

# Team Building Opportunities and Operator Retreats at the Canadian Light Source

Presented by Grant Bilbrough, Operator Lead, on behalf of the Operator Group at the Canadian Light Source

The Canadian Light Source sits on **Treaty 6 Territory**, the traditional homeland of the Metis.

# Background...

- The Canadian Light Source is a 3<sup>rd</sup> Generation Synchrotron located in Saskatoon, Canada
  - First light in 2004, first users in 2005
- The group was created in the summer of 2019
- The Operator Group is 10 operators (Union) and 1 supervisor (non-Union)
- Operators work 12-hour shifts and average 40 hours a week over a 5 week period
  - They might work as many as 48 hours or as little as 28 hours in a week
- Operators work in teams of two
  - They have staggered start times – one team member starts at 7 o'clock and the other starts at 8 o'clock for their 12-hour shift

# Problems to Overcome

1. How do you build a team out of a group of individuals
2. How do you get consistency within the team?
3. How do you make sure everyone knows how to do new tasks?
4. How do you know everyone is aligned when dealing with issues, projects, etc.?

How do you define a ***Culture*** when you don't have an opportunity to have people share their common ***Behaviour?***

# The Solution – Operator Retreats!

- Bring the entire team together to share those common experiences
- Use it as a time to train so there is common understanding
- Meet with people in other departments to foster communications
- Make an event out of it so that it is memorable
  - Eventually it'll become a “destination event”
  - After a time you will start to hear, “***We should do this at our next retreat.***”
- **Operator Retreats are born!!**



# Fall 2023 Retreat Schedule

	Thursday Aug 31st	Friday Sept 1st	Weekend	Tuesday Sept 5th	Wednesday Sept 6th	Thursday Sept 7th
9:00	Introduction/Welcome Mark, Frederic, Tracy	Start		Start	Start	Start
9:15		Response to Previous Retreats		Linac Upgrade Hamed	Communications Talk Sandra	Ward's Words of Wisdom
9:30		USO Talk Kathryn, Ashley		Talk Time		
9:45				Statistics - Alex	Talk Time	Talk Time
10:00		Break		Break	Break	Break
10:15		Control Room Upgrade Planning (Presentation in Education) - Mark		Logbook II - Thomas	Operator D-Shift Discussion	O2 alarm response (Meghan)
10:30	Talk Time			Machine/FC Event Review	Prep (+Lunch (Opa!))	
10:45	Lunch (USask Catering in Health Science)	Schedule Talk		Lunch (USask Catering)	APS	Talk Time
11:00	Control Room Upgrade Planning (At CLS) - Mark	Lunch (Popeyes Fried Chicken & Biscuits Louisiana Kitchen)				Travel & Talk Time
11:15				HSE Time SSAR review	AOD Retreat in Education 1004 Frederic	
11:30		O2 Calibration - Chelsea		Break		Break
11:45					Ehsan's Presentation	
12:00		Break		Chelsea's Masters	WIPC - Chelsea & Priya	
12:15		Oscilloscope Demo - Tylor		Talk Time	Priya: Being a Visio Wizard	
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17:00						
7:15-17:30						

**Latest Retreat – Last week!!**

## Highlights

- Fully planned by operators
- Virtual meet up with Argonne's APS operators
- Start time at 9:00 am instead of 8:00 am
- Smaller team building event

## Lowlights

- Schedule forced us to straddle a long weekend (note the days of the week)

# Keys to Success

1. No interruptions to retreat – leave the facility or else someone will get asked to do something by somebody
2. Make the retreat a space where people can talk about anything they want related to work (and even not related to work within limits) – a so-called ***Safe Space***
  1. Build time into the schedule to allow for these types of conversations
3. Bring in an independent third party person to create opportunities to talk and to record information in those discussions then generate a report about it
  1. make comments anonymous in the report as necessary

# More Keys to Success...

1. As a supervisor, be prepared to leave the room so the group can talk without you being there
  1. Expect honest feedback afterwards when you do this
2. Include lunch and coffee – so people don't have to leave
3. The retreat is about the group, not about management's desire to impose directives
4. The supervisor needs to strike a balance between the posted schedule and the events going on in the moment