



Follow-Up From the Last Retreat

(how we responded + what improvements were made)

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Neutrino Retreat

December 14, 2017

Previous Retreat

- Previous (and first) neutrino retreat was held on May 4, 2016
 - Last time: an ND retreat
- Several themes emerged that triggered a set of action items
 - Communication
 - Getting work done
 - Quality of life
 - Career development

Neutrino Division Retreat #1 Summary

June 27, 2016

Introduction

The Neutrino Division (ND) hosted a one-day retreat on May 4, 2016 with ND administrative, technical, and scientific staff in attendance. Appendices 1 and 2 describes the organization of the day.

Morning Session Summary

The morning session groups were created to make a random assortment of professional levels and specializations, as much as possible. The first session collected information on most liked and disliked elements of working at Fermilab. In the second session, more formal discussion was held with written input on mission and strategy.

The second morning session focused on four items:

- 1) Vision for Fermilab
- 2) Mission of Neutrino Division
- 3) Impediments to mission
- 4) Improvements to aid mission

The vision statements produced by the groups had a number of common themes. Keywords for these were:

- Fundamental building blocks of matter
- World leadership
- Neutrinos
- Accelerators
- International

These were expressed with varying texts. The texts are attached in Appendix 3.

Similarly, the Neutrino Division mission statements saw important commonalities in the small groups:

- World's most important neutrino experiment
- Breadth of neutrino program
- Enable the neutrino community and be a welcoming international destination
- Provide effective technical support of the neutrino program

summary is posted at: <http://neutrino.physics.fnal.gov/neutrino-division/events/>

Communication



Internal Communication

- Action item: Develop and execute an ND communication plan
 - *Noted that communication between ND management and administrative, scientific, and technical staff needs to be more frequent.*
 - *Retreat itself was helpful, but more thought should be given to further improving chains of communication and increasing opportunities for groups to get together to discuss common issues and plans.*

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- Response:
 - Started monthly meetings between ND management and ND (1) technical support staff, (2) postdocs, (3) early career scientists, and (4) senior scientists (*these started in July 2016*)
 - Continue to generate and distribute weekly ND summaries
 - Continue to distribute lab-wide status meeting minutes
 - Will continue to hold annual neutrino retreats
 - Working on a “How Do I” page linked to the ND webpage (*if you have specific suggestions, please send them to me!*)

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- Response:
 - This is an on-going challenge
 - Overlap in people ensures some cross-communication
 - Topical workshops in LAr R&D have been popular and will continue. Planning to have one in 2018 on reconstruction.
 - Started hosting “lessons learned” workshops at DUNE meetings
(*May 15, 2017: <https://indico.fnal.gov/event/14063/>*)
 - LArSoft solves many (not all) communication issues in the areas of simulation and reconstruction
 - MicroBooNE “public notes” are also a good model

Getting Work Done



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- Response:
 - Strengthened LAr cryo engineering group
 - Started a new and much-needed technician group
 - Also welcomed a few new postdocs
 - Moving forward, we have additional personnel changes planned beyond this. See Steve’s talk on 10 year vision.

Bureaucracy

- Action item: Identify and remedy areas of excessive bureaucracy.
 - *Excessive bureaucracy “can be a real impediment to getting things done”.*
- Response:
 - Need to attack with specifics. After the last retreat, Gina requested that examples of work being hampered by less than optimal bureaucracy be sent to her after the last retreat.
 - Please send specifics to Steve and me, if you have them.
- Streamlined the TSW process.



Quality of Life



Travel

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- Response:
 - We have talked about this at our monthly meetings.
 - We budget in August and poll the Division in January to solicit everyone's travel interests. Same process this year.
 - Have a set of criteria for how we prioritize travel. Not a binary decision. Budget pressures influence where the line is drawn.
 - Is the travel aligned with lab priorities?
 - Is the travel needed for a project or experiment operations?
 - Is this travel to a collaboration meeting?
 - Is the travel furthering the career of a postdoc or early career scientist/engineer?
 - What sort of talk is the person giving at the conference?
 - How much conference travel has the individual done recently?

Office Space

- Action item: Address inadequate office space
 - *There was general concern expressed over the lack of adequate office and technical space to meet the growing needs of our neutrino efforts.*
 - *Several junior staff additionally advocated for more consistent allocation of office space across the neutrino experiments, especially in relation to reserving space for relatively infrequent visitors to the laboratory.*
 - *Request to improve physical layout to enable add'l collaborative opportunities.*
- Response:
 - Moving into the 13th floor in spring of 2018 will help.
 - Established a space committee to advise on how to allocate space on the 10th and 12th floors of the High Rise.
 - Held several conversations with engineers to discuss BEG space.
 - Steve will go into more detail in his talk.

Career Development



Postdoc Job Placement

- Action item: Further improve the career path for postdocs in ND.
 - *RAs have had a range of experiences. Many very good. Some felt as if they do not have someone “fighting for them”, as is the case for many of their University peers.*
- Response:
 - Wrote a document clearly defining expectations for those who supervise postdocs in ND
(see “Division Roles” tab on Sharepoint site, linked from ND webpage)
 - Continue to assign a supervisor + 2 mentors to each postdoc
(list is posted on the ND webpage)
 - Send out annual reminders to have mentor meetings (January)
 - “Resume building” & “letter writing” sessions this afternoon
 - ND management holds monthly meetings with ND postdocs
 - ND management is available for career development advice

Conclusions

- We heard you and we have made changes.
- This retreat is an opportunity to do the same. Because this is a neutrino retreat and not a Neutrino Division retreat, we are broadening the list of topics we want to think about at this retreat. We are going to push ourselves in some new directions at this retreat.
- We look forward to your input and if it's anything like last time, we hope that what we are able to accomplish today triggers some interesting ideas and positive outcomes.

We really benefitted from your input last time, so thank you!