

# EFCOG Training Working Group Monthly Learning Opportunity

**August Meeting** | August 20, 2025

Matt Marstella (N3B), Training Collaboration  
Subgroup Chair

Emily McCall (LANL)

Courtney Perkins (LANL)



 FOSTERING A  
RESPECTFUL  
WORKPLACE THROUGH  
PSYCHOLOGICAL  
SAFETY

COURTNEY PERKINS  
LOS ALAMOS NATIONAL  
LABORATORY

Wednesday, August 20, 2025 | 11:30 am MT



The banner features a background image of a woman, Courtney Perkins, smiling and sitting on the floor in a circle with other people. A white dashed circle highlights her. A white arrow points from the top left towards her. The text is overlaid on a brown circular shape on the left side of the banner.

## Agenda

- Subgroup Business
- Virtual Icebreaker with Emily McCall (LANL)
- On Psychological Safety with Courtney Perkins (LANL)
- Closing



# Welcome New Training Collaboration Subgroup Vice Chairs



**Mark Worrell, Vice Chair**  
Lawrence Livermore National Lab  
[worrell1@llnl.gov](mailto:worrell1@llnl.gov)



**Ben Culver, Vice Chair**  
HAMMER Training Center  
[benjamin\\_u\\_culver@rl.gov](mailto:benjamin_u_culver@rl.gov)



# Collaboration Request



One of our National Laboratories is looking for outside contractor vendors who have been used for course development: **Are any labs using an outside vendor for course development work?**

- Please share vendor contact information and type of course work they have been involved in to: **Christy McAvoy** | [mcavoy2@ltnl.gov](mailto:mcavoy2@ltnl.gov) | mobile: 650-888-5407





# Collaboration Request



## How does your laboratory or site organize around the Employee Experience?

- The Nevada National Security Sites recently reorganized their Community Events, Awards, and OD teams into a new Experience, Enrichment, & Empowerment (E3) team to centrally cover **Experience** (New Hire, Performance Management), **Enrichment** (Community Events, Awards) and **Empowerment** (IDP, Leadership Development, Professional Development).
- Please contact **David Yakonich** ([yakonida@nv.doe.gov](mailto:yakonida@nv.doe.gov)) if your lab/plant/site is organized like this or can provide best practices around your organization.





# Collaboration Request



Share your Collaboration Requests with Matt ([matthew.marstella@em-la.doe.gov](mailto:matthew.marstella@em-la.doe.gov)) or post to our Training Working Group LinkedIn Group.

Scan here to join the LinkedIn Group:





# NEW Training Connections Fall 2025

An information package for the DOE training community to provide information on support resources.




**NEW TO THE TRAINING FUNCTION AT A DEPARTMENT OF ENERGY LABORATORY, PLANT, SITE, OR OFFICE?**

## TRAINING CONNECTIONS


**NEW Fall 2025 version with latest leadership contacts, pictures, and resources**




**DOWNLOAD NOW**



### TWG Subgroup Leads

Course Efficiency	Training Collaboration	Workforce Development
 Patrick Millard, Chair Lawrence Livermore National Lab Millard5@llnl.gov	 Matt Marstella, Chair NSB (Los Alamos National Laboratory) Matthew.Marstella@em-ls.doe.gov	 Kathryn Miller, Chair Oak Ridge National Lab millkkm@ornl.gov
 Ted Giltz, Vice Chair NTC / NIEHS / WTP Tedgiltz2018@gmail.com	 Mark Worrell, Vice Chair Lawrence Livermore National Lab worrells@llnl.gov	 Ben Culver, Vice Chair HAMMER Training Center benjamin_u_culver@rl.gov
		 Abigail Bowman, Vice Chair Savannah River Solutions Abigail.Bowman@srs.gov

The **Course Efficiency Subgroup** improves sharing of training products between contractors. They focus on common course and resource development and accessibility, as well as expanding training reciprocity (DOE approved portability of training courses), shared course delivery, and developing standard core competencies.

The **Training Collaboration Subgroup** focuses on information sharing and collaborative opportunities among its members. This group is also responsible for monthly virtual learning opportunities focusing on current and relevant training topics and assisting with planning of the annual meeting.

The **Workforce Development Subgroup** identifies and shares best practices between DOE contractor sites and local businesses, universities, and technical schools. Three subgroup focus on best practices in the employee lifecycle: before hiring, during employment, and job (or role) transition.

**FCOG**  
Training Working Group

JOIN THE PLANNING TEAM!

# ANNUAL MEETING

MARCH 24-26, 2026

AT OAK RIDGE NATIONAL LABORATORY IN OAK RIDGE, TN



 **OAK  
RIDGE**  
National Laboratory



 **OAK  
RIDGE**  
National Laboratory

Help us plan for the  
2026 Annual Meeting

# Virtual Icebreaker

**Emily McCall**

Learning Specialist (LANL)





# Which number are you today?

1.



2.



3.



4.



5.



6.





# Share your workspace

- What is one item in your workspace that gives you joy? Tell us about it in the chat!
- I have a micro-sized squishmellow sitting under my monitor giving me cheery looks all day.



# Things that make a good remote icebreaker

- **Relevance to learning objectives**
  - Example: For an electrical safety training, perhaps instead of clouds, I'd use images of electrical equipment like outlets and breakers
- **Promoting engagement and participation**
  - Activities should require active involvement, and could be used to go into breakout rooms (maybe based on the number they choose or similar)
- **Building connections and fostering a positive learning environment**
  - Examples: What's one goal you hope to achieve during this training? Share a past experience related to \_\_\_\_ that taught you something valuable. If you could have any superpower related to \_\_\_\_, what would it be and why?
- **Structured and facilitated effectively**
  - Clear instructions, quick sessions, lead by example and allow for different participation styles

# Fostering a Respectful Workplace through Psychological Safety

**Courtney Perkins**

SCoR in Action Program  
ESHQ Program Office (LANL)



# LA-UR-25-28585

Approved for public release; distribution is unlimited.

**Title:** Fostering a Respectful Workplace Through Psychological Safety

**Author(s):** Perkins, Courtney Ann

**Intended for:** EFCOG Training Working Group Monthly Learning Presentation

**Issued:** 2025-08-20



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# Fostering a Respectful Workplace through Psychological Safety

**Courtney Perkins**  
SCoR in Action Program  
ESHQ Program Office

August 20, 2025  
EFCOG TWG Learning Opportunity

# Guidelines for Virtual Class

- Please mute your microphone when not speaking.



- Please use the chat and the Raise Hand features



- Be respectful with questions, comments, and discussions



LOS ALAMOS NATIONAL LABORATORY  
Fostering a Respectful Workplace  
SCoR in Action Program



Contact Information

[Respect@lanl.gov](mailto:Respect@lanl.gov)

# Agenda

1. Context
2. What is Psychological Safety and Why do we need it?
3. Trusting Teams
4. Your team's level of Psychological Safety
5. How to build Psychological Safety
6. Relevance to LANL
7. Next Steps and Resources



# Safe Conduct of Research

## PRINCIPLES

EXCELLENCE IN



- 1** Everyone is personally responsible for ensuring safe operations.
- 2** Leaders value the safety legacy they create in their discipline.
- 3** Staff raise safety concerns because trust permeates the organization.
- 4** Cutting-edge science requires cutting-edge safety.
- 5** A questioning attitude is cultivated.
- 6** Learning never stops.
- 7** Hazards are identified and evaluated for every task, every time.
- 8** A healthy respect is maintained for what can go wrong.



# Safe Conduct of Research (SCoR)

## SCoR Principles Guide our Behaviors

### SCoR Principle #3:

**Staff raise safety concerns because *trust* permeates the organization!**

**Behaviors:** Collaborative Problem Solving, Shared Outcome, Commitment, Continuous Learning, Trustworthy  
(Performance Goals)

**Values:** Service, Integrity, Teamwork, Excellence  
(What's important to us - Lab Agenda)

# Psychological Safety: What is it and why does it matter?

Team Psychological safety is a shared belief within a team that it's OK to speak up, ask questions...[and learn from our] mistakes without fear of repercussions.\*



## How do we know? **Project Aristotle**

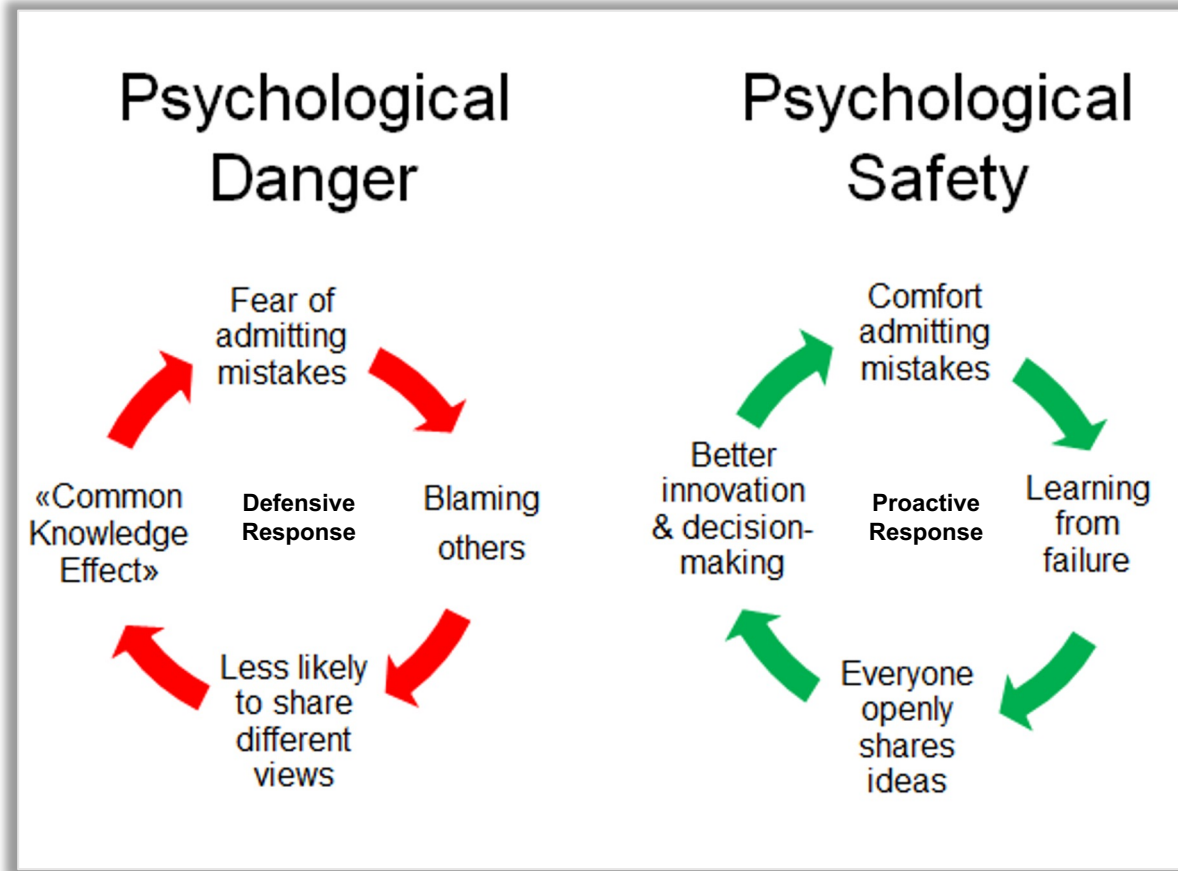
*“The whole is greater than the sum of the parts.”*

- Google study of highly effective teams
- Team Psychological Safety top component

## **The Case for Team Psychological Safety**

- Higher retention – less likely to leave company
- Higher engagement – diverse ideas from team
- Safe to be creative and innovative
- Rated as “effective” twice as often; more revenue

# Psychological Safety Supports Physical Safety, Security



# Team Psychological Safety

In her TEDx talk, Amy Edmondson offers three simple things individuals can do to foster team psychological safety:

How do you build psychological safety?



**Frame the work as a learning problem, not an execution problem.**

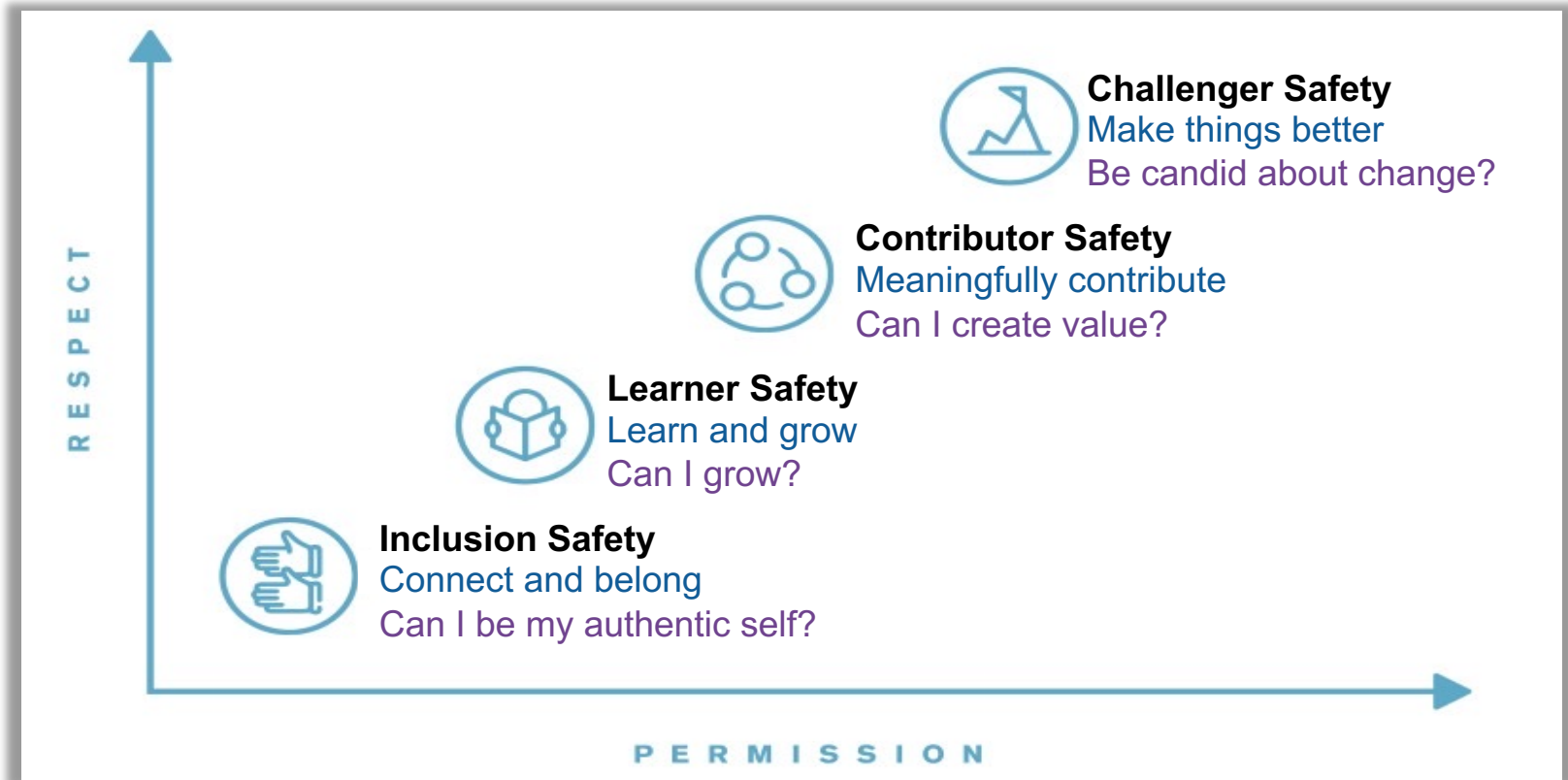
**Acknowledge your own fallibility.**

**Model curiosity and ask lots of questions.**

# How Does Psychological Safety Affect Performance?



# 4 Stage of Psychological Safety



# A Trusting Team

Simon Sinek gives perspective on what it feels like to be part of a psychologically safe team:



***Leaders create the environment***

***Team members feel safe to admit mistakes, ask for help!***

***“You are not the problem; you have a problem”***

# Consider *Your* Team's Psychological Safety

*Consider if you agree with the following statements:*

1. If I make a mistake on this team, it will likely be forgiven.
2. Members of this team can bring up problems and tough issues.
3. People on this team generally accept others for being different.
4. It's safe to take an interpersonal risk (e.g., speaking up) on this team.
5. It's not difficult to ask other members of this team for help.
6. No one on this team would deliberately act in a way that undermines my efforts.
7. Working with members of this team, my unique skills and talents are valued and utilized.

**How did you respond to these statements?**

**How do you think your team members would respond?**



# Foster Your Team's Psychological Safety

## Ways to Foster Psychological Safety on Your Team:

### Establish Clear Communication Channels

- Respectful communication is key!
- Ex: Encourage open, honest communication and reward team members for sharing thoughts/ideas.

### Demonstrate engagement

- Ex: Ask questions with the intention of learning from your teammates.

### Show understanding

- Ex: Avoid placing blame (“Why did you do this?”).  
Focus on solutions (“How can we work together to make sure this goes more smoothly next time?”)



# Foster Your Team's Psychological Safety

## Ways to Foster Psychological Safety on Your Team:

### Be inclusive in interpersonal settings

- Ex: Invite someone to speak who has not yet contributed.
- Step in if team members talk negatively about another team member.

### Be inclusive in decision making

- Ex: Explain the reasoning behind your decisions (walk the team through how you arrived at a decision).

### Model vulnerability and celebrate successes

- Ex: Model fallibility by sharing your personal perspective with your teammates on work and challenges. Share mistakes, successes, and what you learned from them.



# Lab Agenda and Policies

## Laboratory Agenda

- Enable positive, productive work environment.
- Staff engagement, respectful behaviors, learning opportunities.
- Foundation for safe, secure, compliant, quality performance of our mission.

## Code of Conduct

Triad is committed to a work environment free of harassment.

... We all have an affirmative *duty* to maintain a work environment free of harassment to *ensure that all staff are treated with respect and dignity*.

## P721-1 Respectful Workplace and Prohibition against Harassment

All workers are expected to treat one another with respect and civility.

***How we do our work is as important as what we do.***



# Next steps

- Consider how your character is reflected in your daily interactions.
- Practice listening to others and providing thoughtful responses.
- Model curiosity – ask questions!
- Learn from challenges and celebrate the small wins!
- Your actions, inactions, language, and body language shape our workplace norms – lead respectfully and by example.



# References and More Information

## ✓ ***Fostering a Respectful Workplace through SCoR in Action***

Website

Respectful Workplace CoP Teams site

## ✓ ***Books and References***

- Edmondson, A. *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth*; Wiley & Sons, 2019.
- Amy Edmondson website: <https://amycedmondson.com/category/psychological-safety/>
- Clark, T. *The 4 Stages of Psychological Safety: Defining the Path to Inclusion and Innovation*; Berrett-Koehler, 2020.
- LeaderFactor: <https://www.leaderfactor.com/> and Behavior Guide: <https://www.leaderfactor.com/psychological-safety/behavioral-guide>

## ✓ ***Videos***

- “The Importance of Psychological Safety” by Amy Edmondson: <https://www.youtube.com/watch?v=eP6guvRt0U0>
- “What a Trusting Team Feels Like” by Simon Sinek: <https://youtu.be/0ui9rxlUKxg>

Contact: [respect@lanl.gov](mailto:respect@lanl.gov)

# Want to learn more? Get involved?

## Join our Respectful Workplace Community of Practice (CoP)

- MS Teams site
- Mailing list

Email [respect@lanl.gov](mailto:respect@lanl.gov) to be added to the Respectful Workplace CoP Teams site and Mailing List

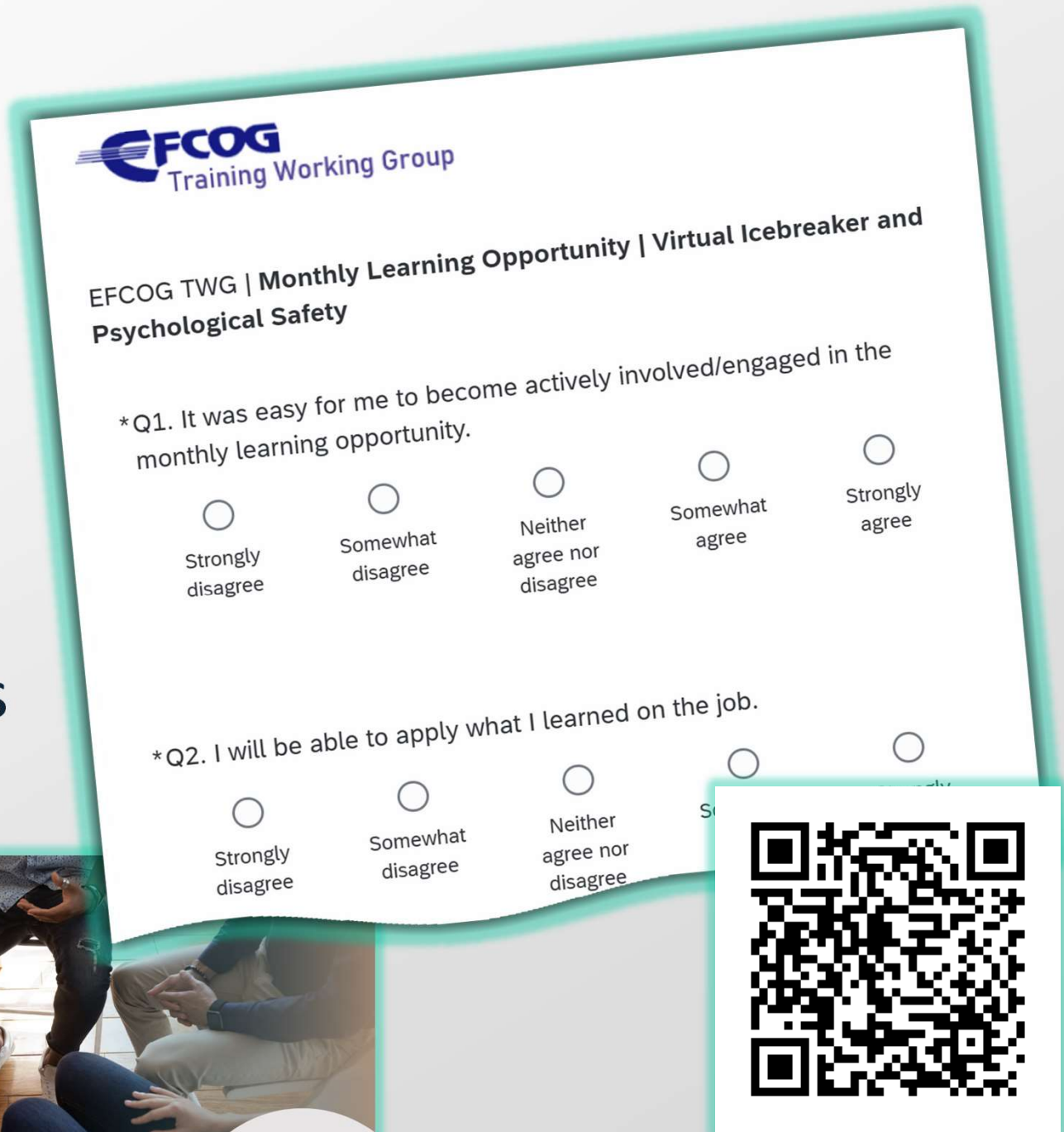
## QUESTIONS?





# Got Feedback?

- Please complete the Monthly Learning Opportunity Evaluation (see link in the chat).
- It only contains four questions and should take about a minute!



**FOSTERING A RESPECTFUL WORKPLACE THROUGH PSYCHOLOGICAL SAFETY**

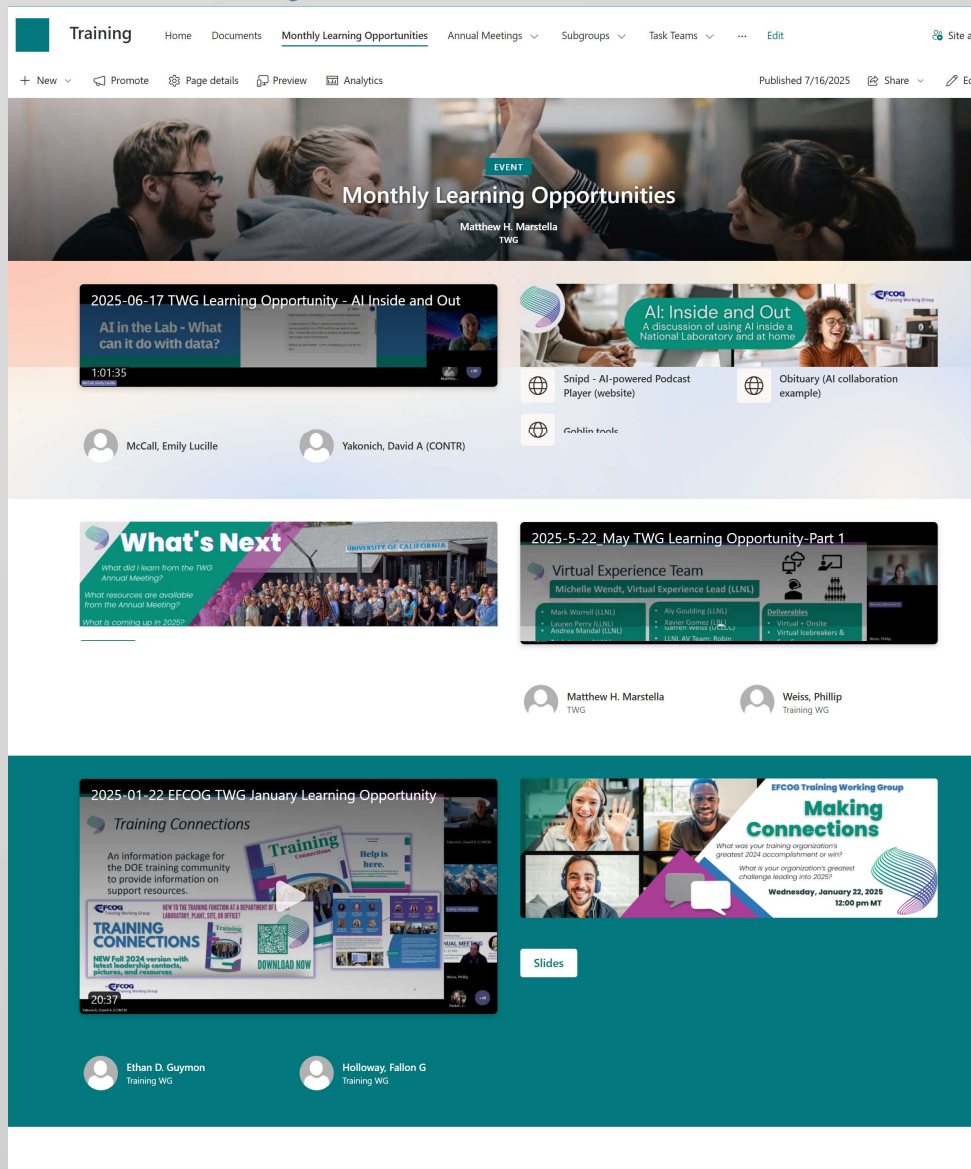
**COURTNEY PERKINS**  
LOS ALAMOS NATIONAL LABORATORY

**Wednesday, August 20, 2025 | 11:30 am MT**





# Find recording and resources on our TWG SharePoint | Request Access to the TWG SharePoint



## EFCOG Training Working Group SharePoint Member Access Request

Thank you for your interest in future collaboration with the EFCOG Training Working Group. The Training Working Group SharePoint provides members with access to materials from our Annual Meetings and monthly learning opportunities. TWG members also participate in subgroups and task teams and use this SharePoint to store and collaborate on files. Only employees of EFCOG member companies and DOE federal employees have access to this EFCOG resource. Click [here for the EFCOG - About Us website](#) to see the latest list of member companies (see bottom of page). Please provide your contact information in this Access Request. We look forward to working with you.

What is your first name?

What is your last name?

What is the name of your contractor organization?

Confirm your EFCOG membership or Federal status:

Contractor Employee of EFCOG Member Company

Subcontractor Employee of EFCOG Member Company

Federal Employee (e.g., Department of Energy)

Federal Contractor (e.g., National Training Center)

Scan Here for to  
Start Request  
Access





# Look for some follow ups...

- Follow up email with slides and notes from our August Learning Opportunity:
  - Link to PDF deck from today's call.
  - Link for "Training Connections" Fall 2025 information package.
  - Link to be part of "Planning Team for 2026 Annual Meeting"
- Our next monthly Learning Opportunity will be September 16, 2025 at 11:30 am MT.

**HUMAN PERFORMANCE IMPROVEMENT**

**MIKE PETROWSKI**  
LOS ALAMOS NATIONAL LABORATORY

Tuesday, September 16, 2025 | 11:30 am MT

The graphic features a green circular background on the left with the text. On the right, there is a circular inset photo of Mike Petrowski, a man with glasses and a white shirt, smiling. The background of the entire graphic is a blurred image of hands working on a computer keyboard.