

SECOND EDITION

A REPORT ON
DIVERSITY AND INCLUSION
MIT LINCOLN LABORATORY



Diversity & Inclusion

MIT Lincoln Laboratory

The page features large, light blue decorative swirls that originate from the left and right margins, looping around the central text and goals section.

STRATEGIC GOALS

- Recruit the best technical and administrative talent from the diverse national pool of potential hires
- Develop all aspects of the Laboratory community through improved mentorship, networking, and staff development
- Address additional needs for the inclusion of a diverse workforce in the Laboratory environment
- Monitor and adapt recruiting and outreach, and develop approaches to best ensure that the Laboratory is a positive, diverse, and inclusive work environment for all

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Dr. Eric D. Evans, Director of MIT Lincoln Laboratory, presents at the 2013 Lincoln Laboratory Diversity Summit.

LETTER FROM THE DIRECTOR

In 2006, we established a special committee on Laboratory diversity that recommended Lincoln Laboratory create an office of Diversity and Inclusion, implement formal mentoring programs, and expand recruiting to schools that had higher percentages of women and minorities enrolled in technical disciplines. Additionally, the committee recommended that the Laboratory prepare for evolving demographic trends by taking steps to establish the Laboratory as the employer of choice for increasingly diverse college graduates in the years ahead. We should view increasing diversity not as a numerical goal, but rather as a way to strengthen the Laboratory's inclusive culture and to support all of our employees.

We are proud to say that Lincoln Laboratory has accomplished much since the issuance of the special diversity committee's recommendations. We have hired a Diversity and Inclusion manager, adopted MIT's flexible work guidelines, and established six employee resource groups (the Technical Women's Network, the New Employee Network and Recent College Graduates Subgroup, the Veterans Network, the Hispanic/Latino Network, the Out Professionals and Employees Network, and the Employees African American Network). We have created a new-hire guide program that helps new employees transition into the Laboratory and their respective groups, and implemented Laboratory-wide mentoring programs in 2011.

In recognition of the Office of Diversity and Inclusion's fifth year at the Laboratory, this report highlights many of the important activities and events Lincoln Laboratory has supported over the past few years, and discusses future goals that will best ensure the Laboratory continues our tradition of excellence within a diverse and inclusive organization.



Bill Kindred
Manager, Diversity and Inclusion

MESSAGE FROM DIVERSITY AND INCLUSION

Appreciating different learning and communication styles is diversity and inclusion at work. Understanding that everyone makes decisions differently is diversity and inclusion. Accepting that there are many valid approaches to solving the same problem is diversity and inclusion. Challenging “instincts,” when making decisions about people, is diversity and inclusion. A fair meritocracy is diversity and inclusion. A broad recruiting and hiring policy is a best practice—and is diversity and inclusion.

At Lincoln Laboratory, we pride ourselves on not letting technical decisions stand without challenge and due diligence, and as a best practice, we should apply this same rigor to diversity and inclusion. The more viewpoints we have regarding a problem, the better we can understand how to tackle that problem. Moving forward, I encourage employees to commit to finding better ways to collaborate with and engage your peers to solve tough technical problems. Talk with someone whose views challenge your own; step outside of your comfort zone. Doing this is as tough as any technical problem you will ever face, but the personal and professional payoffs are enormous.

My vision of diversity and inclusion at Lincoln Laboratory is that all employees have the opportunity to develop, succeed, engage, and know that they are contributing to our mission of creating “technology in support of national security.”



Dave Granchelli
Manager, CCOO

MESSAGE FROM COMMUNITY OUTREACH

The Communications and Community Outreach Office (CCOO) works with the Office of Diversity and Inclusion to help Lincoln Laboratory foster an environment that promotes appreciation of diverse ideas, cultures, and experiences. The Diversity and Inclusion Office encourages its network of employee resource groups to participate in CCOO activities that support an inclusive environment. For example, employee resource group members serve as instructors for the Lincoln Laboratory Radar Introduction for Student Engineers; present talks on science, technology, engineering and mathematics careers to student groups; volunteer as mentors for Laboratory-sponsored teams that participate in robotics competitions; and conduct interactive technology demonstrations for Science on Saturday events.

Additionally, the two offices collaborate toward a common goal of recruiting excellent candidates from diverse backgrounds. The CCOO emphasizes outreach efforts to students from underserved communities and underrepresented groups, and the Diversity and Inclusion Office is a valuable resource for connecting to these students. As these students move into their college careers, the CCOO maintains contact with them, potentially identifying good candidates for employment as interns and eventually technical staff. The Diversity and Inclusion Office serves as a strong advocate for employee resource group involvement in these activities, helping to create a communal atmosphere at the Laboratory and thereby increasing employee retention.

As the Diversity and Inclusion Office celebrates its fifth year, the CCOO looks forward to continuing to strengthen our partnership. Efforts made by the office and by the Laboratory employees who support its programs are critical to the community outreach program at the Laboratory.

DIVERSITY



Dr. Elena Zorn speaks at Daughters and Sons Days.

RECRUITING

Lincoln Laboratory's recruiting programs are designed to attract the most qualified candidates available. The Laboratory promotes programs and strategies that increase the representation of women, minorities, and other underrepresented populations (such as people with disabilities and veterans) in our candidate pool. These efforts include diversity-focused campus recruiting, memberships in national diversity organizations, and attendance at local and national diversity conferences and career fairs. Other strategies include providing on-site tours, collaborating with student outreach efforts at local universities and at Lincoln Laboratory, hosting informational sessions, and fostering and creating relationships with a number of college campuses. Additionally, the Office of Diversity and Inclusion has placed a special emphasis on increasing recruiting and collaboration with multiple organizations at MIT.



MIT students pose with their projects after participating in the "Build a Small Phased Array Radar" course during MIT's Independent Activities Period.

TOP COLLEGES

hired from | 2012–2013

Massachusetts Institute of Technology
Worcester Polytechnic Institute
Rensselaer Polytechnic Institute
Georgia Institute of Technology
University of Massachusetts, Amherst
University of Illinois
Stevens Institute of Technology
University of Michigan
Purdue University
Cornell University
University of Colorado
Tufts University
Stanford University

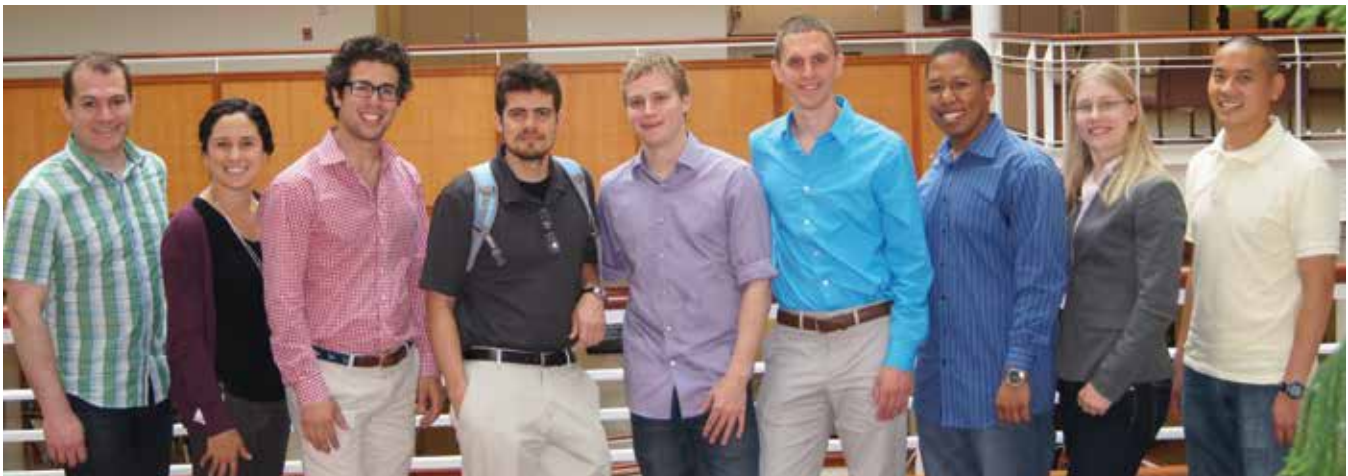
Local and National Diversity Recruiting Events

In addition to a significant college recruiting presence, Lincoln Laboratory participates in many local, regional, and national diversity recruiting events:

- Boston Globe Professional Diversity Career Fair
- Careers & the DisABLED Career Expo
- National Graduate Degrees for Minorities in Engineering and Science (GEM) Consortium Annual Conference
- Grace Hopper Celebration of Women in Computing Symposium
- National Society of Black Engineers national and regional events
- Society of Asian Scientists and Engineers national and regional events
- Society of Hispanic Professional Engineers national and regional events
- Society of Women Engineers national and regional events

On-Campus Recruiting

The Laboratory recruited at more than 35 colleges and universities in 2012 and 2013. This includes schools having a significant representation of women and minorities with technical degrees. The goal of these recruiting efforts, in addition to sourcing high-level talent, is to establish long-term relationships with the schools and their respective diversity organizations. During college recruiting meetings throughout the year, the Office of Diversity and Inclusion actively encourages campus recruiting teams to reach out to diversity organizations at each school and invite members to attend information sessions, apply for interview slots, and meet team members at respective career fairs.



MIT engineering students visited the Laboratory in July 2013. Students participated in tours, overview presentations, and a networking lunch.



Summer 2013 GEM students and Laboratory staff members pose with Michele Lezama, Executive Director of the National GEM Consortium, and Eric D. Evans, Director of Lincoln Laboratory and President of the National GEM Consortium.

THE NATIONAL GEM CONSORTIUM

The National GEM (Graduate Degrees for Minorities in Engineering and Science, Inc.) Consortium addresses the critical shortfall in the development of American engineering and scientific talent. As a nonprofit corporation, the GEM Consortium's core business is to provide graduate fellowships in engineering and science to highly qualified individuals from disadvantaged communities. Businesses and universities help support this model by providing funding for these students to obtain graduate degrees.

The Laboratory joined the GEM Consortium in 2011 by hiring two students as summer interns in 2012. In 2013, we increased Laboratory participation to a total of nine students. Additionally, the Laboratory Director, Dr. Eric Evans, was selected to lead the organization as the President of the Executive Board in late 2012. GEM is a very important component of Lincoln Laboratory's recruiting process as we seek the best talent in the country. The National GEM Consortium helps educate scientists and engineers and ensures that organizations like Lincoln Laboratory identify candidates that may not have been reached through more traditional recruiting methods.



Laboratory staff members pose at the 2013 Martin Luther King Jr. Breakfast Celebration held on MIT Campus.

LABORATORY OUTREACH TO DIVERSITY PROGRAMS AND STUDENTS AT MIT

Over the years, Lincoln Laboratory has worked to forge and strengthen the support of programs promoting education at the K–12, undergraduate, and graduate level. The Laboratory has a robust, collaborative relationship with multiple offices across MIT supporting joint efforts in recruiting, retention, and diversity awareness:

- Contributed to and participated in the MIT Diversity Summit in January 2012 and January 2013
- Maintained membership in the MIT Office of Minority Education's (OME) Industrial Advisory Council for Minority Education (IACME)
- Hosted annual on-site tours for students participating in the OME's Interphase EDGE Program
- Presented Laboratory overview information to MIT chapters of Latinos in Science and Engineering, National Society of Black Engineers, Society of Hispanic Professional Engineers, Society of Women Engineers, and to combined diversity groups hosted by the OME
- Hosted multiple tours for the Office of Engineering Outreach Programs supporting MIT's efforts to increase minority participation in STEM disciplines
- Attended Annual Martin Luther King Jr. Celebrations, sponsored by the Dr. Martin Luther King Jr. Celebration Committee and the Committee on Race and Diversity

LABORATORY ON-SITE TOURS AND NETWORKING MEETINGS

During 2012 and 2013, the Laboratory hosted multiple on-site meetings and tours for local and national diversity organizations, universities, and school programs. Participating organizations included the National Board of Directors for the Women in Engineering Programs and Advocates Network, and student and professional leaders of the National Society of Black Engineers. The Laboratory also hosted several groups of MIT students, Haystack Observatory summer research participants, MIT Summer Research Program participants, and students participating in local and university chapters of diversity organizations.

While visiting Lincoln Laboratory, these students had the opportunity to participate in Laboratory overview presentations, attend tours given by Laboratory staff members, and contribute to open forum luncheons hosted by Lincoln Laboratory employees. These efforts help keep students engaged in science, technology, engineering, and mathematics (STEM) fields, and build their interest in future careers at the Laboratory.

“This year's Diversity Summit presented an engaging dialogue on the importance of meritocracy and inclusion at MIT. The summit challenged me to recognize my own biases and how these biases affect my decision-making process. I also learned that the principle of meritocracy is not something we should take for granted.”

Chiamaka Agbasi-Porter
STEM Outreach Coordinator

DIVERSITY SUMMITS

2013 MIT Lincoln Laboratory Diversity Summit

Lincoln Laboratory hosted its 2013 Diversity Summit on 22 February. The goal of this event was to discuss the Laboratory's current state, best practices, and ongoing diversity and inclusion efforts. The keynote speaker for this event was Dr. Kristin Lane, PhD, Assistant Professor of Psychology at Bard College. Professor Lane earned her PhD at Harvard University, where she researched unconscious bias and worked on Project Implicit with her mentor, Dr. Mahzarin R. Banaji.

Prior to the event, Diversity Summit attendees received a link to complete an Implicit Association Test designed for the Laboratory by Dr. Lane. The purpose of this study was to provide insight into unconscious bias at the Laboratory, and to give Summit attendees a better understanding of the measures and techniques used to assess such biases.

The Diversity Summit also featured an employee panel of six Laboratory technical professionals who discussed the struggles and triumphs they have experienced throughout their education and professional careers. The panelists were Paula Ward, Assistant Group Leader, Group 76; Dr. Nestor Lopez, Technical Staff, Group 39; Dr. Jeff Palmer, Associate Group Leader, Group 48; Ngaire Underhill, Associate Staff, Group 43; Gary Brendel, Associate Staff, Group 103; and Dr. Christ Richmond, Senior Staff, Group 103. Over 200 people attended the event, including Professor Chris Kaiser, Provost, MIT.



Tony Sharon, Dr. Hsiao-hua Burke, John Solomon, Chiamaka Agbasi-Porter, and Bill Kindred attended the 2013 MIT Institute Diversity Summit.



Dr. Christ Richmond, Gary Brendel, Ngaire Underhill, Dr. Jeff Palmer, Dr. Nestor Lopez, and Paula Ward (not pictured) participate in an employee panel discussion at the 2013 Lincoln Laboratory Diversity Summit.

MIT Institute Diversity Summit

Many Lincoln Laboratory employees attended the MIT Diversity Summit on 30 January 2013. The topic of the 2013 summit was "Meritocracy and Inclusion at MIT: Principles or Practices?" The event featured keynote speaker Valerie Young, EdD, who spoke on "The Impostor Syndrome" and is the author of the best-selling book, *The Secret Thoughts of Successful Women: Why Capable People Suffer from the Impostor Syndrome and How to Thrive in Spite of It*. The Campus Diversity Summit included breakout sessions where attendees were able to get more in-depth information about specific topics such as the bamboo ceiling, harassment policies, employee resource groups, and the role of religion in diversity. Thirty-one Lincoln Laboratory employees, including senior leadership, attended this event.

K–12 SCIENCE, TECHNOLOGY, ENGINEERING, AND MATH OUTREACH

Lincoln Laboratory takes pride in promoting science and engineering education for all grade levels. Since 2006, the Laboratory has focused on cultivating interest and participation in STEM programs for K–12 students and developing programs that help introduce minorities to engineering careers, often in collaboration with MIT campus.

- **Minority Introduction to Engineering and Science (MITES):** MITES is a six-week residential summer program for top high-school students in the nation. The purpose of this program is to stress the value and reward of pursuing advanced technical degrees and careers while developing the skills necessary to achieve success in science and engineering.
- **Saturday Engineering and Enrichment Discovery (SEED) Academy:** The SEED Academy is a seven-semester technical career-exploration program geared towards promising but traditionally underserved high-school students. Students participating in this program come from towns across the Greater Boston area, including Boston, Lawrence, and Cambridge, Massachusetts.
- **MIT Science of Baseball Program (MSBP):** The Science of Baseball Program integrates academic and athletic curriculum into one summer program in an effort to channel students' enthusiasm for baseball into a renewed excitement for and proficiency in the math, science, and culture behind the game. Participants in this program are eighth-grade boys from Boston, Lawrence, and Cambridge, Massachusetts. One of the highlights of this program is the "brains versus bats" softball game in which the students play against a team of scientists!
- **STEM Program:** The STEM program is a year-round academic enrichment program that includes mentoring and a summer institute for middle-school students from underserved communities in the Greater Boston area. This program features lectures, projects, and experiments that help participants develop mathematical thinking and problem-solving abilities in preparation for high-school "gateway" math and science classes.
- **Society of Women Engineers (SWE) Workshops:** The Boston Chapter of SWE partners with Lincoln Laboratory to sponsor "Wow! That's Engineering!"



LLTWN Science on Saturday efforts encouraging youth to become more interested in STEM.

programs at the Laboratory. Program participants are middle-school girls. This program is held several times each year and features activities like building a toy solar car, programming a Lego Mindstorms robot, mixing chemical compounds, and practicing reverse engineering by taking apart common office and household electrical appliances.

- **Lincoln Laboratory Radar Introduction for Student Engineers (LLRISE):** The LLRISE program is a two-week, residential, project-based enrichment program for outstanding high-school juniors. Students participating in LLRISE gain in-depth experience in building small radar systems. Instruction is provided by Lincoln Laboratory technical staff members and undergraduate and graduate students from MIT.
- **John D. O'Bryant School of Math and Science Partnership:** Students from the John D. O'Bryant School in Roxbury, Massachusetts, benefit from after-school mentoring, a robotics program, and visits to Lincoln Laboratory twice a year. During these visits, technical staff members provide insight into what inspirations led them to STEM majors and careers. Students also learn about the history of the Laboratory and participate in tours of Laboratory facilities.



UNDERGRADUATE FELLOWSHIP PROGRAM


The Undergraduate Fellowship Program is intended to increase awareness of Lincoln Laboratory at schools with a significant representation of minority and/or women engineers or scientists. The Undergraduate Fellowship Program is funded by the Director's Office and provides \$2,000 per college or university each year. Each school is able to determine how to distribute the funding, and in the past, schools have used the funds to sponsor travel costs for students attending conferences and to provide scholarships to students studying in STEM fields.

Since the Undergraduate Fellowship Program was initiated, Lincoln Laboratory has supported several schools, including Bryn Mawr College, the University of Puerto Rico-Mayaguez, Wellesley College, New Mexico State University, and Smith College. The supported schools are reviewed on an annual basis.

DIVERSITY ADVERTISING

Each year, funds are allocated for advertising in national diversity magazines intended to reach a target audience made up of the underrepresented minority groups identified by Lincoln Laboratory's Affirmative Action Plan. The two major goals of the diversity advertising program are to maintain a presence in national diversity magazines and to ensure broad dissemination of hiring opportunities.

Having a consistent presence in national publications is important as the Laboratory continues to grow and diversify the candidate pool. In 2012 and 2013, Lincoln Laboratory placed advertisements in the *National Society of Black Engineers Magazine*, the *Society of Hispanic Professional Engineers Magazine*, and the *Society of Women Engineers Magazine*. The Laboratory also advertised in the *Boston Globe's* diversity issues, *Careers & the DisABLED Magazine*, the Anita Borg Institute's convention publications, the Society for Asian Scientists and Engineers conference issue, and Historically Black Colleges and Universities publications.



MIT LINCOLN LABORATORY

Discover the satisfaction of innovation and service to the nation

Since 1951, when MIT Lincoln Laboratory was established to build the nation's first air defense system, the Laboratory has been applying advanced technology to problems critical to national security. In addition to an impressive record of technical innovation in communications, space surveillance, advanced electronics, and air and missile defense, today the Laboratory is also leading the way in newer areas such as cyber security, integrated sensing and decision support, and homeland protection.

Behind every Laboratory solution are researchers with exceptional technical abilities and imagination, developing systems from the initial concept stage, through simulation and analysis, to design and prototyping, and finally to real world demonstrations. Cross-disciplinary collaboration and the breadth of Lincoln Laboratory's research enable continuous technical growth for its scientists – and they also inspire unparalleled creativity. In the past two years, MIT Lincoln Laboratory has been awarded eight R&D 100 Awards that recognize the year's 100 most significant innovations in technology.


All positions are located in Lexington, MA. Please visit our website to view and apply for current opportunities.

www.ll.mit.edu/employment

As an Equal Opportunity Employer, we are committed to realizing our vision of diversity and inclusion in every aspect of our enterprise. Due to the unique nature of our work, we require U.S. citizenship.

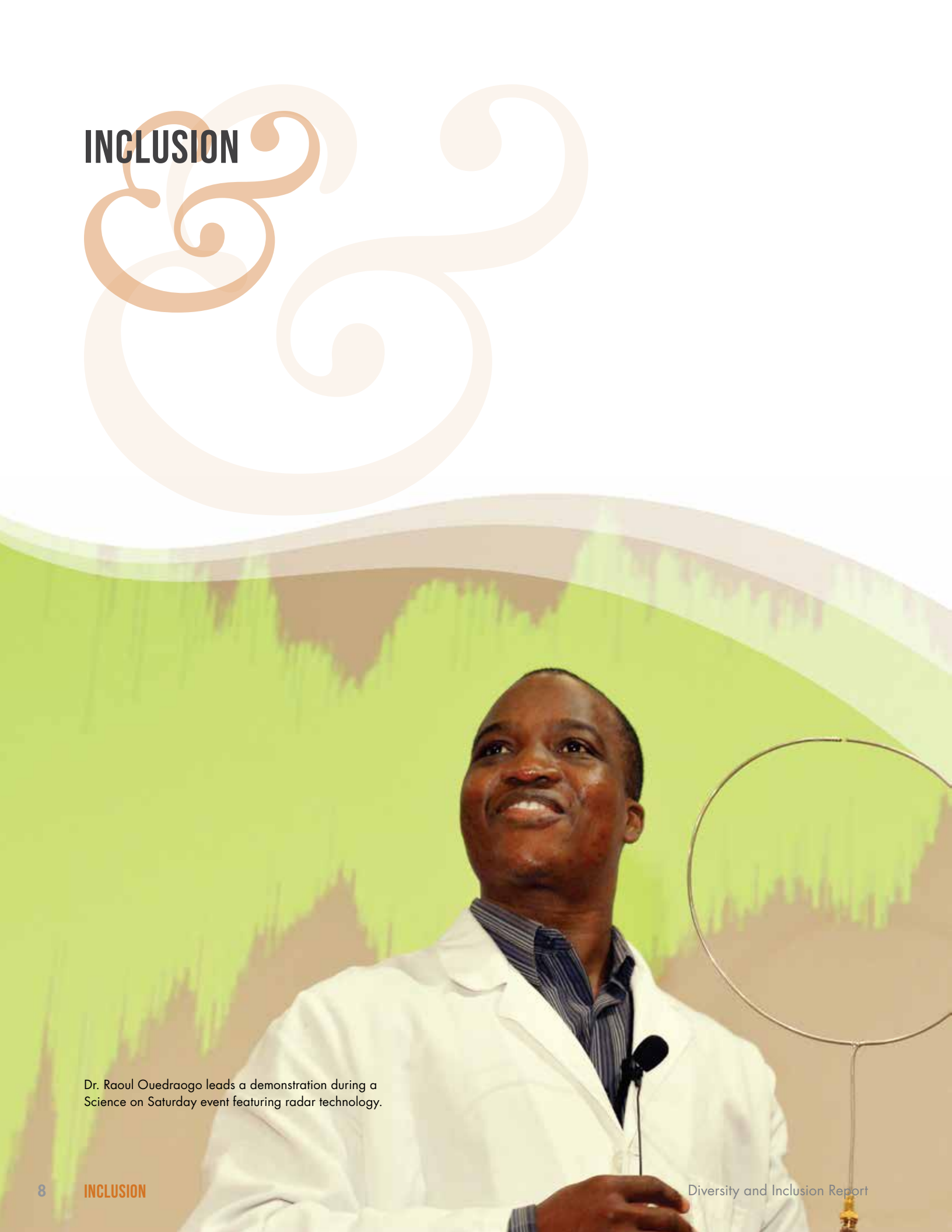
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- Aerospace or Mechanical Engineering
- Algorithm Development
- Applied Math
- Circuit Design and Laser Development
- Computer Engineering
- Computer Science and SW Engineering
- Cyber Security
- Digital Signal Processing
- Electrical Engineering
- Machine Learning and Computer Vision
- Modeling and Systems Architecture
- Physics



This ad appeared in the *Society of Women Engineers Magazine*.

INCLUSION



Dr. Raoul Ouedraogo leads a demonstration during a Science on Saturday event featuring radar technology.

“LLTWN’s technical activities provide a friendly forum to discover and exchange ideas.”

Dr. Hsiao-hua Burke

Division Head,
Air & Missile Defense Technology,
and LLTWN Chair

EMPLOYEE RESOURCE GROUPS

Employee resource groups (ERGs) are one of Lincoln Laboratory’s most recognizable efforts towards inclusion at the Laboratory. ERGs are employee-led groups that share interests, issues, and a common bond or background. These groups actively work to create a positive and inclusive work environment by contributing to the Laboratory’s mission and values, as well as assisting in recruitment and retention activities.

Lincoln Laboratory Technical Women’s Network

The Lincoln Laboratory Technical Women’s Network (LLTWN), founded in 2008, supports the recruitment, retention, and achievement of Lincoln Laboratory’s technical women employees. Major goals and objectives of LLTWN include engaging and mentoring technical women employees at all stages of their careers, encouraging participation in recruiting by women, and aiding in the creation of a productive, supportive work environment for women. LLTWN hosts a variety of programs at the Laboratory, including community service projects (such as Habitat for Humanity), town halls with division and group leaders, technical briefings, and social activities such as an annual Summerfest.

Dr. Hsiao-hua Burke, LLTWN Chair, commented on some successes, “The Network has been around for five years now. Looking back, we did some pilot mentoring programs, one-on-one and circle mentoring. Both were big successes, and it is heartwarming to see both have been adopted by the Laboratory and are now Laboratory-wide

initiatives. Our annual Summerfest is always a sellout event, allowing everyone to connect and reconnect under very informal settings. In addition, LLTWN’s technical activities provide a friendly forum to discover and exchange ideas. It is also refreshing to observe that, since our events are open to everyone in the Laboratory community, we always have men supporting LLTWN activities.”





Lincoln Laboratory New Employee Network

The Lincoln Laboratory New Employee Network (LLNEN) was created in 2009 to support new employees as they transition from their previous environments to Lincoln Laboratory. Major activities supported by LLNEN include social networking through on- and off-site functions, professional development opportunities, community service activities, and informational sessions with staff and managers. LLNEN also maintains an up-to-date wiki page that includes resources and links that may be helpful to incoming employees. Jessica Holland, LLNEN Cochair, believes that this organization is important to the Laboratory because “everyone shares a common characteristic—wanting to feel included and to know they and their work are important and make a difference. LLNEN’s mission is to welcome newcomers, express that we are happy they are here, and help give them a sense of equality, importance, and belonging.”

In addition, LLNEN supports the Recent College Graduates (RCG) subgroup. The goals of the RCG are to provide an opportunity for recent college graduates

to meet, talk, and connect with other people in similar life situations and to provide a forum where recent college graduates can have access to resources and ask questions about their new lives both inside and outside of Lincoln Laboratory. In 2013, the RCG began providing Laboratory employees who are recent graduates with a book entitled *Life After School. Explained*. This book provides valuable information about entering the workforce, such as table etiquette, retirement funding, taxes, and benefits.

“LLNEN’s mission is to welcome newcomers, express that we are happy they are here, and help give them a sense of equality, importance, and belonging.”

Jessica Holland
Associate Staff,
Surveillance Systems Group,
and LLNEN Chair



Lincoln Laboratory Veterans Network

The Lincoln Laboratory Veterans Network (LLVETS) was created to support, develop, and promote the unique characteristics of military veterans at the Laboratory. The overall goals of the group are to identify and recognize Laboratory employees who are U.S. veterans, support veterans who are transitioning directly from the military, to provide outreach to local active-duty troops and veterans, and to create a network that informs its members of activities and legislation affecting veterans.

One of the largest events supported by LLVETS, in partnership with the Director's Office and Human Resources, is the Annual Veterans Appreciation Luncheon. This luncheon, typically held in early November, provides an opportunity for veterans to network outside of the Laboratory environment. In 2012, this event featured a keynote address by General Gordon R. Sullivan, retired Chief of Staff, U.S. Army, and current President of the Association of the United States Army. In 2013, the Laboratory hosted General Mark A. Welsh III, the Chief of Staff of the United States Air Force. Congresswoman Niki Tsongas, General Janet C. Wolfenbarger, Lieutenant General C.D. Moore, Major General Craig Olson, and Laboratory Military Fellows were also in attendance.

Support Our Troops

LLVETS also works closely with the Support Our Troops program. The Support Our Troops outreach program aims to support troops overseas by sending care packages filled with donations from the Laboratory community. Events hosted by this group include a Halloween candy drive, donation and packaging drives, and bake sales. Support Our Troops also hosts a Crafting for a Cause fair to raise money for donations and works with local elementary schools to write letters for the troops. Since 2011, the Support Our Troops program at Lincoln Laboratory has sent more than 400 care packages overseas.



General Mark A. Welsh III, Chief of Staff of the U.S. Air Force, presents at the Third Annual Veterans Appreciation Luncheon in November 2013.



Lincoln Laboratory Hispanic/Latino Network

The purpose of the Lincoln Laboratory Hispanic/Latino Network (LLHLN), founded in 2010, is to provide a community that fosters awareness of the rich Hispanic culture and embraces both educational and professional development. Throughout 2012 and 2013, LLHLN has worked to support the Office of Diversity and Inclusion by assisting in on-site tours and hosting luncheons for Laboratory visitors. LLHLN also hosted a luncheon for Phyllis Barajas, Executive Director of Conexión, a nonprofit organization focused on advancing Latino leadership. The group also sponsors an ongoing professional development series with presentations from group members on a variety of topics, including technical interests, professional growth, and research interests.

In addition to these activities, LLHLN partners with the Dance Interest Group to support free dance classes held several times each year, hosts a weekly Spanish table during lunch, and supports Hispanic Heritage Month activities each September. LLHLN also supports Laboratory recruiting efforts at national and regional activities throughout the year. In September 2013, LLHLN held a large event at the Minuteman Commons on Hanscom Air Force Base. The event supported Hispanic Heritage Month and was well attended by students from local schools, Laboratory staff members, and Hanscom employees.



Out Professionals and Employees Network

The Out Professionals and Employees Network (OPEN) was founded in May 2013 and addresses the myriad challenges faced by Laboratory employees. The group focuses on creating a more inclusive environment for lesbian, gay, bisexual, and transgender employees by developing workshops and materials for the Laboratory, serving as a resource to prospective candidates and employees, and supporting recruitment, retention, and inclusion efforts. In June 2013, OPEN hosted Mr. Tom Bourdon of Tufts University, who presented on "LGBT Issues in the Workplace and Beyond," and sponsored an ice cream social meet-and-greet event that was attended by more than 200 Laboratory employees. Additionally, OPEN partnered with the Employees African American Network to volunteer at the Greater Boston Food Bank.



Lincoln Employees African American Network

Started in April 2013, the Lincoln Employees African American Network (LEAN) addresses the concerns and issues faced by African American employees and prospective candidates, and works to create a more inclusive environment by supporting recruitment of top talent, increasing awareness of the accomplishments of African Americans, and providing advice and guidance to help increase the retention, development, and promotion of African Americans at the Laboratory. LEAN partnered with LLHLN to host an off-site ice cream social at Kimball Farm in Westford, Massachusetts, as its inaugural event.



Diversity and Inclusion Subcommittee

The purpose of the Diversity and Inclusion Subcommittee, a subgroup of PACE (Professional and Community Enhancement), is to help foster an environment of acceptance and mutual respect at Lincoln Laboratory. One of the basic functions of this group is to host educational, social, and networking events that promote respect, collaboration, and cultural awareness at the Laboratory. During 2012 and 2013, the Diversity and Inclusion Subcommittee hosted several speakers in coordination with diversity month celebrations. Speakers included Dr. Amber Straughn of NASA's Goddard Institute, Professor Emma Teng of MIT, and Gregg Ames of the Massachusetts Rehabilitation Commission. These events help to raise awareness of the contributions of underrepresented groups to STEM fields.

“Dancing with the DIG
is a fun way to get fit
without even realizing you’re
working out!”

Dr. Corrie Smeaton
Dance Interest Group Instructor



Dancers practice their moves during a salsa dancing class.



Dance Interest Group participants after completing a series of East Coast Swing classes in spring of 2013.

Dance Interest Group

The Dance Interest Group (DIG) provides an avenue for people to come together to exercise and learn a new skill in a social environment. The DIG committee is made up of Lincoln Laboratory employees who work to coordinate and support free dance lessons several times each year.

In 2012 and 2013, classes included East Coast Swing, salsa, and cha cha. These classes typically have 25–40 attendees per session and are an opportunity for employees to network, have fun, and relax. In 2013, DIG partnered with Health & Wellness to sponsor dance lessons as a part of GetFit@MIT.



Christopher Sataline performs at the summer 2013 Blues and BBQ event, sponsored by the Concert Committee.

Concert Committee

The Concert Committee is a group of employees who work to raise awareness of other cultures and enhance work-life balance at the Laboratory by planning on-site concerts throughout the year. During 2012 and 2013, the Concert Committee planned and hosted events showcasing a variety of genres including classical, Afro-Latin, and jazz. The committee also held outdoor concerts at the Pavilion, including the annual Blues and BBQ picnic.

NOONTIME CONCERTS

A sampling of recent performances

- Inkas Wasi** – music of the Andes
 - Sylvie Zakarian** – marimba music
 - Dr. Z & The Last Warning** – a rock band composed of Laboratory employees
 - Southern Rail** – bluegrass music
 - The Genki Spark** – Asian women's taiko group
 - Peter Blanchette** – 11-string archguitar
 - Concert by Colleagues** – coworkers performing a variety of works
 - Young Artists' Music Performances** – classical piano
 - Alba's Edge** – an unlikely combination of world music with a fresh new sound
 - Alash** – Tuvan throat singers
 - Timothy Lynch** – instrumental guitar
-

TRAINING AND EDUCATIONAL PROGRAMS SUPPORTING INCLUSION

MIT Lincoln Laboratory provides a rich set of educational, developmental, and training opportunities intended to enable employees to be more successful in their careers at the Laboratory. The Laboratory sponsored a wide range of educational programs that supported inclusion efforts in 2012 and 2013:

- The Lincoln Laboratory Overview for New Employees (LLONE) provides a way for new employees to familiarize themselves with the diverse network of programs and services provided at the Laboratory, such as employee relations, community outreach, and career and professional development. In addition, “LLONE provides an opportunity for newer staff to network with each other as well as with more experienced staff,” said Jessie Ericson, LLONE program coordinator. This networking allows for staff members from a diverse set of backgrounds to form common bonds and strengthen working relationships.
- MIT annually disseminates policies on Equal Employment Opportunity (EEO) and Sexual Harassment. In 2012 and 2013, MIT and Human Resources provided line managers with EEO and harassment awareness training.
- In November 2012, the Diversity and Inclusion Subcommittee, in partnership with the Office of Diversity and Inclusion, hosted Gregg Ames of the Massachusetts Rehabilitation Commission to present on the topic of disability etiquette in the workplace.



Dr. Beijia Zhang and Dr. Robert Galejs participate in a mentoring session.

Mentoring

A formal mentoring program helps employees develop their goals, both personal and professional, and also helps create paths to obtain their goals. Additionally, research shows that formal mentoring programs that lead to long-term informal mentoring provide a positive impact on employee retention and performance. Lincoln Laboratory offers several mentoring programs, including the New Hire Guide program, Circle Mentoring, Career Mentoring, and Assistant Group Leader Mentoring. The Guide Program is designed to welcome new employees and to aid them in their transition to the Laboratory. The Circle Mentoring program is formatted as a group discussion, typically held once a month for a six-month period. These groups consist of up to 15 employees and two experienced Laboratory employees. The Assistant Group Leader Mentoring and Career Mentoring programs both have a one-on-one mentoring format.

Mentoring programs are particularly important to efforts towards an inclusive workplace. According to the Mentoring program administrator Ellen Beachy, "In an organic way, mentoring helps with the diversity and inclusion efforts by bringing people together from different groups at varying staff levels and discussing unique work styles and experiences. The Laboratory's formal mentoring programs provide a structured format that appeals to those individuals who may not feel comfortable seeking an informal mentor. Therefore, I believe we are able to reach a broader, more diverse audience—and everyone benefits from that!"

For more information regarding the mentoring program, please contact Ellen Beachy at ebeachy@ll.mit.edu.

“Mentoring... brings people together from different groups at varying staff levels and discussing unique work styles and experiences.”

Ellen Beachy

Mentoring Program Administrator,
Human Resources

WORK-LIFE BALANCE

Lincoln Laboratory recognizes that a balance between work and personal life is essential for employees' wellbeing. The Laboratory offers a number of services to assist employees in maintaining this balance, such as offering flexible work schedules, part-time employment, and telecommuting opportunities. Other popular programs include expectant mothers' parking, child care services, brown bag seminars, and bicycle commuting amenities. The Laboratory also supports programs that allow employees to combine work and life such as Daughters and Sons Days, Science on Saturday, and the MIT Activities Committee (MITAC). MITAC offers discount tickets to Laboratory employees for activities and events in the Boston area.

In addition, the Laboratory supports health and wellness programs and resources, such as the Health and Wellness center, flu shot clinics, Weight Watchers at Work, seminars, and brown bag lunches. The Laboratory, with the support of MIT, also supports GetFit@MIT. This is a 12-week, team-oriented fitness challenge open to the entire MIT community that encourages participants to exercise weekly, and work towards individual and group fitness goals.

The Office of Diversity and Inclusion also works closely with the Professional and Community Enhancement (PACE) Committee, which assists the Director in ensuring that Lincoln Laboratory provides both a productive workplace and a supportive and diverse community in order to enhance the professional development of the talented individuals vital to the continued growth and success of the Laboratory's mission. Diversity and Inclusion works with PACE to support employee resource groups and communications regarding diversity programming.

ACCOMPLISHMENTS



Support Our Troops volunteers pose with care packages before sending them overseas.

“We should view increasing diversity not as a numerical goal, but rather as a way to strengthen the Laboratory's inclusive culture and to support all of our employees.”

Dr. Eric D. Evans,

Director,
MIT Lincoln Laboratory

Lincoln Laboratory has made great strides in developing partnerships, enhancing recruiting efforts, and working to further enhance diversity and inclusion at the Laboratory.

- Dr. Eric Evans, Director, was selected as the President of the Board for the National GEM Consortium and the Laboratory hosted nine GEM Fellows in 2013.
- Two new employee resource groups were created in 2013—the Lincoln Laboratory Out Professionals and Employees Network and the Lincoln Employees African American Network.
- Human resources created recruiting teams for national and regional recruiting events, allowing for more effective recruiting at SWE and Grace Hopper Celebration of Women in Computing conferences. The new Grace Hopper recruiting team interviewed more than 50 women during the 2013 event.
- Lincoln Laboratory has enhanced its focus on the recruitment of veterans and people with disabilities by attending local and national career fairs targeting these groups, and utilizing other resources such as advertising.
- The MIT Lincoln Laboratory Diversity Summit was successful, with a high level of attendance and participation from both senior leadership and technical staff members.

LOOKING AHEAD

The Lincoln Employees African American Network (LEAN) and the Hispanic/Latino Network (LLHLN) hosted an off-site ice cream social to celebrate LEAN's formation.

“ Moving forward,
I encourage employees
to commit to finding better
ways to collaborate with
and engage your peers
to solve tough
technical problems. ”

Bill Kindred,

Manager,
Diversity and Inclusion

Building from successful efforts in 2012 and 2013, the MIT Lincoln Laboratory Human Resources Department has a number of initiatives in 2014. In 2014, the Office of Diversity and Inclusion will continue to increase outreach efforts on campus and at other recruiting venues, allowing the Laboratory to connect with more people with disabilities, veterans, and local diversity organizations. Listed below are some of the Laboratory's planned activities for 2014:

- Work closely with the MIT community to support the Institute's Diversity Summit and other diversity awareness and educational events.
- Support employee resource groups (ERGs) on Campus as well as at Lincoln Laboratory. Continue to encourage Laboratory staff members to participate in ERGs and ERG-sponsored events.
- Continue building a strong and consistent diversity recruiting program by working with programs such as the Women in Engineering Programs and Advocates Network (WEPAN) and the National Association of Multicultural Engineering Program Advocates (NAMEPA).
- Strengthen Laboratory involvement with the National GEM Consortium by working to recruit more students into Lincoln Laboratory's summer research programs.
- Develop recruiting teams for all national and regional diversity events.
- Conduct interviews and speaking engagements at national and regional diversity events hosted by organizations like the Society of Women Engineers, the National Society of Black Engineers, the Society of Hispanic Professional Engineers, the Anita Borg Institute, and the Society of Asian Scientists and Engineers.
- Plan and host biennial Diversity Summits, allowing Laboratory leadership and employees to provide input on current programs to make suggestions for future activities.
- Work with ERGs and the Director's Office to plan a Lincoln Laboratory Martin Luther King Jr. Celebration. Also, continue to support existing events such as the Veterans Appreciation Luncheon.
- Continue to bring in speakers and programs that help build an inclusive environment and increase awareness of the importance of diversity and inclusion.
- Partner with the mentoring program to offer Myers-Briggs Type Indicator (MBTI) trainings to interested departments, divisions, and groups throughout the Laboratory.



Brian Donahue
*Human Resources Department
Head*

CLOSING STATEMENT FROM HUMAN RESOURCES

Lincoln Laboratory is dedicated to diversity and inclusion in our workforce. The Laboratory's key strength, since its inception in 1951, has been the technical excellence demonstrated by our staff. The goal of the Laboratory's diversity and inclusion program is to ensure that the Laboratory is able to maintain an environment where employees of different backgrounds, cultures, and experience can contribute towards the Laboratory's mission and be supported in their efforts. This report details many of the Laboratory's activities that support a diverse and inclusive environment.

These activities require the efforts of many people at the Laboratory, starting with the university recruiting teams, the K-12 and STEM outreach teams, our employee resource groups, the Health & Wellness organization, and the Professional and Community Enhancement team, as well as strong individual efforts by many of our staff members.

I personally thank each and every member of our community who has supported the Laboratory's diversity and inclusion efforts over the past five years. Your efforts are critical to helping all employees feel valued, and to fostering understanding and appreciation that all are part of a great effort at Lincoln Laboratory.

“A diverse and inclusive culture is a critically important part of a well-functioning meritocracy. The Laboratory recognizes the great importance of hiring, supporting, and developing talented people who have a wide range of ideas, backgrounds, and experiences. We all have a responsibility to pay significant attention to these issues.”

Dr. Eric D. Evans,

Director,
MIT Lincoln Laboratory

Diversity
MIT Lincoln Laboratory
Inclusion

 LINCOLN LABORATORY
MASSACHUSETTS INSTITUTE OF TECHNOLOGY

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