

# Reorganizations, Program Changes and Reduced Funding

The Fermi National Accelerator Laboratory is a U.S. Department of Energy (DOE) research laboratory, operated under DOE contract by Fermi Research Alliance (LLC), a joint partnership of the University of Chicago and the Universities Research Association (URA)

# Reorganizations

- Goal
  - Align and possibly reduce manpower by consolidating functions of similar groups
- Beamline Experimental Areas
  - 3 Operations groups (Meson, Neutrino, Proton)
  - One group (Experiment Area Operations) run all beamlines
- Immediate Issues
  - We do more than they do
  - Control Room location (which one do you use, or new)
  - Shift Schedule (12 hour shifts, time off, nightmare)
  - How do you pick Crew Chiefs?

# Reorganizations

- Immediate Issues Cont.
  - Whose procedures do you use?
  - How do you cross train? (Sharing knowledge not high on Operator agenda)
  - How does seniority play into it?
  - Morale changes daily
  - Cliques form quickly
  - Start off with many Operators
  - You can expect to lose a number of Operators

# Reorganizations

- Management Needs To Take Control
  - Determine direction of Operations and get everyone on board
  - Set up training for new direction
  - Set guidelines for shift schedule discussions
  - Keep group members informed
  - Rumors will be started daily, end them quickly
  - Make sensible/logical decisions on Crew Chiefs (Run in parallel)

# Reorganizations

- Management Cont.
  - You can scare operators and don't even know you are doing it
  - Timely communication is important and critical!
  - Treat everyone equally
  - Be prepared to deal with new personalities and problem people

# Program Changes

- Fixed Target reduced and Collider Started
  - Beamline Operators didn't have beamlines for long periods of time
    - Money to upgrade and repair started to dry up
    - Operators helping various support group
    - Run Beamlines when in Fixed Target operation
  - Integrated Operators into Collider Experiments
    - Consistency problems at experiments
    - Cryogenics
    - Alarms
    - Run systems for consistency (High Voltage)
    - Reliability increased

# Program Changes

- Collider and Fixed Target Simultaneously
  - Need for Accelerator and Beamline Operators at the same time
  - Reorganized to form one Operations group
  - Whole new ball game for Operators
  - Back to the problems with reorganization



# Program Changes

- Collider gone on to the Intensity Frontier
  - No more Tevatron stores spinning for hours
  - Management thinks crews should be reduced
  - Reduction through attrition
  - Training changes dramatically (Lost several machines)
  - Operators spend more time actively tuning machines
  - Upgrades, new beamlines and experiments provide a promising future



# Reduced Funding

- Turning off a machine due to funding
- Furlough
- Self-Select Voluntary Separation Program (SSVSP)
- Involuntary Separation Process

# Reduced Funding

- Turning off machine due to funding
  - Tevatron wasn't funded anymore
  - New problem for us, previously had something in the works
  - Still had a neutrino program to run
  - Fewer machines = Fewer operators
  - Shutdown for upgrades for future operation

# Reduced Funding

- Furlough
  - Take some number of weeks off without pay
  - Seems to be the most preferred
  - Has a duration (1 week spread out)
  - Everyone takes a hit, fewer bad feelings and worries
  - Can calculate impact on individual basis
  - Able to schedule crews around people being away and still operate

# Reduced Funding

- Self-Select Voluntary Separation Program
  - Only have to take it if you want
  - Good for people thinking of retiring
  - Good if you have another job
  - Several iterations of this coupled with involuntary separation
  - People get worried when coupled with involuntary separation

# Reduced Funding

- Involuntary Separation
  - Impacts entire laboratory
  - Typically can't replace people
  - People actively promote themselves
  - Worries operators and rumors start (Owl shifts)
  - Good people look for other jobs
  - No real positive outcome for operations

# Summary

- Strong lab management will plan and help get you through these times
- Tough to keep morale up during these times
- Will probably lose some good people
- Continue to do what we are good at doing
- Operators are pretty resilient and know they are needed to run the program