Addendum to the Initial PPD recommendations for improving diversity and inclusion -- the Admin, Technician and Engineer job categories.

Non-scientific staff in PPD, including administrators, technicians, and engineers, are as essential to the division as scientific staff. We have discussed common issues faced by, and possible efforts to better support, administrators, technicians and engineers of our division. Tensions exist between job categories at the lab, particularly when an unbalanced power structure exists.

Here we summarize the standing issues, and list potential actions to address the issues.

1. **Respecting others' boundaries**. It is not clear that those in positions of power (e.g., scientists or managing engineers) adhere to reasonable expectations of professional boundaries when requesting work from administrators, technicians and engineers. This can lead to unrealistic expectations or uncomfortable working conditions detrimental to all affected employees. Examples include:
   - Expecting administrative paperwork to be done on an unrealistic timescale
   - Expecting last-minute requests to be prioritized over existing commitments to other projects

   These instances and others like them have strained relationships or even resulted in violations of the Fermilab code of conduct.

2. **Appreciating our different roles**. Non-scientific staff including administrators, technicians and engineers are often not shown due respect or appreciation for their important work and efforts. In particular, they have expressed that they are not appreciated by scientific staff, or that their efforts are underappreciated when compared to that of scientific staff by other members of the division. It is thus particularly important to improve a sense of mutual trust and respect between the scientific and non-scientific staff, and to establish clearer guidelines on what division members can expect from each other, in order to emphasize the importance of all work done by Fermilab employees in all roles. This is not just limited to the relationship between scientists and other roles, but includes all professional relationships in which a power imbalance exists.

3. **Improving our sense of community**. Admins, technicians and engineers can at times be treated as if they are dispensable or replaceable, and there may not be enough events to help build the sense of belonging. As a result, a sense of isolation can take hold of the individuals.

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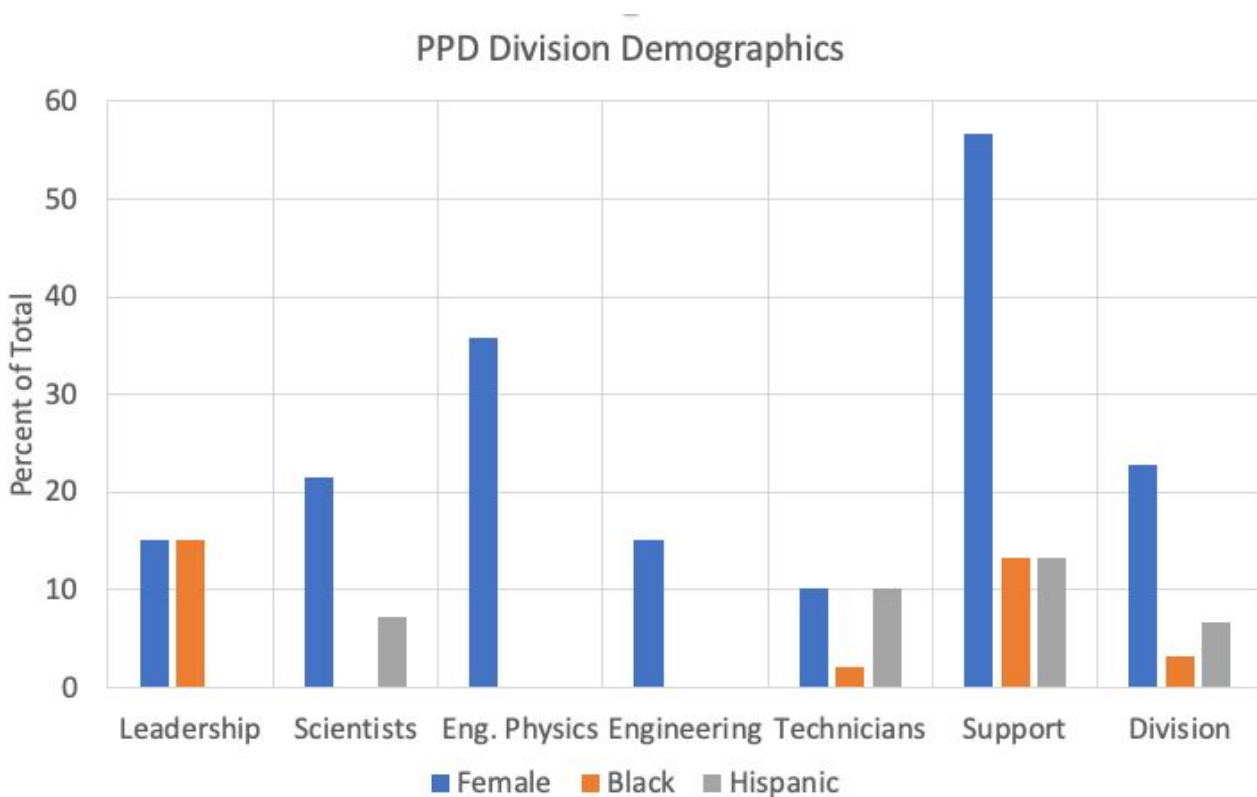
We have discussed possible actions with admins, technicians and engineers, that would help improve upon the listed issues. Note that many of these actions have low or no added costs, but these small gestures can make a big difference to the employees involved.

1. Regarding unclear boundaries and unrealistic expectations:
   a. We need to clearly spell out boundaries of non-scientific roles, to be backed up by management. We should have clarifications/descriptions of what administrative processes are like, to guide people's expectations. Such clarifications can be documented on webpages or explained at department meetings. Specify how many weeks are needed for completing certain paperwork such as travel paperwork by admins, and we suggest working with Luz/admins to come up with suggested timeframes and guidelines that managers and department heads enforce. Implement automated reminders/deadlines for submitting paperwork through the TA system.
   b. Remind everyone to respect people's personal space by explicitly posting signs or enacting supportive measures. (e.g., SIDET has an open google calendar that people can see who's expected to be where for what task, which enforces COVID safety measures. http://pulsar2.fnal.gov)
   c. Highlight the different personnel in various job categories, especially the administrative and technician jobs in the division, at the PPD all-hands meeting or in the PPD newsletter. Record Interviews/newsletters of those jobs and highlight them in the newsletter.
2. Regarding the lack of respect or appreciation:
   a. Remind people of the community standards and work etiquettes through emails and at in-person meetings.
   b. We ask the lab to consider revising the Community Standards and the "we are one fermilab" poster to include non-scientist staff. Also consider revising those documents, or set up a separate code of conduct outlining both acceptable and unacceptable behaviors, and the measures Fermilab will take for unacceptable behaviors.
   c. Consider adding training about respectful behaviors, especially respectful behaviors towards non-scientist jobs. Emphasize that the "DEI" training that scientists receive apply to all categories, and apply to their interactions with admins, technicians and engineers. We also recommend making the "interpersonal communication skills" training required for PPD, and remind department and division managers that they have the responsibility to enforce respectful behaviors towards admins/technicians.
3. Regarding building the sense of community:
   a. It may be helpful to schedule PPD all-hands meetings with less time for presentation, and more time for open Q/A. This will enable social interactions and help build a sense of community. For example, FESS has a Friday morning meeting every week which incorporates elements of business updates, employee

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presentations and open conversations in one meeting. The meeting is voluntary but has successful turn-outs, reaching over 100 participants from time to time.

b. Consider setting up separate gathering events for admins, technicians and engineers as "counter-spaces" and opportunities for them to build their own community. The technicians haven't had a lab-wide group meeting since 2003.

c. Consider setting up virtual Zoom "Social hour", e.g., virtual monthly lunch hour, cookie hour, or "wine and cheese" social hour. Social activities can be scheduled during those meetings including cooking classes, or virtual lab tours.

d. Consider setting up communication events between scientists, admins, engineers and technicians. (1) In these events, engineers and scientists can talk about their work with the technicians and admins, e.g., by offering tours of their experiments. It will be appreciated if physicists and engineers use those opportunities to thank the technicians and admins for their work. (2) Conversely, some of the events should be reserved for scientists or engineers to learn from administrators and technicians about their work.

PPD Division Demographics

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