

ADVISORY COMMITTEE OF CERN USERS
Minutes of the twenty-fourth meeting, held on 8 November 1985

Present : M. Albrow, W. Blair, K. Bos, G.J. Bossen (Secretary), F. Bradamante, G. Damgaard, C. Fabjan, V. Gracco, A. Hallgren, E. Higon-Rodriguez, R. Klapisch, K. Kleinknecht (Chairman), G. Leder, E. Lillethun, T. Mouthuy, F. Niebergall, H. Taureg, D. Websdale, M. Werlen.

Invited : F. Ferger (item 7), G. Hentsch.

Apologies for absence : M. Boratav, J. Feltesse, A. Klovning, C. Kourkoumelis, H. Siebert.

The Chairman welcomed Lillethun who was replacing Klovning for this meeting only.

1. Adoption of agenda

With minor reordering, the draft agenda was approved.

2. Apologies for absence

These were as given above.

3. Minutes of previous meeting (CERN/ACCU/23)

Fabjan said that his remark concerning the availability of some special fast electronics items, reported under item 8 (Any other business) should not fall under the heading "Stores Committee", and he proposed to insert a new heading "c) Availability of electronics components" before the second paragraph of item 8b). With this addition the minutes of the previous meeting, held on 10 June 1985, were approved.

The summary of the present meeting as published in the Weekly Bulletin is reproduced in Annex A.

4. Matters arising from the minutes

a) LEP island sites

Taureg remarked that since the presentation by Baldi at the previous meeting it had been decided to suppress the construction of the SXC building (3 level building for offices, etc. with 350 m² per floor) on each of the sites, and that the funds which had become available by this measure would be used to provide low beta superconducting quadrupoles as soon as possible. The collaborations would need to find alternative ways to house those items which had been foreseen to be installed in the SXC buildings. Klapisch confirmed the information and stressed that the decision had been taken with the agreement of the collaborations after the LEP project management had informed them that the budget did not allow both the low beta crossings and the SXC building. Leder asked

whether CERN intended in principle to construct the SXC buildings at a later stage. Klapisch answered that no budget levels had been discussed for the nineties but that there were indications that these could be lower than the present ones. Websdale wondered whether in this situation the search for equipment for the local workshops in the LEP experimental areas would continue. Taureg confirmed and repeated that each collaboration would have to decide where to accommodate such a workshop in the absence of the SXC building.

Websdale raised the question of emergency services at the island sites and wondered whether there was any coordination foreseen between CERN and local services. Taureg remarked that the first alarm would always go to the CERN Services. Ferger said that the CERN emergency services were responsible, and that they could call on local services in Switzerland and France if necessary.

b) Restaurants

Websdale, supported by Albrow, queried the opening hours of Restaurant No. 1 which had remained from 7 a.m. to 11 p.m. Klapisch explained that it had taken a long time to have an answer on the legal question whether the CERN restaurants had to be considered public.

ACCU expressed its disappointment that the closing time was still 11 p.m. and reiterated that a closing time well after midnight (1 a.m.) should be reverted to, in time for the start-up of 1986 running of experiments.

5. Availability of electronics components

Fabjan repeated that according to his information some fast electronics items like flash ADC's could not any longer be shipped freely to CERN by US industry. After a short discussion, ACCU requested Fabjan to obtain additional information. (The result of Fabjan's enquiry is given in Annex B).

6. Services charged to users

Blair said that, as requested at the previous meeting, he had compiled a list of services which had been provided by CERN free of charge 10 years ago and which were now being charged to groups. He remarked that this applied to all groups i.e. CERN Staff as well as users. He then shortly discussed the following list (in each case the year in which the charging was introduced and the Division responsible for the Service is given):

- Progressively since 1978 : transport of equipment to institutes had previously been available free of charge, if a truck and a driver were available (SB Division).
- 1978 : small electronics jobs in the electronics workshop (EP).
- Progressively since 1979 : until then a number of white coloured cars owned by CERN had been available to users. Short loans, free of charge, of a few hours of these cars were still possible, but otherwise CERN could now only make available blue coloured cars (leased by CERN from Fiat and Renault), the cost of which was charged to the groups (EP).
- Progressively since 1980 : film purchase for bubble and spark chamber experiments. This had affected in particular the EHS and UA5 collaborations (EF).

- Progressively since 1982 : in the past the budget of SB Division had covered the expenses for small modifications to existing buildings (including experimental halls). When the SB budget could no longer support such expenditure, EP Division had sometimes paid for such expenses, but now the end user who had requested the modification, had to pay.
- 1982 : telephone calls of 15 minutes and longer (PE).
- 1983 : DD Division covered from that year onwards the cost of on-line computer maintenance only during normal working hours, supplementary maintenance outside these hours being charged to the users requesting the service.
- 1983 : Installation of terminals (DD).
- 1983 : Gas for experiments (PS and SPS).
- 1984 : Manufacturers computer user manuals, where manuals produced by CERN remained free of charge (DD).
- 1985 : Due to the lack of on-site storage space, a few 100 m² were rented in the Meyrin industrial area. Groups who had their equipment stored there, had to pay the cost (EP).
- 1985 : Film development (EF).
- 1985 : Standard gas racks (EP).
- 1985 : Stationery stores ("économat") (EP).
- 1986 : It was foreseen that, as was already the case in other divisions, also in EP Division radio-receivers ("beeps") would be charged to groups, at a cost of 1120 SF for a new receiver plus repair costs.
- 1986 : In the context of the restructuring, printing services given so far by DOC Department, would be available from an outside contractor charging the end user.

Blair said that this was a summary of the present situation concerning services charged to groups. Albrow wondered how large the actual savings due to these measures had been. Blair said that there was not a simple answer to that question but that it was already intended that the running cost of services be borne by the end users.

Fabjan remarked that for a CERN group the various changes meant mainly a change in the accounting system which he considered helpful to make the groups aware of the costs of the infrastructure. Albrow pointed out that for an outside user group the charging of services was not just a question of the accounting system but was rather felt as double charging as the infrastructure was already paid for by the CERN subscription. He feared seriously that if the present tendency would continue, participation in experiments at CERN would become too expensive for users.

Klapisch recognized that the number of services rendered by CERN free of charge had diminished and foresaw that this tendency would continue in future, as the CERN budgets could no longer pay for them, LEP being constructed under boundary conditions very different from e.g. the SPS. Moreover the number of users had increased dramatically which, at constant budget, implied that per user less services could be provided free of charge. He denied that the measures taken consisted in a simple transfer of

cost from CERN to the outside users, but that real savings had been achieved. Klapisch quoted as an example the introduction of charging long telephone calls to the users : the bill for such calls had diminished by some 300-400 kSF, accompanied by a noticeable reduction in automatically established calls. This proved that people tend to use services to a lesser extent as soon as they realize their cost. As to the notion of double charging he felt that CERN had to provide evidence to the Member States that it was spending the budget in the best possible way, but that with the limited resources made available to the Laboratory, restrictions had to be made. Niebergall remarked that some of the services charged to users caused legal problems to some of them. It was for some institutes legally impossible to pay e.g. for long telephone calls or renting cars.

Lillethun agreed with Fabjan's statement that charging services made users aware of cost. He added that in his view the length of the list of services charged to users was immaterial provided CERN would compensate it through a financial allocation to each group which could then decide itself for which services it wished to use this money. This would also solve the problem mentioned by Niebergall. Blair considered Lillethun's suggestion interesting although its implementation did not seem straightforward. Fabjan said that he was in favour of a kind of exploitation fund for outside users. Blair remarked that already now EP Division could give financial support to collaborations without CERN participation, however at a very modest level only due to the severe budget limitations.

The Chairman considered that charging the running cost of the infrastructure to the users implied for the physicists in the Member States that it was of no advantage to them that their country was a Member State. Damgaard, supported by Leder, said that too many services were charged to outside users. This was in particular felt by users from the smaller Member States where the country's contribution to CERN was an order of magnitude larger than the home budget for particle physics. Klapisch reminded members that in the present budget situation where there were 120 MSF missing for the LEP project as a consequence of Council decisions, CERN management had to make decisions with boundary conditions which had changed dramatically compared to the situation ten years ago when CERN had available more money to serve less users.

Albrow and Websdale warned that CERN management should not try to solve its problems by putting financial pressure on its users which experienced already such pressure from their government concerning home budgets.

Gracco stated that he agreed that charging service made the users more responsible, but expressed unhappiness that very regularly new items were added to the list, of which it was hard to judge the necessity and impact (e.g. printing and photograph). He felt strongly that such measures should only be taken after discussion in ACCU. The Chairman and Albrow subscribed to this statement.

The Chairman summarized the discussion with the following conclusion: ACCU requests that CERN management consults ACCU before taking decisions and implementing measures leading to additional charges to the user community. ACCU recognizes that charging services to users improves responsibility, and suggests that before the next meeting a study should be made as possible compensation along the lines proposed by Lillethun.

7. Restructuring of CERN

Klapisch said that CERN management had felt a need for an improved allocation of resources in view of the LEP project and the longer term future of the Laboratory. In a first phase, Ferger had been asked to propose a restructuring of the technical services which subject to Council approval would take effect on 1 January, 1986. The reorganization of the administration and the research divisions was foreseen in following stages, whereas also the functioning of the accelerator divisions would be investigated.

Ferger recalled that in the beginning of the 1980's the Director-General had asked for working parties to investigate criticisms related to among others the technical services. Some of the recommendations made in 1983 had been implemented, but another study had been deemed necessary in view of the situation as outlined by Klapisch. He quoted the objectives of the recent study as follows :

- to review the modes of operation of the technical services
- to create transparency for the activities of the services (i.e. to make clear who is responsible for what)
- to concentrate available manpower and money by avoiding duplication, although some degree of competition should be maintained
- to reduce, and whenever possible, eliminate non-vital activities
- to inject new ideas for management and technology into the services
- to give support to activities required for the priority programmes of the Laboratory.

As a result, the study made proposed the redeployment of CERN staff and money by creating a new ST Division (Technical Support Division) which would consist of six groups : Mechanical Support Group, Electrical Installations and Alarm Systems Group, Special Technologies Group, Cooling, Heating, Air Conditioning and Ventilation Group, Stores and Light Transport Group. The existing Technical Inspection and Safety Commission would administratively become part of the new Division, but its Leader would continue to report directly to the Director-General. The staff of the new Division would largely come from the present SB Division which would disappear whereas a number of services in other divisions would also become part of ST Division. The staff strength of the new division (excluding TIS) would be about 420 people which implied a gain of 100 posts (which would be made available to the priority programmes of CERN) and an ultimate liberation of 6 MSF.

Bradamante queried whether existing services were going to disappear. Ferger answered that in essence no service would be suppressed, but that the availability of some services would be less immediate. He urged the users to inform him of any problems due to the new structure which they would encounter.

Klapisch added that in addition to the 100 people mentioned by Ferger there were also plans to transfer for a period of 3 years 80 people now attached to EF Division to the LEP project; they would reintegrate into EF afterwards, to work again on experimental support activities.

Klapisch then turned to the research Divisions, of which Theoretical Physics Division and largely Data Handling Division had been excluded from the restructuring study which had concentrated on the EP/EF complex. He

recalled that these two divisions had been created some 10 years ago, and that at that time EF Division had been given the responsibility for the large (mostly multi-purpose) facilities. With time the distinction between EP and EF Divisions had become less clear, and in particular for small experiments it was no longer evident which of them to address for support.

Analyzing the functions of EP plus EF Divisions, Klapisch distinguished the following three main components :

- CERN as a research institution
- building and supporting experiments
- supporting the (growing) user population composed of CERN Staff and outside users - both parts to be treated in the same way -.

The question was now which was in the present circumstances the optimal structure to accommodate these three functions. Klapisch quoted as possible solutions :

- one big division exercising all three functions. Such a unit would count about 700 CERN staff and 3000 outside users.
- three distinct units, each of them responsible for one of the main functions. In this case, there would be one unit with the task to do research, which would consist of the present EP Division less some technical and administrative services; a second unit to be responsible for supporting experiments; and a third unit (which should not be an independent division but rather a group attached to one of the other two units) with a logistics function, i.e. to care about every day life of the users and CERN research staff as discussed e.g. in ACCU. There would be one budget centrally allocated for each project; questions of detail like whether this budget would also cover the costs of prototypes and tests remained to be discussed. Secondly there would be divisional budgets from which consumables and help to outside user groups would be paid.

Klapisch added that these ideas had been presented to the senior staff of both EP and EF Divisions, and that the discussion at this meeting was the third part of the discussions. He stressed that no decisions had yet been taken.

The Chairman wondered what advantages such a new structure would have over the present situation. Klapisch argued that the new structure would allow a better overview over the resources and would lead to accountability of manpower. For this reason he was in favour of one unit per function although he remained open to the idea of one big division covering all three functions.

Blair remarked that the present structure permitted accounting for the use of manpower as the EP and EF Division Leaders discuss regularly with each other; also institutions like the electronics board common to EP, EF and DD Divisions had been in existence for several years. Klapisch said that accountability might be possible in the present structure but that it would certainly be easier in the new scheme. He repeated that CERN had an outdated structure not adapted to the present way of experiments by large collaborations. Blair wondered whether solutions like proposed in the context of the creation of ST Division would not be preferable, i.e. the workshops stay in the division but ST Division ensures a better coordination. The Chairman queried whether a merger of the electronics activities of EP and EF Division would improve the efficiency of the

services rendered. Klapisch agreed that coordination was the main item which did not necessarily imply merging services.

Niebergall asked whether figures were available as to savings in manpower and money when the new structure would be implemented. Klapisch said that the question was how CERN could make optimal use of the available resources; in particular a new scheme needed to allow for allocation of resources to projects which was not possible at present.

Gracco remarked that the scenario presented was not completely clear to him and wondered whether the emphasis was an allocation of people or of money. Klapisch said that the new structure should allow to keep track of both. Albrow added that he failed to see how the new scheme made accountability of human resources easier.

He then asked what would happen to DOC Department which rendered a number of important services to the users. Klapisch answered that the restructuring of the administration was still under discussion. In case DOC Department would cease to exist, the library and typing pool could be transferred to become part of a research division, or alternatively stay part of the administration. He asked members to reflect on this issue.

As time did not allow further discussion on this agenda item, ACCU agreed to continue the discussion at its next meeting. ACCU took note of the presentation concerning the foreseen restructuring of the technical services. ACCU asked to be consulted if a more definite project concerning a possible redeployment of resources in the scientific divisions should materialize. ACCU would like to caution against a restructuring which would disrupt the efficiency of the scientific divisions. ACCU felt strongly that any new structure should avoid an administrative separation of users and CERN research staff.

8. Membership 1986/87

The secretary reminded members that the normal duration of membership was four years, i.e. members who had served for two years at the end of 1985 could be proposed for extension for another two years. Otherwise the normal procedure was that for each place becoming vacant, the relevant Member State proposed the names of two or more candidates.

The Chairman requested that all proposals should reach him by the end of November.

9. Date of next meeting

The date and time of the next meeting was fixed on Friday 7 February, 1986 at 2 p.m sharp.

The Chairman had to leave the meeting at this moment, and he invited Albrow to take the chair for the rest of the session. He apologized to Hentsch that it had not been possible to discuss the agenda item "Public Relations at CERN" and proposed that this would be taken up at the next meeting. It was so agreed.

10. Any other business

Blair said that at the request of the Fire Service he raised the question of transport services outside normal working hours. At present any time users who needed transport could ring the firemen for a radiocar, which was evidently not their primary duty. According to available statistics there were 200 such transports outside working hours per day. The Fire Service

was proposing to suppress this service and to replace it by the following arrangement :

- from 6 p.m. until midnight there would be no on-call system, but scheduled transport at 6 p.m., 8 p.m., 10 p.m., and midnight
- from midnight until 8 a.m. radiocars could be called upon as at present with a guaranteed response time of 20 minutes.

After a short discussion ACCU felt strongly that the existing arrangements for transport services outside regular working hours should remain unchanged and requested Blair to transmit this feeling to the Fire Service.

11. Items for agenda of next meeting

Taureg requested the topic "Urgent Store Requests" to be put on the agenda. Leder asked for information on Caviar maintenance. ACCU decided to invite Butterworth to attend the next meeting to address this item, as well as other developments in computing at CERN since his last presentation. Moreover the item "Public relations at CERN", and further discussion on the restructuring (see above) should be put on the agenda.

G.J. Bossen

**SUMMARY OF THE 24TH MEETING OF THE ADVISORY COMMITTEE OF CERN USERS
HELD ON 8 NOVEMBER 1985**

Restructuring

ACCU took note of a presentation concerning the foreseen restructuring of the technical services, and was informed on ongoing discussions about a possible redeployment of resources in the scientific divisions. ACCU asked to be consulted if a more definite project should materialize. ACCU would like to caution against a restructuring which would disrupt the efficiency of the scientific divisions. ACCU felt strongly that any new structure should avoid an administrative separation of users and CERN research staff.

Services charged to users

ACCU requested that CERN management should consult ACCU before taking decisions and implementing measures leading to additional charges to the user community. ACCU recognized that charging for services improved responsibility, and suggested that a study should be made on possible compensation.

Restaurant opening hours

ACCU expressed its disappointment that the closing time was still 11 p.m. and reiterated that a closing time well after midnight (1 a.m.) should be reverted to.

Transport services

ACCU felt strongly that the existing arrangements for transport services outside regular working hours should remain unchanged.

Next meeting will be held on 18 February 1986.

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Date: 11 November 1985

M E M O R A N D U M

Copy to/Copie à:
R. Klapisch/DG
J. Lehmann/FI-EP

To/A: G. Bossen/PE
From/De: C. Fabjan/EP
Subject/: ACCU Discussion on Electronics Procurement
Concerne

At the ACCU meeting of 8.11.1985, I agreed to provide some information on recent difficulties with the procurement of some electronic components, which had to be purchased in the U.S.A.

a) Specific example: purchase of fast IC's in the ECL 100 000 series. These components were ordered in the USA but were retained for several months at the N.Y. customs agency. This particular problem was solved by asking one of our US collaborators to place the order for us.

b) General background: (provided by J. Lehmann, EP Purchasing Office)
The delays in delivery could be traced to incomplete paper work in relation with the "Import Certificate" required for certain items. The difficulties increased when Switzerland was placed on a "grey embargo list" which prompted the customs officials to be extremely strict with regulations, sometimes causing very long delays with bulk shipments. Furthermore, because of a change in the policy of the Reagan administration, Denimex, a New York based importer frequently used by CERN for their purchases in the US, lost the "Import Certificate" granted in the past globally on a yearly basis. Denimex (and presumably other similar companies) are now expected to request this certificate on a case-by-case basis, which requires three weeks at least. The EP Purchasing office is trying to minimize this delay by requesting the above certificate as much in advance as possible.

From this short investigation, I conclude that

- CERN is still able to import equipment which may be on the embargo list for Switzerland, albeit with additional delays, provided it is accompanied by the "Import Certificate";
- The definition of items, which fall under the embargo and therefore need an "Import Certificate" is ill defined: one has to be prepared for unpleasant surprises.
- unforeseen delays may occur, when overzealous Customs officials apply the rules strictly, or are not aware of the fact that CERN/Geneva is NOT a company in Switzerland.

Chris Fabjan