EUROPEAN SOUTHERN OBSERVATORY

La Silla Observatory

SCIENCE OPERATION DEPARTMENT

Re-Engineering Project:
Management and Administrative Structures

LSO-PLA-ESO-90000-5/1.0

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Revision History

0.1	2002-05-09 first draft, ohainaut
0.2	2002-06-09 second draft, ohainaut
0.3	2002-07-01 review version with comments
1.0	2002-07-02 release

Content

1.- INTRODUCTION

1.1- PURPOSE and SCOPE

This document is the result of the meeting that took place on Thu. 2002 May 09 at La Silla and Vitacura. Were present at that meeting Christian Esparza Eduardo Matamoros, Emilio Barrios, Gaetano Andreoni, George Hau, Jorge Santana, Jorge Vilaza, Juan Fluxa, Karla Aubel, Manuel Pizarro, Mauricio Martinez, Monica Castillo, Olivier Hainaut, Paul Le Saux, Rene Mendez and Ricardo Parra at La Silla, and Leonardo Vanzi and Michael Sterzik in Vitacura. This document was circulated for comments, which were collected by R.Mendez, and included in version 0.3 of this document (review version), resulting in version 1.0

This document discusses the administrative structure of the Science Operation Department (SciOp) of La Silla, in the framework of the restructuration of the 2p2, 3p6 and NTT Teams. This document will eventually become part of the larger document describing SciOp as a whole.

1.2- STYLISTIC CONVENTION

In this document, "he" and "his" refer to the position described. In practice, these position can be occupied by people of any known or unknown gender. So, this note replaces all the she/her.

1.3- ACRONYMS AND DEFINITIONS

SciOp: La Silla Science Operation Department
LED: La Silla Engineering Department
MET: MEdium-sized Telescope Team (current) or Section (in Sciop)
OpA: Operation Astronomer
TIO: Telescope and Instrument Operator
SEST: Sweeden/ESO Submilimetric Telescope
APEX: Atacama Pathfinder EXperiment
IFo: Instrument Force
IFoL: Instrument Force Leader
AS: Astronomy Section
ASL: Astronomy Section Leader

1.4- DOCUMENTS AND REFERENCES

- [1] LSO-PLA-ESO-90000-1 SciOp General Operation Plan
- [2] LSO-SPE-ESO-00100-4 Team Leader and Head of Deptm: Job Descriptions
- [3] LSO-PLA-ESO-90000-6 SciOp Staffing Plan

2.- MANAGEMENT STRUCTURE

2.1- INTRODUCTION and PRELIMINARY DISCUSSION

The current teams have a flat structure under the Team Leader. It is not possible to keep a completely flat structure for the SciOp department. Indeed, as it will be composed of 44 people in Jul.2002 (24 people in "steady state" operation beyond 2004), it constitutes too large a group to be managed by one person. The SciOp Department has to be divided in sub-departments, or **Sections** of about 10 people each. These Sections are lead by a "**Section Leader**".

In the discussion that lead to this document, two main structures were considered.

- **Model 1:** SciOp be divided in
  - an Astronomer Section which is composed by all the astronomers of SciOp (Staffs, OpAs, Fellows...), lead by a senior
  - two TIO Sections, each of them lead by a senior TIO. The two sections are split along the natural division of the turnos.

  Pros: Equally distributed work load. Fairly well match the structure of PO SciOp, that is proven to work. This is also an advantage in the eventuality of a merging.

  Cons: there were some discussion about the need of a lead astronomer; it was finally decided that the Head of SciOp cannot manage all the astronomers, plus the other heads of sections.

- **Model 2:** the SciOp administrative division match the Instrument Forces described in [1]. The head of each Instrument Force would also be the administrative head of that group.

  Pros: administrative structure matches the technical structure (is it really a pro?)

  Cons: work distribution uneven. Schedule would be a nightmare if performed by the head of sections. Bad past experience: in the former "IR group" (which existed before the Teams), the re-cycling of IR staff attached to a decommissioned instrument proved difficult. Structure incompatible with Paranal.

The outcome of the discussion was that Model 1 will be implemented.

2.2- ADMINISTRATIVE ORGANIGRAM

Science Operation

Head of SciOp

Astronomers' Section	**TIOs' Section**		**Operation Engineers**		(until Sep.30, 2002) **MET Operation**
Astronomer Section Leader	**Turno A**	**Turno B**	**OpEng** (also deputy to HoSciOp)	**OpEng** (also deputy to HoSciOp)	**MET Section Leader**
Astronomers	**TIO-A Section Leader**	**TIO-B Section Leader**	Documentation/Web Specialist	Data Handling Operator	1.52 ESO + 1.54 Dk Operation
	TIOs	TIOs			WFI Operation

2.2.1 Introduction

This section describes the administrative structure of SciOp, taking into account the discussions outlined in the previous paragraph, and the actual staff as described in the SciOp Staffing Plan [3].

2.2.2 Head of SciOp

The job description of the Head of SciOp (HoSciOp) is given in "Team Leader and Head of Deptm: Job Descriptions" [2].

2.2.2.1 Deputies

HoSciOp will be assisted by two Deputies. These deputies will be the two Operation Engineers. As they work in contra-turno, HoSciOp and his deputies will ensure a complete time coverage.

The responsibilities delegated to the Deputies include:

- Change of schedule of all members of SciOp except themselves and HoSciOp,
- Leave requests for periods of less than 1 week
- Urgent PRs

2.2.2.2 Safety officer

SciOp will have a safety officer, who reports directly to the HoSciOp, and whose duties include the monitoring of safety, prevention of hazards and dangerous situation, and improvement of safety throughout all SciOp activities. He shall also be the main interface with the La Silla Safety officer, but does not report to him.

2.2.3 Operation Engineers

They report directly to HoSciOp. Their administrative duties are

- Deputies to the HoSciOp (cf above).
- Participate to recruitement boards for TIOs and OpEng
- Prepare a monthly report on their achievements, activities, concerns and projects, for the Head of SciOp.
- Supervize the Documentation/Web Specialist and Data Handling Operator.
- Manage general operation budget (633) and Telescope Project budget (644)

2.2.4- Astronomy Section

The Astronomy Section is composed by all the La Silla astronomers affiliated to the SciOp department (i.e. all LSO astronomers, except La Silla Director, Head of SciOp and SEST/APEX astronomers), including Staff, OpAs, Fellows.

This Section is leaded by the **Astronomy Section Leader**, who is appointed by Head of SciOp of a period of 1yr, renewable. The duties of the Astronomy Section Leader include:

- Distribute and follow-up the SciOp Goals and Objectives among the astronomers
- Performance Appraisal of the astronomers (yearly performance review, and provide input for the Personal Action Forms for contract renewal).
- Prepare the astronomer’s schedule on a trimester bases.
- Approve trip changes for the astronomers (his own changes are approved by HoSciOp or deputies).
- Participate to the SciOp recruitement processes:
    - Participate to the Fellow Selection Committee, and nominate another representative of SciOp among the Astronomers.
    - Participate to the Staff/OpA selection boards.
    - Participate to the TiO and OpEng selection boards.
- Prepare a monthly report on the achievement, activities, concerns and projects, for the Head of SciOp. The achievement section can contain metrix of the operation, but it must be noted that the instrument metrics (shutter efficiencies) are technical matter, which belong to the Leader of each Instrument Force, and not to the Head of Astro Section.

It must be noted that these are only administrative duties: this document deals with administrative structure. Technical and scientific issues are dealt with in the framework of the Instrument Forces [1]. The Astronomy Section Leader can be head of one of the Instrument Forces, but this is not linked to his appointment as Decurion.

2.2.5- Operation Section

The Operation Section is composed by all the La Silla TIOs affiliated to SciOp (i.e. all TIOs of La Silla except those affiliated to SEST/APEX and non-SciOp Telescope, if any).

This section is split in two sub-sections according to the turnos, in order to form two more or less equally sized groups. Each of the groups is lead by a senior TIO, appointed by HoSciOp for a period of 1yr, renewable. The duties of both TIO Section Leaders include:

- Distribute the SciOp Goals and Objectives among the TIOs of their group.
- Performance Appraisal of the of their group (yearly performance review, and provide input for the Personal Action Forms for contract renewal). In case a TIO changes turno during the year, the Leader of the turno in which he is at the end of the year will consult with the Leader of the other turno for the appraisal. The PAFs will be prepared by both Leaders.
- Prepare the TIOs' schedule on a trimester bases, including inter-Force/Telescope training, and change of turno if needed.
- Approve trip changes for the TIOs (their own changes are approved by HoSciOp or deputies).
- Participate to the SciOp recruitement processes:
    - Participate to the TIO Selection boards.
    - Participate to the OpEng selection boards.
- Prepare a monthly report on the TIOs' achievements, activities, concerns and projects, for the Head of SciOp.

2.2.6- MET Operation

From Jul.1, 2002 (start of SciOp) until Sep.30, 2002 (end of 2x1.5m telescope operations), the current MET will remain a separate entity within SciOp. The current staff, structure and operation of MET will be preserved (except the Electronics, who will be on the LED staff as of Jul.1) as one of the SciOp Sections. During this transition period, the MET Leader will report directly to HoSciOp.

However, in oder to start the implementation of SciOp within MET,

- some non-MET SciOp TIOs will already start getting trained at the 2.2m
- MET will start implementing SciOp reporting and operation system (i.e. daily meeting, monthly report, etc.)
- the astronomers and TIOs of MET will be integrated in the Instrument Forces.

3- BUDGET

3.1- CURRENT SITUATION

In 2002, the Telescope Teams used the following budget Work Packaged:

- 632 NTT Operations, LSO/LNT, O.Hainaut
- 633 3.6m Telescope Operations, LSO/CFT, M.Kuerster
- 634 Medium-Size Telescopes Operations, LSO/MET, R.Mendez
- 637 WFI Operations, LSO/MET, R.Mendez

- 642 NTT Maintenance, LSO/LNT, O.Hainaut
- 643 3.6m Telescope Maintenance, LSO/CFT, M.Kuerster
- 644 Medium-Size Telescopes Maintenance, LSO/MET, R.Mendez
- 694 NTT Upgrade, LSO/LNT, O.Hainaut

3.2- BUDGET STRUCTURE

The proposed Work Packages are the following. That structure was decided in order to follow closely the technical struture of SciOp.

- **632 SciOp Management**
  - WP Manager: HoSciOp
  - WP Approver: LSO Director
  - Purpose: travel, training, ...
- **633 SciOp Operation**
  - WP Manager: one of the OpEng
  - WP Approver: HoSciOp
  - Purpose: SciOp operation: computers, consumables, furnitures, small items...
- **634 Imaging IFo Projects**
  - WP Manager: Imaging IFo Leader
  - WP Approver: HoSciOp
  - Purpose: Projects and upgrades related to the instruments from the Imaging Instrument Force
- **637 Visible Spectro-Imagers IFo Projects**
  - WP Manager: Vis.Spectro-Imager IFo Leader
  - WP Approver: HoSciOp
  - Purpose: Projects and upgrades related to the instruments from the Vis. Spectro-Imager Instrument Force
- **642 IR IFo Project**
  - WP Manager: IR IFo Leader
  - WP Approver: HoSciOp
  - Purpose: Projects and upgrades related to the instruments from the IR Instrument Force
- **643 High-Resolution Spectrographs IFo Projects**
  - WP Manager: High-Res Spectro IFo Leader
  - WP Approver: HoSciOp
  - Purpose: Projects and upgrades related to the instruments from the High-Res.Spectro. Instrument Force
- **694 Telescope Projects**
  - WP Manager: an Operation Engineer
  - WP Approver: HoSciOp
  - Purpose: Projects and upgrades related to the instruments from the Telescope Force
- **644 Telescope Maintenance**
  - This WP is not needed by SciOp, and should be passed on e.g to **LED**, as that department will be in charge of the maintenance of the Telescope. Items needed for daily maintenance performed by SciOp are included in SciOp Operation, WP 633.

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