

HORIZON 2020

Research Infrastructures

H2020-INFRADEV-2016-1

INDIVIDUAL SUPPORT TO ESFRI AND OTHER WORLD-CLASS RESEARCH
INFRASTRUCTURES



IDEAAL

International Development of gAnil-spirAL2

Grant Agreement Number: 730989

D3.5 - Report on the new organisation of GANIL

Version: V3

Author: Marie Dominique FAIVRE

Date: March 24th 2021

PROJECT AND DELIVERABLE INFORMATION SHEET

IDEAAL Project Ref. №	730989
Project Title	International DEvelopment of gAnil-spirAL2
Project Web Site	https://ideaal.ganil-spiral2.eu/
Deliverable ID	D3.5
Deliverable Nature	Report
Deliverable Level*	PU
Contractual Date of Delivery	March 31 st 2021
Actual Date of Delivery	March 24 th 2021
EC Project Officer	Blagovesta CHOLOVA

* The dissemination level are indicated as follows: PU – Public, PP – Restricted to other participants (including the Commission Services), RE – Restricted to a group specified by the consortium (including the Commission Services). CO – Confidential, only for members of the consortium (including the Commission Services).

DOCUMENT CONTROL SHEET

Document	Title: Report on the new organisation of GANIL	
	ID: D3.5	
	Version : V3	
	Available at: https://ideaal.ganil-spiral2.eu/	
	Software Tool: Microsoft Office Word 2007	
	File: IDEAAL-Deliverable_WP3 D3.5_Report_on_the_new_organisation_of_GANIL	
Authorship	Written by:	Marie Dominique FAIVRE- GANIL
	Contributors:	Bertrand FRANEL - GANIL
	Reviewed by:	Sabrina LECERF - GANIL
	Approved by:	Marek LEWITOWICZ - GANIL

DOCUMENT STATUS SHEET

Version	Date	Status	Comments
1	31/07/2020	For internal review	
2	16/03/2021	For internal review	
3	24/03/2021	Submitted on EC Participant Portal	
		Final version	

DOCUMENT KEYWORDS

Keywords	Internal organisation,
----------	------------------------

Disclaimer

This deliverable has been prepared by Work Package 3 (Excellence of Access to Infrastructure) of the Project in accordance with the Consortium Agreement and the Grant Agreement n°730989. It solely reflects the opinion of the parties to such agreements on a collective basis in the context of the Project and to the extent foreseen in such agreements.

Copyright notices

© 2021 IDEAAL Consortium Partners. All rights reserved. This document is a project document of the IDEAAL project. All contents are reserved by default and may not be disclosed to third parties without the written consent of the IDEAAL partners, except as mandated by the European Commission contract 730989 for reviewing and dissemination purposes.

All trademarks and other rights on third party products mentioned in this document are acknowledged as own by the respective holders.

TABLE OF CONTENTS

List of Figures	4
References and applicable documents.....	4
List of acronyms and abbreviations	4
Executive Summary	5
Introduction.....	5
Section 1- Approach undertaken since April 2018	5
1-1 10 major work streams	5
1-2 A collective work method for co-construction	5
Section 2- New work organisation.....	6
2-1 Main characteristics of this organisation	6
Conclusion	9
Annex1: Organisation chart as from 1 st February 2021.....	10

*LIST OF FIGURES**REFERENCES AND APPLICABLE DOCUMENTS*

[1]

LIST OF ACRONYMS AND ABBREVIATIONS

CHSCT	Comité d'Hygiène, de Sécurité et des Conditions de Travail – Committee for hygiene, security and working conditions
QSE	Qualité, Sécurité, Environnement – Quality, Security, Environment
RPS	Risques psychosociaux – Psycho – sociological risks

EXECUTIVE SUMMARY

INTRODUCTION

GANIL'S principal vocation is to further knowledge, accompany and serve the scientific community in France and abroad.

GANIL is currently dealing with two scientific and human challenges (commissioning SPIRAL2 - LINAC in parallel to operating the existing Cyclotrons-SPIRAL1 facilities) and new scientific development projects (S3, DESIR, NFS, etc.)

It is supported by skilled technicians, engineers, researchers from CEA and CNRS and numerous national and international collaborations.

In response to all these scientific and human challenges, the GANIL management has initiated since 2017, a global reshaping of its internal organisation with the main objectives of improving laboratory efficiency, coordination and collaboration among teams, clarifying roles, responsibilities and interfaces between teams, simplifying procedures and improving the conditions and quality of work. The global objective of this approach is of course to improve the service provided to the scientific community at home and abroad.

SECTION 1- APPROACH UNDERTAKEN SINCE APRIL 2018

1-1 10 MAJOR WORK STREAMS

- Diagnostic of the existing organisation
- Analysis of existing psychosocial risks (PSR)
- Reshaping the PSR prevention mechanism
- Issues and challenges associated with the project
- Reshaping the organisation of work, work content, operating and management methods
- Analysis of the risks associated with the project
- Inventory of skills and employees' career aspirations
- Human Resources guidance
- Developing communication
- Developing steering tools

1-2 A COLLECTIVE WORK METHOD FOR CO-CONSTRUCTION

Based on:


- A steering committee led by AEGIST, an outside consultant, Director; Deputy Director; Project Manager, Head of Human Resources department.
- Individual interviews:
 - By the consulting company AEGIST: 42 interviews conducted
 - By the Project Manager and Head of Human Resources: 200 interviews
- 11 topic-based Working Groups responsible for finalising the organisation specifications by analysing procedures and risks.
- A hygiene, safety and working conditions committee (CHSCT) Working Group responsible for risk analysis based on the specifications produced by the first two Working Groups (GT1: Planning and coordination committee ; GT2: Operations management)


- All conclusions from the Working Groups and the consultant's analysis, production of the organisation proposal, its validation by management.
- Procedures or activities ensuring implementation terms and conditions, the feasibility of the organisation proposal and the associated risks elaborated by the Working Groups.
- A road map of actions to take during and after project implementation.
- Collective communication (Plenary General Meetings at each project milestone).
- An intranet communication device (online presentations, lists of participants in the Working Groups and consultant's summaries).
- A mechanism for overseeing and regulating implementation.


SECTION 2- NEW WORK ORGANISATION


Implementation based on the conclusions of the Working Groups selected by the steering committee and validated by staff representative bodies.

2-1 MAIN CHARACTERISTICS OF THIS ORGANISATION

 **Activities divided into processes** (operations and developments, physical and general support) covering all the GANIL SPIRAL1 and SPIRAL2 facilities to provide clarification, coherence, simplification and flexibility.

 **Work to clarify the scope,** missions, interfaces, responsibilities and actors in each group.

 **A common transverse steering mechanism based on a new segmentation of the activities.**
Implementation of segmentation in coordination with the "projects and activities planning and coordination" committee which is the cornerstone of this new organisation.

 **Simplified, streamlined governance structure:**
Director and Deputy Director, 3 heads of transverse committees and 3 heads of divisions.

➔ A "projects and activities planning and coordination" committee responsible for coordinating projects for which GANIL is responsible or to which GANIL contributes. The committee is in charge of planning in liaison with project managers, application of GANIL's strategy on connecting projects and activities, analysis and anticipation of workloads, organisation of the "programmes" committee and preparation of decisions for management. Project managers remain attached to the operational divisions.

➔ An "innovation, valuation, partnership and communication" committee in charge of leading the process of in-house valuation, innovation and scientific development at GANIL and in close liaison with the physics division.

This committee contributes to the internal and external communication at GANIL. It coordinates the development and monitoring of international collaborations, European projects and national funding requests. It also organises the in-house processes of technology watch and knowledge transfer.

➔ A "Safety-Quality" committee in charge of applying the safety/quality policy and strategy at GANIL and second level safety control. This committee is supported by the operational safety-security teams from the general support division to implement approaches and actions within its remit.

The “safety re-examination” project manager is attached to the committee.

The committee leads and coordinates QSE officers in charge of actions related to quality, conventional safety and the environment.

An “Operation and Development” Division:

Responsible for accelerators’ operation and beam delivery up to the experimental rooms, and brings together operational activities of accelerators and experimental rooms as well as technical “support activities associated and the dedicated research and development projects and activities.

The division is supported by:

- **A “facilities scheduling and management” group:**

Looks after the technical coordination of experimental rooms and accelerators, ensures technical attention for experiments (in liaison with the “logistics infrastructure” group in the “general support” division and the “physics” division). The group:

- Contributes to planning of experiments;
- Provides daily scheduling for the division’s activities;
- Ensures the availability of material resources (maintenance of equipment, building works, etc.) and human resources for the entire “operation and development” division, and establishes a link with the “activities and projects planning and coordination” committee.

- **An “Operators” group:**

Responsible for machine operation up to the experimental rooms. Outside operating periods, operators are assigned to other duties within according their expertise.

- **A “Beam dynamics” group:**

Looks after machine operation, settings and adjustments and developments associated with different projects and experiments in liaison with the trade groups from the “operations and development” division and the “physics” division.

- **A “Target - Sources” group:**

Ensures the exploitation, maintenance and development of all types of ion sources and target (for beam production and physics).

- **“Trade” groups supporting operations:**

- **A “vacuum and cryogenics” group**

Takes care of the vacuum in the beamlines and the cooling of magnets and cryostats for the transport and acceleration of ions in the accelerator

- **A “mechanical” group:**

Takes care of design office services, the manufacture or machining process for parts up to assembly and alignment.

- **A “beam equipment” group:**

Combines the activities of diagnostics and transverse electronic systems; high frequency, power supply and charge.

- **An instrumentation and control group:**

Combines the “hard-wired logic” electrical engineering, machine automation and IT.

A “Physics” division

Combines research activities in nuclear physics and experiments. It is composed of a group of researchers (Physics Group) and the “detections and acquisition” group (DELTA).

It brings together the activities of detection and acquisition, thereby facilitating decompartmentalisation and links with other divisions, maximising the potential for scientific production and promoting internal collaborations at GANIL.

In this way, it streamlines the mechanisms for the developments and operation required for scientific production.

The Scientific coordinators for the experiments are members of the Physics Group and they closely collaborate with the “detections and acquisition” group.

Experimental halls’ coordination duties are attached to the “facility scheduling and management” group in the “operations and developments” division.

A general support division:

Includes all general support duties (“administrative, general technical support and infrastructure, logistics, IT, security, safety, radiation protection, environment, health”) in order to work together around the above mentioned activities, promote the pooling of resources and skills, develop career paths, partnerships and collaborative work between different activities, valuing trades, activities and skills; reinforcing all these duties by professionalising them and reinforcing links between all transversal activities.

This combination does not in any way contradict the legal obligations and liabilities, particularly those included within the “security-safety” group (PCR: radiation protection officer, ISE: Facility Safety Engineer, CI: Facility Manager, etc.) and in the Health at Work service, regardless of these different duties.

This division is composed of:

- **A Health at Work service:**

Keeps naturally all its prerogatives and to that extent is attached to the central level in this division.

- **A security, safety, radiation protection and environment group:**

Combines “operational” security activities (security studies and support for installations); health and safety in the activities related to physical protection; radiation protection, protection of the environment and waste.

- **A “HR” group:**

Manages human resources in relation to HR department of the two supervisory bodies CEA and CNRS.
In this context, the role of the group has evolved to take in charge of HR developments, guide changes, monitor “social relations”, employment, training and administrative management.

- **A “Procurement and finance” group:**
 - **Procurement**
 - Applies the “procurement” process based on the mechanism implemented by the dedicated working group.
 - Clarifies the role and scope of each buyer.
 - **“Finances-Budget”**
 - Identifies a dedicated “reporting/dashboard” function.
 - Reinforces the link with the “procurement” function.
 - Reinforces the link between budget and general and analytical accounting (skills, process, tools).
- **An “IT and infrastructure” group:**
Includes all IT network support activities, applications and tools for all GANIL activities.
- **A site infrastructure and logistics group (Buildings Reception and Utilities):**
Includes all the activities related to:

Technical support for infrastructure: Fluids, power, nuclear and general ventilation; maintenance; civil engineering.

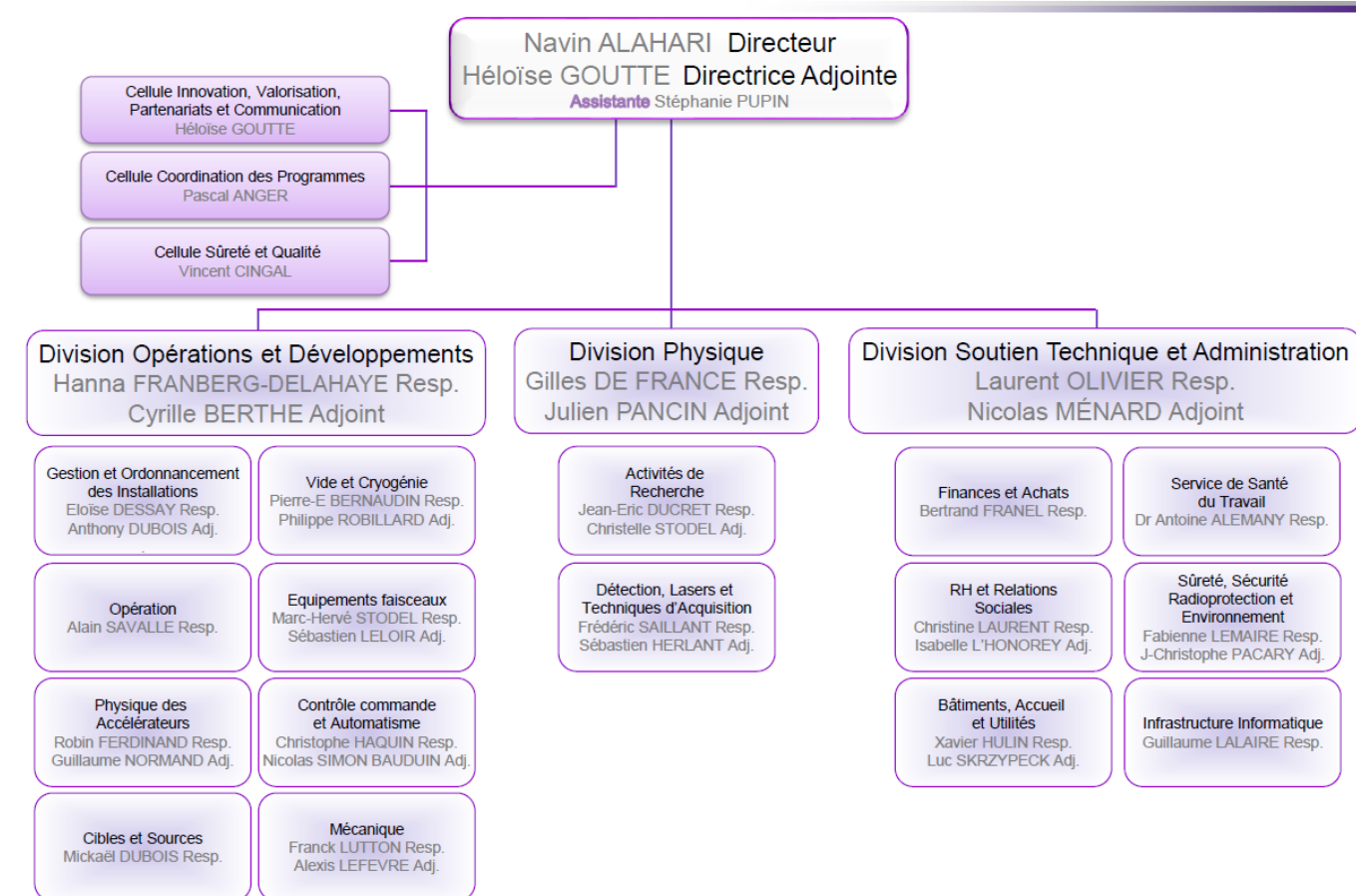
Logistics and reception: General reception, warehouse (materials and supplies, tools), reception. One of the main activity of the General reception is to welcome the users, and to contribute to the user office which is redefined in the frame of the task “definition of the new user office: deliverable D3.2

CONCLUSION

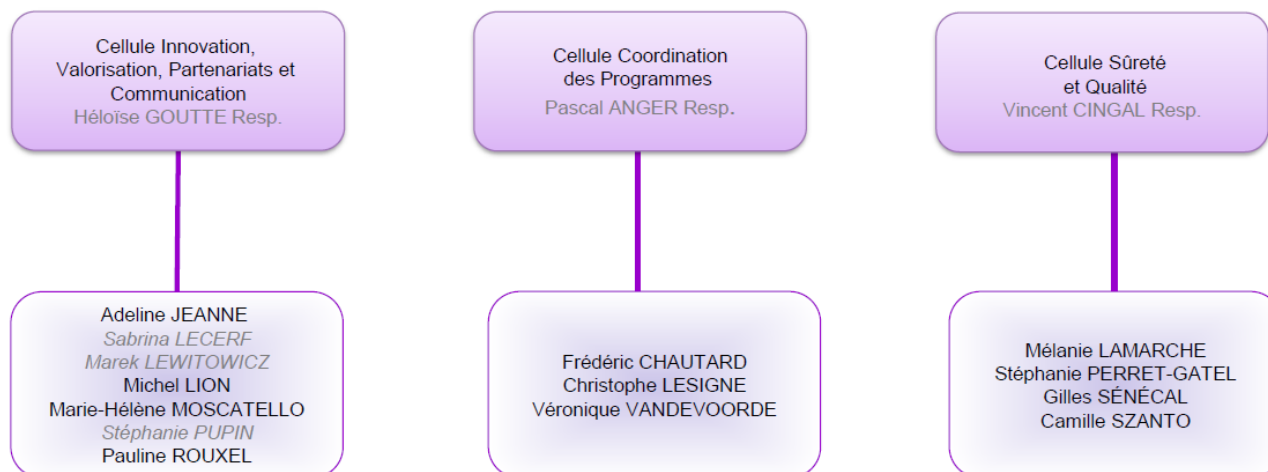
This new organisation, introduced on 1st February 2019, takes the ongoing parallel approaches of:

- Constant monitoring, guidance and improvement in its deployment.
- Redesigning steering tools (especially with the production of a long-term strategic plan)
- Identifying and stepping up skills with a Future Jobs and Skills Management (GPEC) approach for the entire laboratory.
- Prevention of Psychosocial Risks is based on a periodic follow-up survey.
- Improvement in all areas related to Corporate Social Responsibility (CSR): (quality of life at work (QLW), Environment, insertion, etc.).

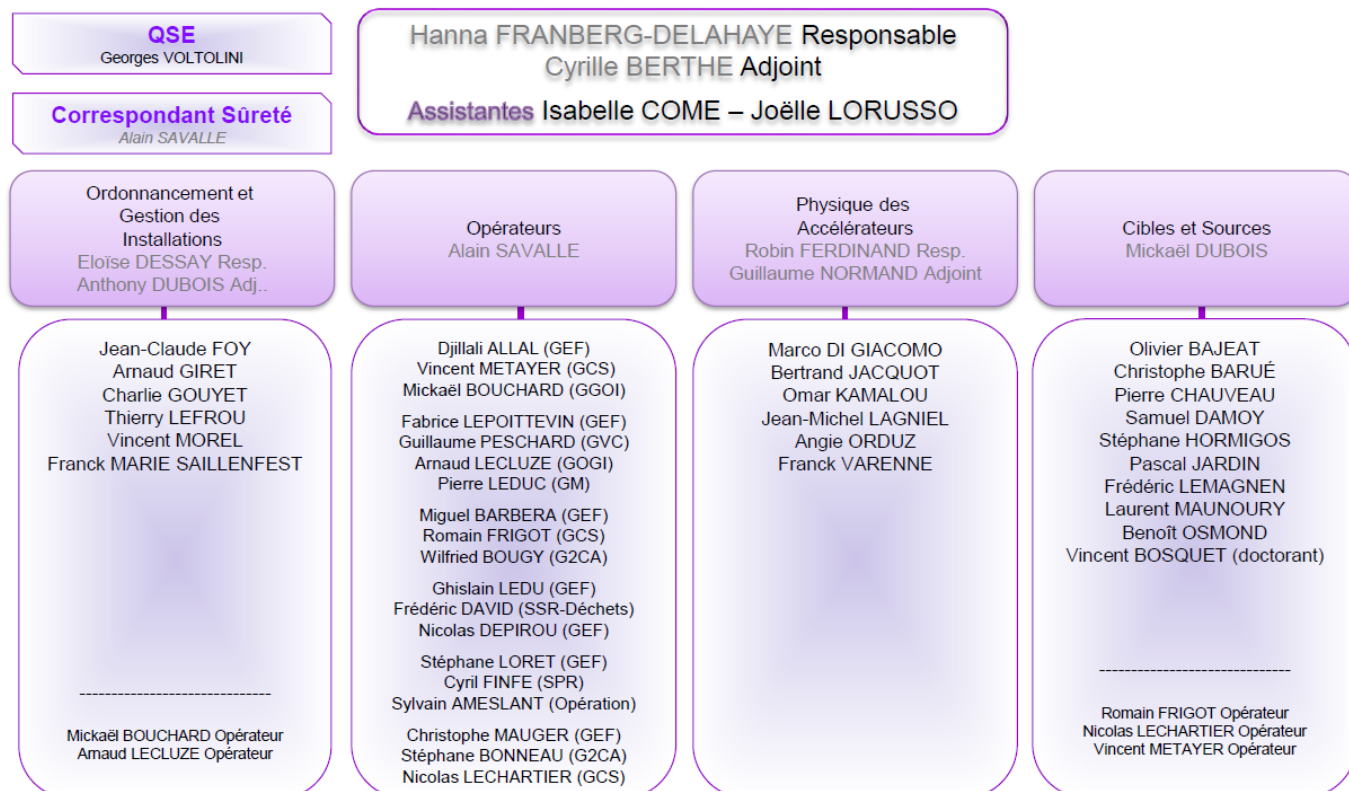
-

ANNEX1: ORGANISATION CHART AS FROM 1ST FEBRUARY 2021

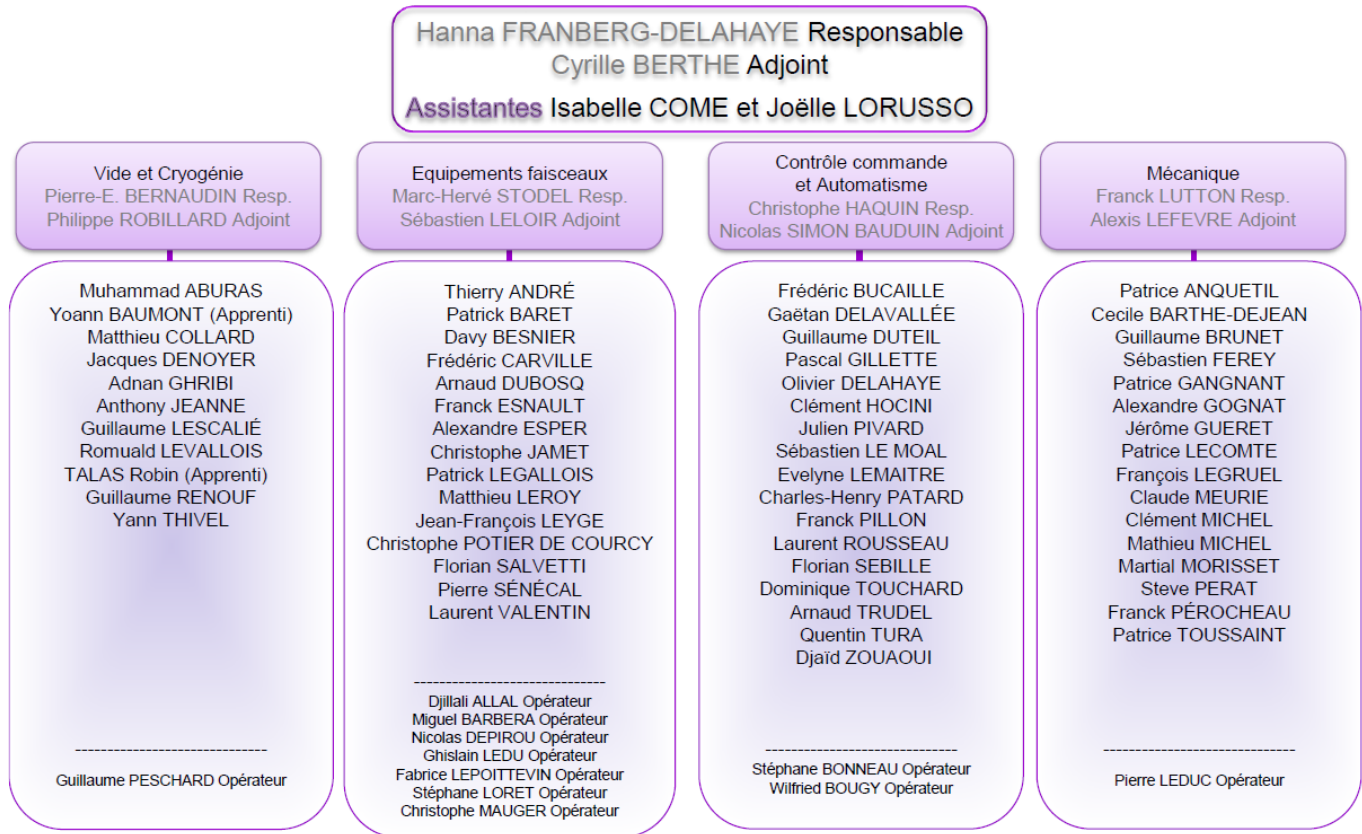
Cellules Direction



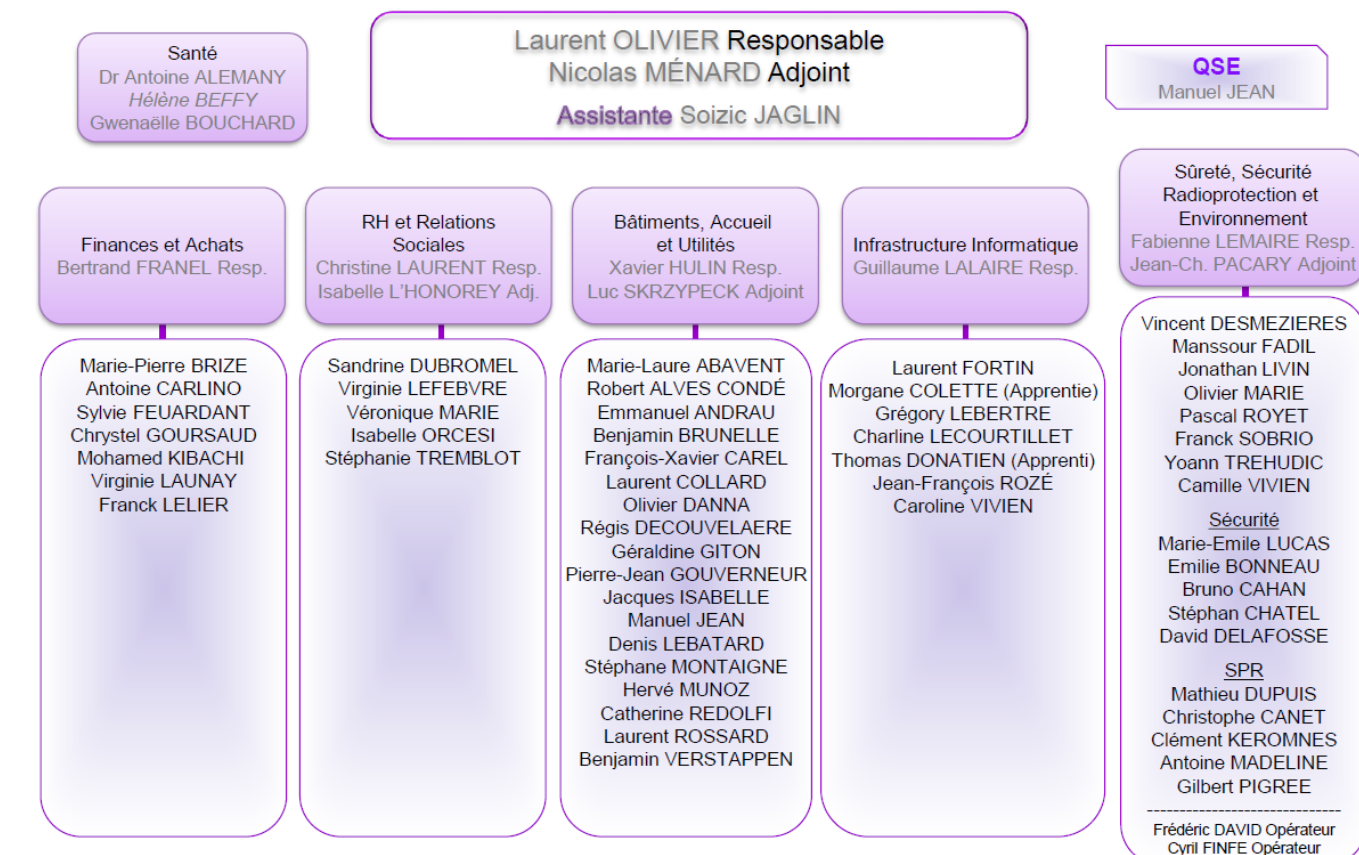
Division Opération et Développements page 1



Division Opération et Développements page 2



Division Soutien Technique et Administration



Division Physique

QSE

Gilles DE FRANCE Responsable
Julien PANCIN Responsable Adjoint
Assistante Sabrina LECERF ROSSARD
Mélissa FASSEAU (Apprentie)

Activités de Recherche
Jean-Eric DUCRET Resp.
Christelle STODEL Adjoint

Détection, Lasers et
Techniques d'Acquisition
Frédéric SAILLANT Resp.
Sébastien HERLANT Adjoint

Dieter ACKERMANN
Beyhan BASTIN
David BOILLEY
Lucia CACERES
Rikel CHAKMA
Abdelouahad CHBIHI
Emmanuel CLÉMENT
François DE OLIVEIRA
Pierre DELAHAYE
Anthéa FANTINA
Chloé FOUGERES (doctorante)
John FRANKLAND
Anne-Marie FRELIN LABALME
Panagiotis GEORGIOUDIS
Alexis DOUDARD (doctorant)
Tom GENARD (doctorant)
Nishu GOYAL (doctorante)
Maxime HENRI
Shumpei KOYAMA

Armel KAMAYERO (doctorant)
Xavier LEDOUX
Antoine LEMASSON
Julien LEMARIÉ (doctorant)
Marek LEWITOWICZ
Alejandro ORTIZ CORTES (doctorant)
Julien PIOT
Marek PLOSZAJCZAK
Diego RAMOS
Maurycy REJMUND
Blaise-Maël RETAILLEAU (doctorant)
Thomas ROGER
Hervé SAVAJOIS
Abhilasha SINGH
Olivier SORLIN
Jean-Charles THOMAS
Ablayhan UTEPOV (doctorant)
José LINARES (doctorant)
Piet VAN ISACKER

Anjali AJAYAKUMAR (doctorante)
Chiheb BELKHIRIA
Maria BLAIZOT
Abderrahman BOUJRAD
Patrice BOURGAULT
Sébastien COUDERT
Blandine DUCLOS
Georges FREMONT
Johan GOUPIL
Charles HOUARNER
Nathalie LECESNE
Luc LEGEARD
Renan LEROY
Clotilde MAUGEAIS
Laurent MÉNAGER
Charly NICOLLE
Roman REVENKO
Gilles WITTWER
Maud PRIEUR