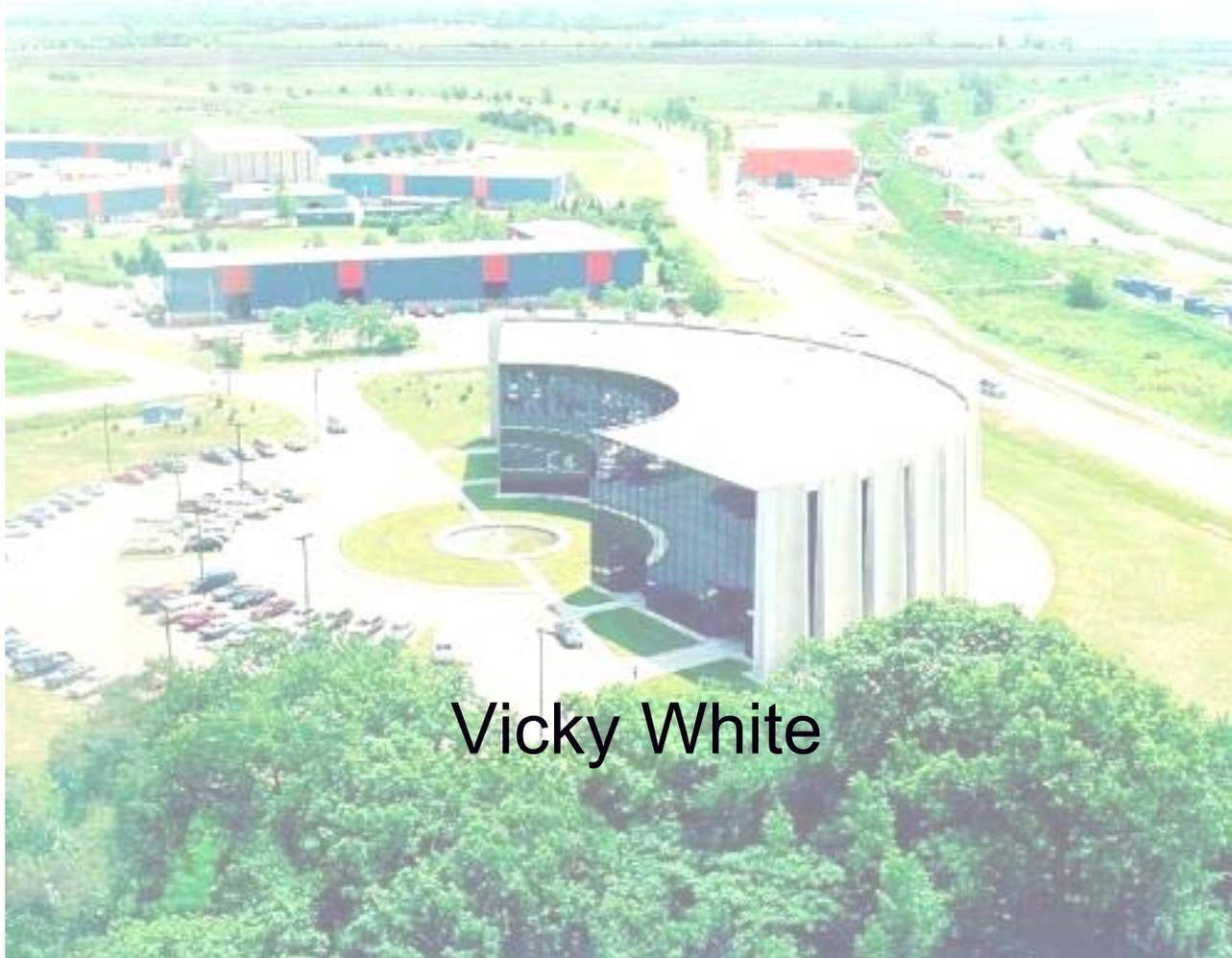


# Reorganizing the Division to meet The Challenges for the Future

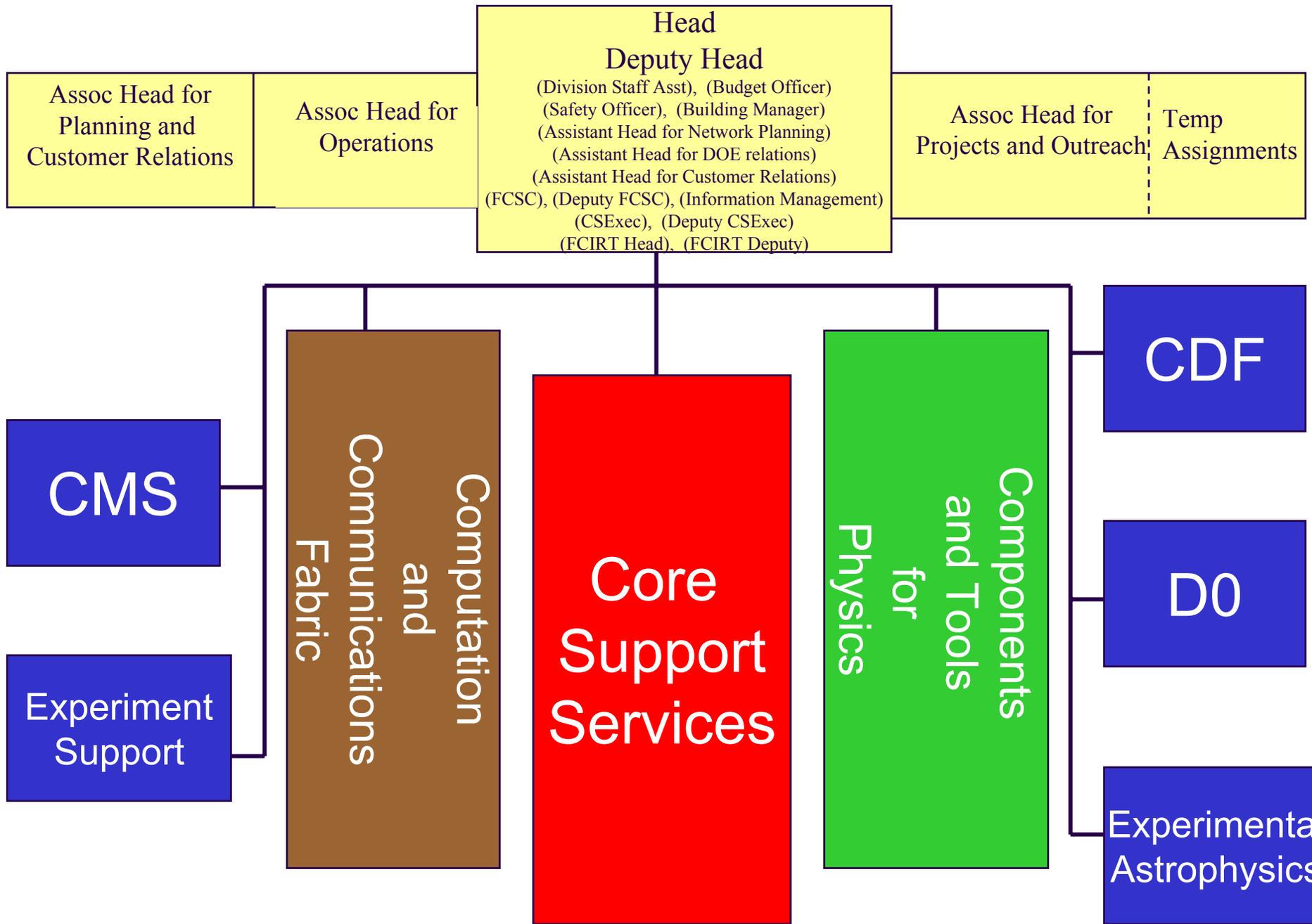
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Vicky White



# Proposed Organization



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- ◆ 3 very large departments + 5 Experiment Support Departments - reporting to the Division Head
- ◆ 3 Associate Division Heads with cross-cutting oversight and responsibility for how the division works. Each has a part of the division-wide infrastructure reporting to them.



- ◆ Department Head – Mark Kaletka
  - ◆ All of Operating Systems Support and its current mission
  - ◆ Web services (Web server admin + future services)
  - ◆ Database administration
  - ◆ Division Information (MISCOMP) services support
  - ◆ All of Equipment Support and its current mission

# Computation and Communications Fabric Department

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- ◆ Department Head – Don Petravick
  - ◆ All of Integrated Systems Development (minus C. Huang)
  - ◆ Global Systems group of Online and Database Systems
  - ◆ Data Communications (minus Video Conference Coordinator)
  - ◆ Computer Security

# Components and Tools for Physics\*



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- ◆ Department Head – Patty McBride
  - ◆ All of Computational Physics – minus 5 people dedicated to support for MINOS or BTeV
  - ◆ All of Electronic Systems Engineering – minus 2 people dedicated to support for BTeV
  - ◆ ODS Online systems group
  - ◆ Database Applications for experiments from ODS
  - ◆ + 1 person from each of D0 and CDF departments whose work aligns with the mission of this dept.

\* Name to be decided

# Our People



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- ◆ Engineers, Scientists, Computing Professionals, Application Physicists, Administrative Staff, Data Center Operators, Technicians, Specialists all work together in the Computing Division
  - ◆ This is our strength – and a necessity to carry out our mission
- ◆ Physicists working on Experiments or Theory can have their primary organizational home in ANY department in the CD
  - ◆ The “computing” work that they are doing determines their primary departmental home
  - ◆ Their scientific research work is important and we support them

# Experiment Support Departments



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- ◆ “Experiment” Departments exist to provide a critical mass of effort directed (normally) towards a Fermilab CD contribution to Offline Computing for the experiment.
  - ◆ Don’t do all the work themselves
  - ◆ A conduit between CD and the “customer” for major responsibilities of Fermilab to provide computing and storage resources

# Experiment Support Departments



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- ◆ CDF Department \* - Robert Harris, Head
- ◆ D0 Department \* – Amber Boehnlein, Head
- ◆ Experimental Astrophysics Department – Steve Kent, Head
- ◆ CMS Department – Lothar Bauerdick, Head
- ◆ Experiment Support Department - Liz Buckley Geer, Head
  - ◆ MINOS – 3 people
  - ◆ BTeV – 2 people + 2 consultants
  - ◆ Some MiniBoone and Theory people in parentheses

# Associate Heads and Division Infrastructure

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- ◆ Associate Head for Planning and Customer Support (Steve Wolbers)
  - ◆ Assistant Head for Planning and Customer Support – Jeff Mack
  - ◆ Division Staff Assistant – Emily Pahlavan
  - ◆ Admin Group and Special Assignments
  - ◆ Budget Officer – Mike Smith
  - ◆ Financial Services Group
  - ◆ Customer Support and development groups
  - ◆ User accounts – Yolanda Valadez
  - ◆ Video conferencing coordinator – Sheila Cisko
  - ◆ Information Management – Donna Dyxxin

# Associate Heads and Division Infrastructure

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- ◆ Associate Head for Operations (Gerry Bellendir)
  - ◆ Assisted by (TBN)
  - ◆ Building Manager – Jack McNerland
  - ◆ Plant management, office moves
  - ◆ Safety Office – Amy Pavnica
  - ◆ Computer Center Operations
  - ◆ Data Center Management

# Associate Heads and Division Infrastructure

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Fermilab

- ◆ Associate Head for Projects and Outreach (Ruth Pordes)
  - ◆ Assisted by (TBN)
  - ◆ Project Office – tracking, reviews, help with initiation, proposals, requirements process
  - ◆ Education Office contributors (Liz Quigg, Laura Mengel part-time)
  - ◆ CD Web Master (Judy Nicholls)
  - ◆ Web content for FAW, HEPIC, DOE help (Joy Hathaway, Marcia Teckenbrock)
  - ◆ Technical Writer (Anne Heavey)
  - ◆ Temporary Assignments group

# Associate Heads roles



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- ◆ Manage part of the core division infrastructure
- ◆ Oversight roles cutting across all departments
  - ◆ Planning
    - ◆ Data and metrics for computing resources available/needed
    - ◆ Budget and long range plans
  - ◆ Operations
    - ◆ Data and metrics for operational effectiveness
  - ◆ Projects
    - ◆ Data and metrics for project creation, staffing and achievements

# Deputy



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- ◆ (TBN) - I'm working on it
- ◆ A Scientist with additional roles to
  - ◆ coordinate MOUs with experiment and lab organizations
  - ◆ encourage and support the scientific research work of CD scientists
  - ◆ facilitate cross-fertilization between Experiment Departments and mobility of scientists

# Other Division-wide roles in Division Office

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- ◆ Assistant Head for Network Planning – Al Thomas
- ◆ FCSC – Matt Crawford
- ◆ FCIRT Head/Deputy – Don Petravick/Mark Kaletka
- ◆ CSExec Deputy – Dane Skow
- ◆ Assistant Head for DOE relations – Irwin Gaines

# Making this all work



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- ◆ Business as usual – no-one's job or responsibility changes at this time
  - ◆ New Department Heads and Associate Division Heads will assess the need for any changes in assignments or responsibilities
- ◆ New leaders will work together this week to ensure that everyone has been appropriately assigned to one of the new boxes.
- ◆ New Department Heads will work on their internal department management structure
- ◆ Talk to your old department head (or new department head) if you have concerns
- ◆ The new organization will take effect on Monday November 18<sup>th</sup>

# Why reorganize? Is anything broken?

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- ◆ “If it ain’t broken don’t fix it”
  - ◆ Not true! Not the way to plan for the future in any organization
  
- ◆ “Doesn’t matter what ‘boxes’ you have on the Org chart – people have to work together anyway”
  - ◆ True! But some ways of drawing boxes around people work better than others.

# Some of the Challenges for the Future

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- ◆ Budget constraints
- ◆ Physics results rapidly
- ◆ Globally distributed computing for theory and experiments
  - ◆ Technological and social/political challenges
- ◆ New opportunities for collaboration with other labs, universities, people from other disciplines

# Fermilab and Computing Division's Budget Challenge for FY03

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- ◆ Letter from the Director outlined the expected size of the budget shortfall and the measures the lab is taking to reduce costs.
- ◆ Packets on the voluntary early retirement program went to eligible people last week.
- ◆ It is very important to note that the intention is to reduce staff without an involuntary reduction in force
- ◆ If people retire or leave we will have to work hard to fill the gap they leave
- ◆ We will have to also work hard to be efficient and to reduce our costs – to meet our budget
  - ◆ Everyone needs to help

# Do we have enough people to do everything we would like to do?

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- ◆ In a budget/hiring crunch do we stop doing everything except the most basic things for the immediate future?
  - ◆ NO – we must not do that. Future projects and opportunities must have a place and some manpower. We might have to go more slowly and have more interruptions.
  - ◆ We must be flexible and be able to balance and adjust
    - ◆ Services that everyone is relying on
    - ◆ Work that must be done for the near-term success of the lab program
    - ◆ Interruptions to deal with high priority immediate problems
    - ◆ Longer term planning and projects
    - ◆ Opportunities for collaboration and funding that are well aligned with our mission
  - ◆ We must make time to THINK - how to do things better, how to invest a little today in order to save, or get a big payback tomorrow.

# Are we doing everything perfectly?



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- ◆ Not a single overlap in responsibilities or duplication of effort between departments?
- ◆ Everything done in the most efficient and cost-effective way possible?
- ◆ Each person maximally effective and doing exactly what our organization as a whole needs them to do? And given opportunities to train or learn new skills (ones we need to carry out our mission)? Every scientist involved in the science of their experiment?
- ◆ Every potential leader identified, mentored and given opportunities and challenges (and training)?
- ◆ Every person in the organization sufficiently well informed about the program and priorities of the lab and division that they make good decisions and spend their time optimally?
- ◆ Everyone with enough time to think and plan and be on top of new technology and new opportunities?

# Goals for reorganization (1)



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- ◆ Communicate the directions and priorities to all levels of the organization more effectively and coherently
  - ◆ Encourage decision making at the lowest level of the organization
- ◆ Remove some inefficiencies due to overlapping responsibilities, duplication of effort
  - ◆ Save some money. Free up some people.
- ◆ Facilitate migration of staff, retraining of staff (if necessary) and provide more opportunities for selection and growth of the next generation of leaders

# Goals for reorganization (2)



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- ◆ Do (even) *more* of our work along Project lines – with involvement and cooperation among several boxes.
- ◆ Provide greater flexibility to form teams to work on near-term projects, crises, and services while maintaining an effort on future projects and services.
- ◆ Grow some areas of responsibility (e.g. CMS, Beams Division assistance) and therefore decrease staffing in some other areas.
  - ◆ Department Heads take responsibility for much of this
- ◆ Improve overall division-wide cooperation on solving our mutual problems.

# Conclusions



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- ◆ Change makes people nervous and uncomfortable
  - ◆ Talk about it, ask questions, voice concerns if you have them
  - ◆ Don't be cynical – try to help instead
- ◆ We have first rate, dedicated and talented people in the Computing Division
  - ◆ I believe these changes will make us even stronger and more able to cope with the current budget situation at the lab as well as all the challenges we face in the future
- ◆ Please let's all work together to march forward with our mission which includes innovation, development and support
  - ◆ Plus having some fun while we do it

# Questions



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