

# Managing an established facility

## Introduction

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# Learning goals

- Practical examples in running an established facility
  - Best practices
  - Sharing of information
- Combining the different parts of RAMIRI together
- Understanding the characteristics of established RI
  - Need for continuous development

# Noble targets towards successful RI

- Keep the constant development going on
  - Financial innovation
  - Technical work
  - Organization
- Plan before how to react in changing situations
- Ensure the commitment of funding bodies, users, partners, ...
- Invest in people and in their competencies, keep a good team spirit
- Put time to strategy work and roadmaps of core services

# What do you need to consider when running a center?

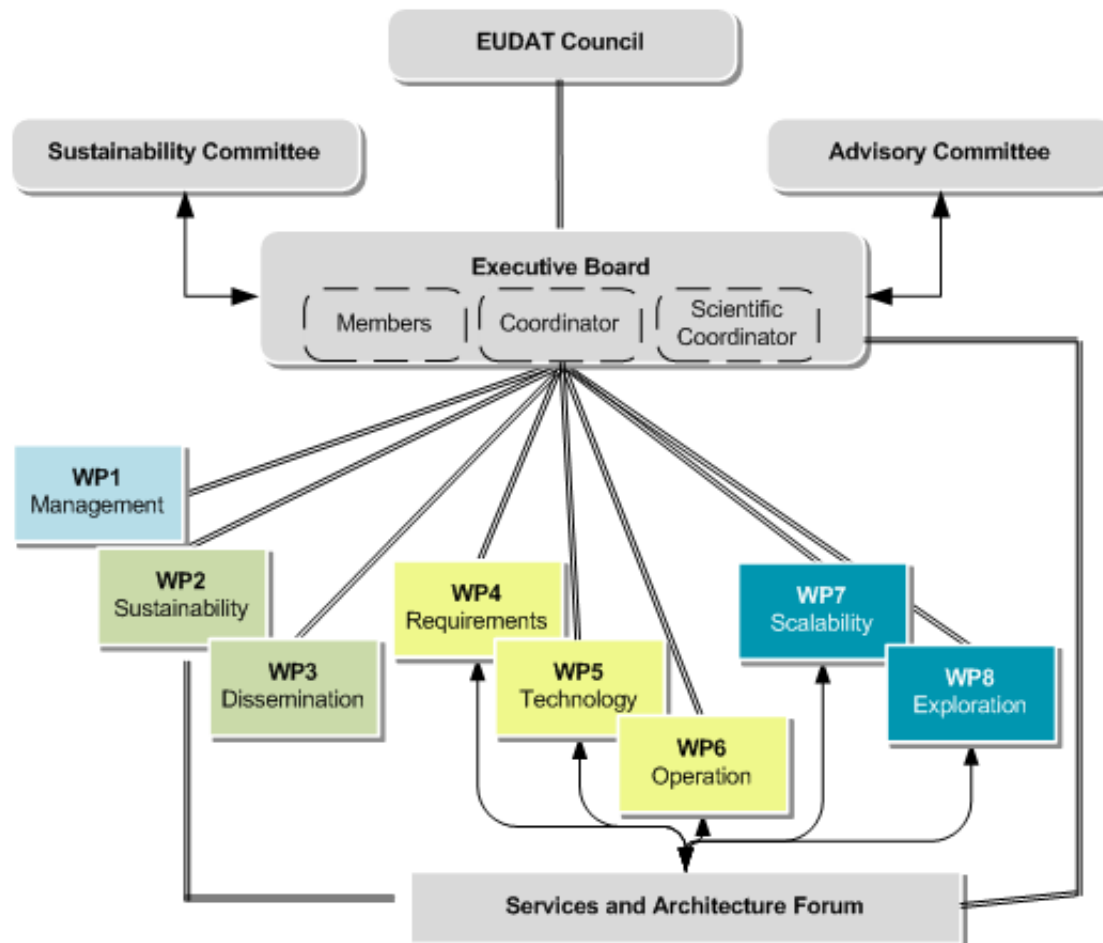
- Sustainability
  - Project funding vs. 'sustainable' funding
  - Customer base and services
  - Ability for long-term planning
- Organization and steering structures
- Strategy and implementation
- Communication (external and internal)

# Make sure this works

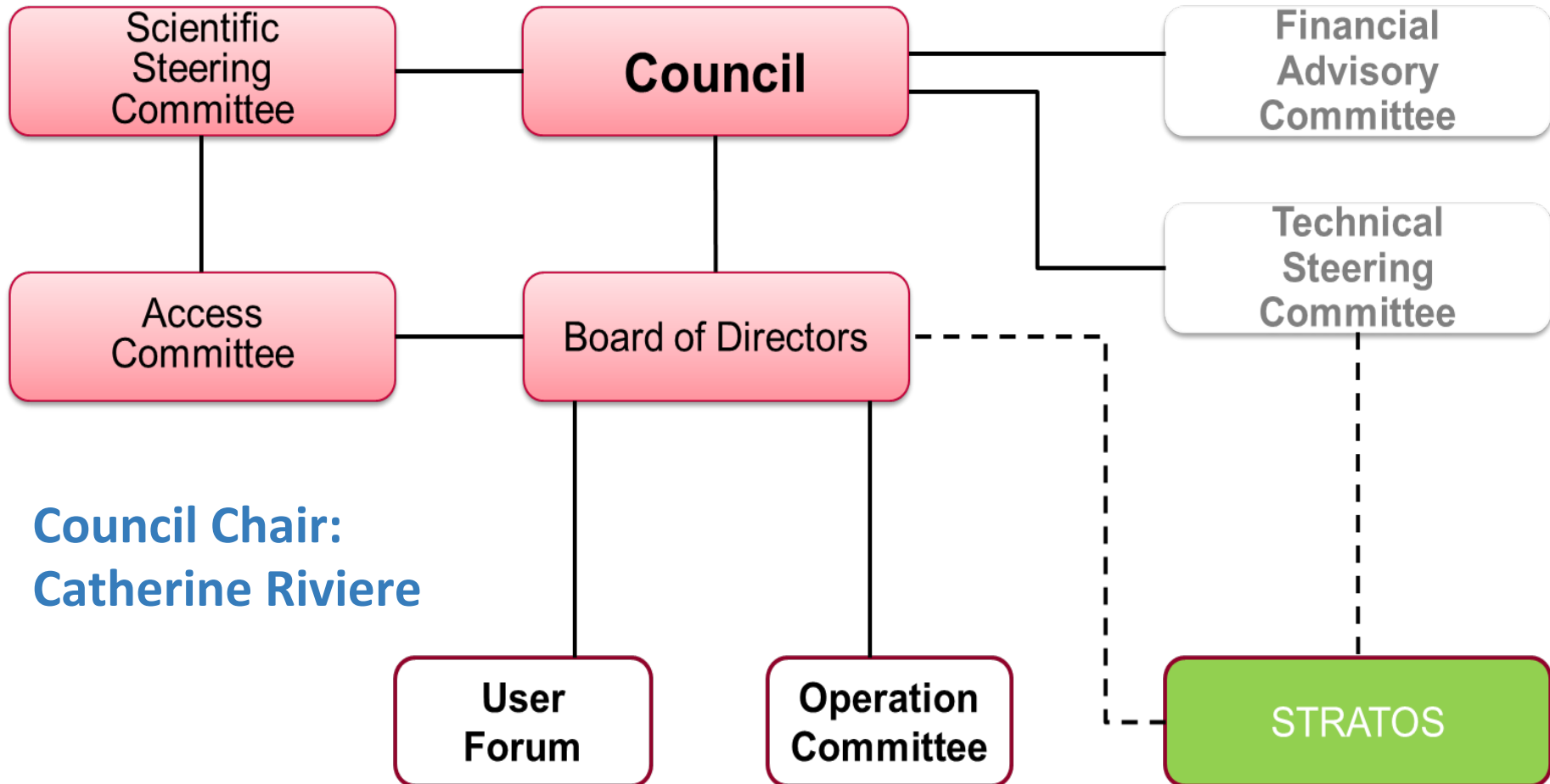
- Financing
- HR
- Customer relations
- Stakeholder management
- Services and their development
- Decision making process
- Target setting for individual employees, groups, the whole company
- Internal communications
- Strategic planning

# Some examples of organizing a facility

# EUDAT Project Governance



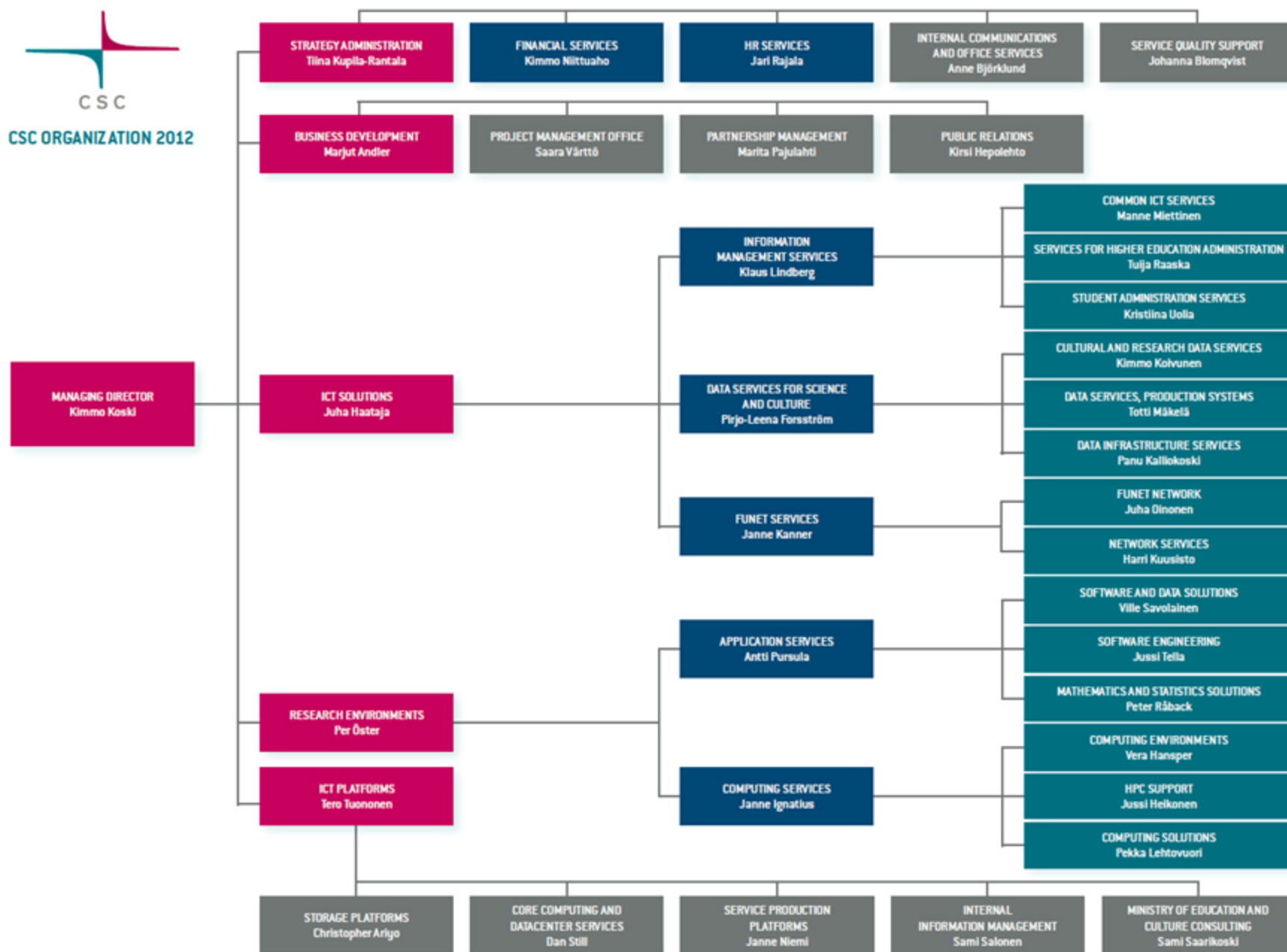
# PRACE AISBL Organization





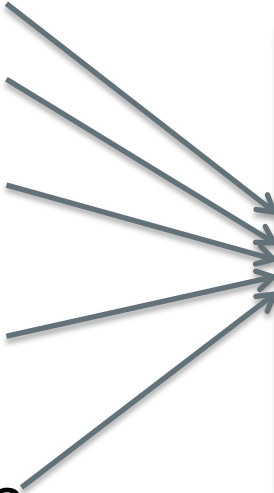


## CSC ORGANIZATION 2012



# CSC's Services

- Funet Services
- Computing Services
- Application Services
- Data Services for Science and Culture
- Information Management Services



Universities  
Polytechnics  
Ministries  
Public sector  
Research centers  
Companies



# Kajaani Data Center

- CSC's modular Data Center in Kajaani. Modern and reliable infrastructure (national power grid, roads, airline connections, data networks)
- The Funet Network ensures excellent networking capabilities around the world
- Place for CSC's next supercomputer with other CSC customer systems
- World class education system and competences on ICT & energy



# Reacting to the dynamic changes

# Typical challenges to solve

- Key person leaves, it takes time to recruit new
  - Needs fast reaction time, pre-scanning of risks in personnel, efficient HR, take care of the customer
- Budget cuts
  - Fast priority settings with real implications, impacts for short term/long term, actions for savings AND increasing funding
- Personnel is overloaded
  - Restructuring workload, priority settings, check the 'booking' of the most wanted person resources

# Other challenges

- Steering bodies try to make decisions for operational matters
  - Get angry and show it!
- Atmosphere in the company is stressed and tight, people quarrel
  - Organize a party!
- The credit of your achievements is pretty much taken in public by people above you
  - If you are CEO, be happy (the decision makers like you)
  - If you are an employee, shout loud!
- The government states that there is a need for a major reorganization of the national ICT support structure
  - PANIC! 😊

# Important

- Be aware what your customers need and want
  - If you do not know, ask them
  - Customer driven services usually better approach than technology driven
  - Infrastructures have been closed down due to forgetting the customer
- Be proactive towards the bodies that govern and fund you
  - Get to know their targets and current interests

# RI manager's Fault Finding Chart

Observation	Potential reason	Actions to be taken
You suddenly find that you have money for yet another synchrotron	Your hand is in someone else's pocket.	Propose him/her a collaboration project with joint funding
Everything has gone dark	You have forgotten to pay the electricity bill	Make a press release stating that you contribute to the environment by using less electricity
Everything else has gone dark, except you office	It is night and you once again have forgotten to go home	Get some sleep
Everything seems to work slow and looks old fashioned	You are in an antique shop	Go out and find your office from the street next to it
People around you smile and look happy	You have forgotten to dress before getting to	Pretend that it is a theme day at work ('casual



# Remember that facilities evolve over time

- Differences in lifecycles
  - ICT equipment 3-5 years
  - Synchrotron etc. tens of years
- Various states: lobbying, launching, ramping up, growing, decreasing, crises/opportunities, renewal of RI, decommissioning, ...
- Preparation with a good strategy is important, as also keeping the eyes open and listening to the signals from external world