**Suggestions as a Result of the Fermilab Climate Survey – LBNF**

***Communication***

1. Starts with upper management who need to set the example. The tone of communication is important. People want to understand the “why” behind decisions, and to have enough time to process/respond to directives and changes of policy.
2. South Dakota participants indicated they were not aware of the lab’s vision and mission. Is this included in new employee orientation?
3. Communication needs to increase between lower level managers and employees. For example, use mailing lists to make sure all relevant people know of developments.
4. Communication can be bottoms up as well; often the managers are busy but willing to find a time to meet with employees when requested.
5. Both employees and managers need to be accountable for their communication:
   1. Managers need to be consistent with their employees
   2. Managers should provide clear expectations to staff and confirm they are understood
   3. Suggestion that manager and employee should follow discussion up with a brief, written description to ensure mutual understanding of directives
   4. Suggestions that once an employee gets started on task, the manager should check to see that direction is correct.

***Management Style***

1. Managers have difficultly juggling their time between their work responsibilities and leading/developing their team members.
2. Fermilab needs to train managers how to be leaders.

***Career Development***

1. Continuing to develop a technical career path that doesn’t include moving into management may be beneficial to promote employees who desire to remain in a technical role, allowing the lab to hire managers who are more focused on leading and developing the team.
   1. People are put in managerial positions that really do not want to be managers; however, that is the only way to be promoted. More positions need to be created in upper levels for Scientists and Engineers without making them managers.
2. Cross training of staff could be useful to allow assistance of workloads, when needed. This suggestion is probably more applicable to support staff.

***Employee Engagement***

1. Engagement improves when employees understand how their work is contributing to the whole.
2. There are several meetings where the same information is repeated, taking time away from work. It may be useful to review the meeting schedules and determine if there is an alternate way to share information.
   1. Beginning to practice this by dividing the PMB meeting. However, there are many other meetings that staff feels are redundant. Reducing those redundancies would increase staff productivity.
3. Certain meetings should exclude the use of laptops to reduce distractions and put the focus on the team and discussions.

***Recognition***

1. The small group agreed that the question regarding recognition was very specific requesting if any was received in the past 7 days and thought the data may not be as meaningful with that caveat. However, just making a habit of saying thank you or giving feedback of a job well done has an impact and can have a positive effect on employee satisfaction and engagement.