equity & Accountability Changes 2023-2024

Row Labels	Equity Experience	Equity Improvements	Accountability Experience	Accountability Improvements
Early Career Research	3.5 → 3.8	2.9 → 3.6	2.8 → 3.2	2.8 → 3.3
Early Career Support and Operations	<5 particip.	<5 particip.	<5 particip.	<5 particip.
Late Career Research	3.5 → 3.0	3.3 → 3.1	2.5 → 2.6	3.0 → 2.9
Late Career Support and Operations	<5 particip.	<5 particip.	<5 particip.	<5 particip.
Mid Career Research	3.4 → 3.5	3.0 → 3.5	2.8 → 3.6	2.8 → 3.5
Mid Career Support and Operations	→ 3.3	→ 3.9	2.8 → 3.3	→ 3.6
<b>Total</b>	<b>3.4 → 3.6</b>	<b>3.1 → 3.5</b>	<b>2.7 → 3.3</b>	<b>2.8 → 3.4</b>

# Career Development - Limiting Factors

If you are a supervisor, do you feel equipped to support the career development and/or career progression of your staff?



2.8

N/A

Very

# Career Limiting Factors - Evolution 2023 → 2024

Do you have the skills and tools to carry out your current job?	4.0 → 4.1
Is your career development impeded by limited bandwidth, competing priorities, or burnout?	2.7 → 2.6
Is your career development impeded by a fear of failure, or a fear of admitting gaps?	1.7 → 1.4
Is your career development impeded by a lack of psychological safety?	1.2 → 1.0
Is your career development impeded by lack of awareness of available opportunities & ways to navigate them?	2.1 → 1.8
Is your career development impeded by a lack of supervisor and/or work lead support?	1.7 → 1.1
Are there other factors limiting your career development and/or career progression?	2.3 → 2.0

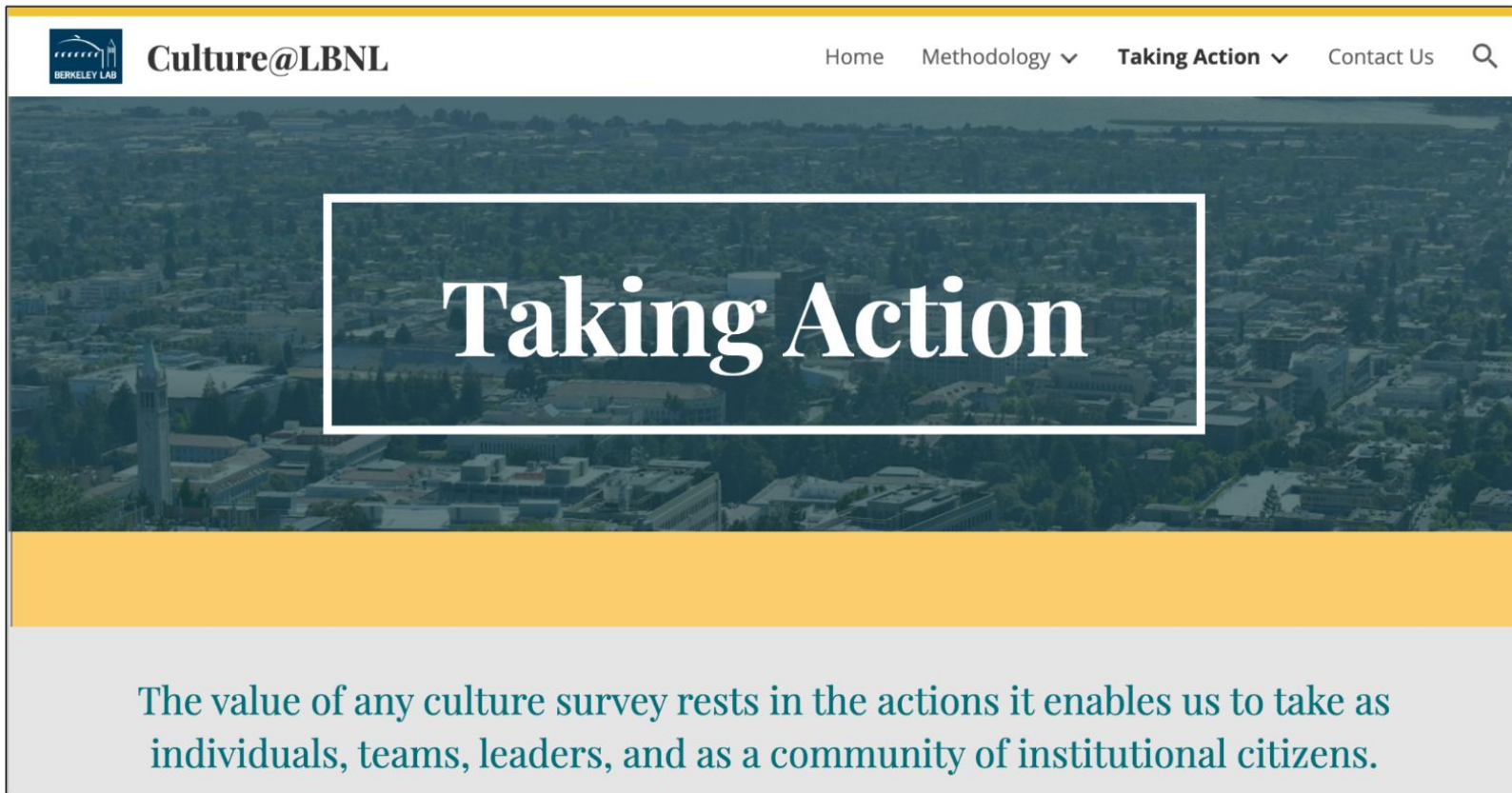


# 2024 LBNL Culture Survey

Highlighted NSD Insights



Explore 'Taking Action' on [culture.lbl.gov](https://culture.lbl.gov)



The screenshot shows the website interface for Culture@LBNL. At the top left is the Berkeley Lab logo and the text 'Culture@LBNL'. To the right is a navigation menu with 'Home', 'Methodology', 'Taking Action', and 'Contact Us', along with a search icon. The main content area features a large aerial photograph of a campus with a central white box containing the text 'Taking Action'. Below this is a yellow horizontal bar, and at the bottom, a grey box contains a teal-colored paragraph of text.

**Culture@LBNL** Home Methodology **Taking Action** Contact Us

# Taking Action

The value of any culture survey rests in the actions it enables us to take as individuals, teams, leaders, and as a community of institutional citizens.



# Top Insights Inform Institutional Priority Areas

Connection  
& Community

**HIGH  
ENGAGEMENT,  
BELONGING, &  
PSYCH SAFETY  
OVERALL &  
LOWER FOR  
SOME  
SUBGROUPS**

Work-Life  
Harmony

**HEAVY  
WORKLOADS**  
*(structural & practice-based  
strategies for self, team, &  
cross-team management within  
an uncertain, ambiguous funding  
environment)*

**EMPHASIS ON  
WORK-LIFE  
BALANCE &  
ACCESS TO  
FLEXIBILITY**

Mattering  
at Work

**FAIRNESS IN  
DECISION-  
MAKING**

**MIXED  
SENTIMENTS  
ABOUT PAY/PAY  
AS A PAIN POINT**

Opportunity  
for Growth  
& Innovation

**NEED FOR  
CAREER-SPANNING  
DEVELOPMENT  
OPPORTUNITIES**

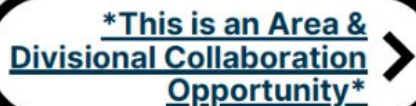
**VARIABLE  
MANAGEMENT &  
LEADERSHIP  
STANDARDS**

# MENU OF ACTIONS

Every Berkeley Lab employee, regardless of who you are and where you sit in the organization, has the power to convert survey insights into actions that further strengthen the Lab's culture.

We will only be successful if we co-create solutions as a community and combine centralized actions from Berkeley Lab with distributed action from leaders and colleagues at the Area, Division, team, and individual levels.

The **Menu of Actions** below, organized according to the 4 priority areas pictured above, offers the set of Labwide (Structural & Behavioral) actions/interventions being driven by Lab leadership that offer opportunities for Area and Divisional partnership. At the same time, explore and consider experimenting with the Teams & Individuals actions/practices. These actions & practices are designed to be easy-to-implement by any team member or team leader in their own sphere of influence at the Lab. After our next Stewardship Town Hall in April 2025, we will introduce a dashboard that will track progress of these actions.



\*This is an Area & Divisional Collaboration Opportunity\*

## INSTRUCTIONS FOR AREA & DIVISIONAL LEADERSHIP

After reviewing the Menu of Actions below, opt into partnering with the Lab on an institutional action that aligns to your Area and Divisional needs by clicking on any button like the one pictured to the left. Someone from Learning & Culture and Human Resources will follow-up with you.



Tried this Action?  
Share Your Lessons-Learned With the Lab

## INSTRUCTIONS FOR INDIVIDUALS & TEAM LEADERS

After reviewing the Menu of Actions below and selecting actions to apply to your sphere of influence, share your lessons learned back with the Learning & Culture Office and Lab leadership by clicking on any button like the one pictured to the left. Your feedback will help Lab leadership understand the usefulness of these actions in different contexts across the Lab and may motivate and inform broader systematic implementation.



# MENU OF ACTIONS



## INSTITUTIONAL ACTIONS

### Connection-Building & Knowledge-Sharing Event Series

Responding to the large percentage of qualitative comments citing "intentional relationship-building," "team-building," "cross-divisional/cross-Lab collaboration," and "knowledge-sharing" as top Area(s) for improvement, the Lab will implement recurring, coordinated lab-wide events designed for and directed towards these specific outcomes.

\*This is an Area & Divisional Collaboration Opportunity\*

### Cross-Functional Team-Building Pilot

Responding to survey insights indicating that employees across specific professional disciplines & roles report experiencing insults & devaluation 1-2x a month (compared to the average employee, who reports experiencing this 0x a month) and responding to the proportion of qualitative comments citing power dynamics as undermining belonging across dimensions like Operations & Science, the Lab will implement several organizational science-backed interventions for an existing set of Lab-level cross-functional team(s). If successful, this will be scaled to other Lab cross-functional teams.

\*This is an Area & Divisional Collaboration Opportunity\*

### Suite of Facilitation Resources

Responding to the large percentage of qualitative comments citing "intentional relationship-building," "team-building," "cross-divisional/cross-Lab collaboration," and "knowledge-sharing" as top Area(s) for improvement, the Lab will publish an accessible, user-friendly suite of self-service, internal, & external resources for Areas, Divisions, teams, & individuals to leverage in order to host more effective, bespoke retreats & connection-building gatherings.

\*This is an Area & Divisional Collaboration Opportunity\*

### Expanded Communities of Practice

Responding to survey insights indicating the impact of peer relationships on employee motivation and engagement, the value placed on "collaboration" by employees overall and professional/disciplinary subgroups, and to provide greater support to professional communities with lower Net Promoter Scores, the Lab will pilot new Communities of Practice, including expanding support for new hires through a cohort onboarding program and expanding existing networks such as the Director's Stewardship Summit alumni community as a Community-of-Practice for Lab managers.

## TEAM & INDIVIDUAL ACTIONS

### Incorporate Connection-Building Into Existing Meetings

Teams & organizations that create opportunities for social connection and community-building drive performance outcomes and also help improve overall employee health and well-being. Utilize the following tools to intentionally bring these elements into at least ONE RECURRING meeting, forum, and gathering that you lead, attend, and/or influence:

- [Stewardship Values Toolkit](#)
- [StoryCorps' Great Questions](#)
- [Fast Friends' Exercise](#)
- [Check-In Question Generator](#)
- [Play On Purpose Library - LBNL central log-in pending](#)

Tried this Action? Share Your Lessons-Learned With the Lab

### Set up a 'Reciprocity Ring'

"Social capital," closely related to the concept of reciprocity, can be defined as how willing people are to help others in their social network. Research validates that when reciprocity is widespread in organizations, it improves productivity, promotes individual and group learning, and builds trust and psychological safety. This is especially true in hybrid and geographically distributed work environments like ours. A "Reciprocity Ring" or "Board of Strategic Advisors" exercise for any group is a great way to source advice from multiple perspectives very quickly in a meaningful way. It is well suited for use in a meeting, and is different and revealing every time.

- [Assess Yourself for Connection-Building Behaviors](#)
- [Reciprocity Ring Instructions & Template](#)
- [Board of Strategic Advisors Exercise Template](#)

Tried this Action? Share Your Lessons-Learned With the Lab

### Assign an Onboarding 'Buddy'

#### ACTION FOR MANAGERS

Onboarding at Berkeley Lab, whether to a new project team, to a new role, and/or to the organization as a whole, is a critical time to reinforce social-belonging, mitigate imposter syndrome, and support an effective transfer of knowledge. Organizational research studies show how assigning "onboarding buddies" outside of an existing network of Work Leads and collaborators drives employee satisfaction, performance, and team and social cohesion.

- [Tips for Selecting & Equipping Onboarding Buddies](#)

Tried this Action? Share Your Lessons-Learned With the Lab

Connection & Community

HIGH  
ENGAGEMENT,  
BELONGING, &  
PSYCH SAFETY  
OVERALL &  
LOWER FOR  
SOME  
SUBGROUPS

The **Menu of Actions** offers the set of Labwide (Structural & Behavioral) actions/interventions being driven by Lab leadership that offer opportunities for Area and Divisional partnership.

At the same time, explore and consider experimenting with the Teams & Individuals actions/practices.

These actions & practices are designed to be easy-to-implement by any team member or team leader in their own sphere of influence at the Lab.



# Get Involved in Service and Outreach This Month!

## K-12 STEM Outreach Opportunities

- Be a presenter for the Reverse Science Fair
- Assist with hands-on STEM activities for Bay Area 6th graders
- Facilitate a hands-on STEM workshop for bilingual Science en Acción (SeA) STEM camp 2025
- Become a Mentor for High School Summer Interns - Summer 2025
- Visit the K-12 Outreach and Education homepage to sign up for the newsletter and read more about the programs!
  - <https://k12education.lbl.gov/home>

## Community Service Opportunities

- Volunteer with the Food Bank of Contra Costa and Solano (FBCCS), the UC Berkeley food pantry, or the Alameda County Community Food Bank
- Volunteer with Meals on Wheels
- Become a tech volunteer for Ashby Village
- Get involved with Homies Empowerment
- Become a STEM Ambassador for Lawrence Hall of Science

Sign up to volunteer for these opportunities and more at  
<https://service.lbl.gov/need/>

# IDEA Resources

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## NSD IDEA Council resources

- [URM Job Posting funding](#)
- [Luminary Cards](#)
- [IDEA SPOT Award Program](#)
- [LeanIn cards “50 ways to fight bias”](#)

## Lab-wide resources

- [Idea.lbl.gov](#)
- [Employee Resource Groups](#)
- [Physical Sciences Workplace Life Committee](#)

## Consider joining the Council!

- All-volunteer effort
- Looking for people from all roles and areas of NSD

Share your ideas for topics or other feedback:

[NSD-IDEA-Council@lbl.gov](mailto:NSD-IDEA-Council@lbl.gov)