Proposed Projects structure

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Current organization in the Virgo Collaboration

- Upgrade, Commissioning and Operations are organized as standalone structures
  - Each has its own management structure and processes
    - Commissioning and Upgrade share the same Organizational Breakdown Structure (OBS) based on SubSystems
  - Interaction between the three happens only at interfaces:
    - Upgrade → Commissioning
    - Commissioning → Operations
    - Operations → Upgrade
  - Only Upgrade is managing a budget

Detector operations
Nicolas Arnaud

Joint Run Planning Committee (JRPC)
Nicolas Arnaud

Calibration (CAL)
Loïc Rolland

Detector Characterization (DetChar)
Francesco Di Renzo

Low Latency
Roberto De Pietri

Open Data
Agata Trovato

Computing & Software
Stefano Bagnasco

AdV+ Management Team (AdV+)
Alessio Rocchi

Detector Upgrades
Alessio Rocchi

Technical Manager
Henrich Heitmann

System Engineer
Franco Carbognani

Quality Manager

Configuration Manager
Henrich Heitmann

Risk Manager
Fiodor Sorrentino

On-site Integration Manager

Liaison to Virgo_nEXT Project
Viviana Fafone

Commissioning coordinator
Michal Was

Change of perspective

- With VirgoLab, possibility to view things differently
  - A **single, global**, *mission*: to make the detector work and deliver data
  - Divided into different **projects**
    - Upgrade | Commissioning | Operations & Maintenance
    - Each managed by a different person
    - They coexist and are active at all time
      - At any given time, a single project is *dominant* and manages the site, including the detector and the budget
      - Each project has its own budget, with flexibility to transfer budget between projects
      - Their importance and the resources they use evolve over time
      - They share the same management structure and processes
        - quality control, risk management, configuration control…
    - Transition between dominant projects
      - Equipment, software, documentation are transferred to the new dominant project
      - Precise criteria to trigger a transition to be defined at a later stage
        - Should be more concrete / realistic than the existing ones

How to implement the change

- [Project Management Plan](#) (PMP) exists only for the O5 Upgrade
  - Scope limited to construction and installation
  - Defined under the existing framework: EGO and the Virgo Collaboration; EGO Council and STAC
- Proposal to modify the existing PMP, in order to:
  - Make it compliant with the new structure of stakeholders
  - Introduce the roles and responsibilities of the Commissioning and Operations & Maintenance Coordinators
  - State that Project Office leadership changes over time according to the leading project
  - Produce a new Organizational Breakdown Structure (OBS), that would merge the Upgrade/Commissioning SubSystems and the Operations Working Groups

New stakeholders

- Very different environment between now and VirgoLab
  - Communications and interactions with the different stakeholders to be completely re-defined
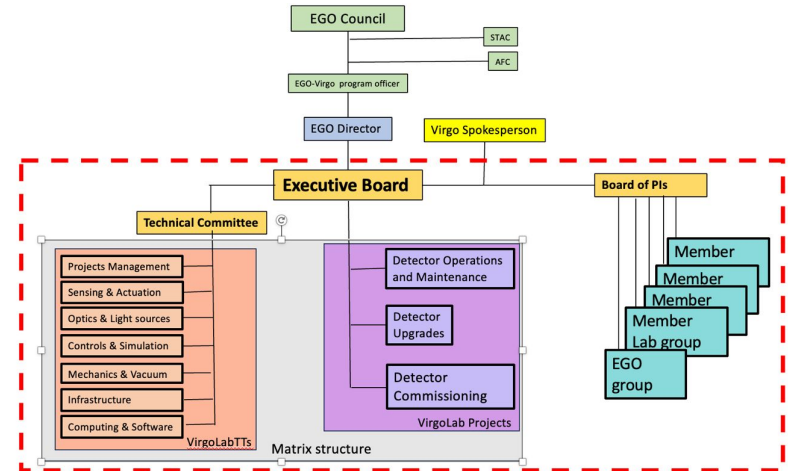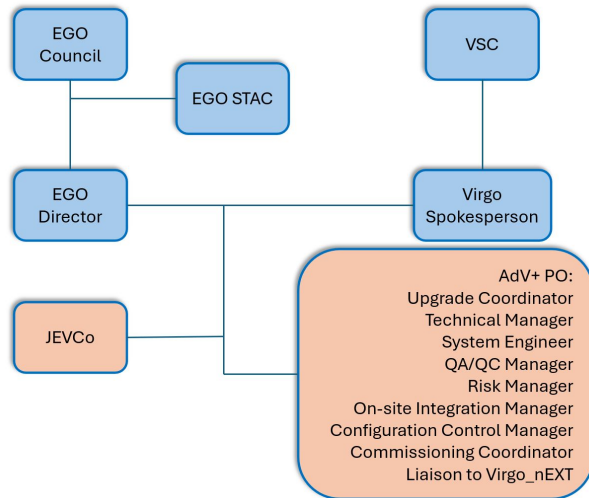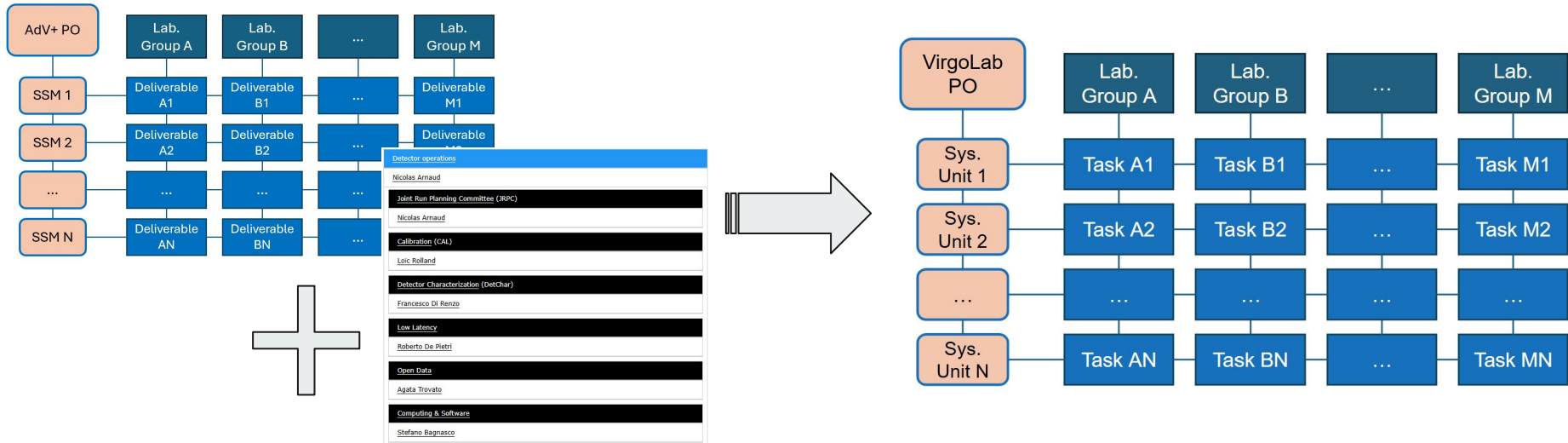

Fig 1: Organisational chart as proposed for VirgoLab as a strong Matrix structure. The structure of the Technical Teams will be defined in detail by the Executive Board.

New OBS

- Merge the ensemble of SubSystems and Working Groups into a single entity
- Unique identifier: System Units

Timeline for PMP modification

- Approval of VirgoLab (or freezing of VirgoLab proposal) needed to start
    - Avoid updating again and again the PMP until the VirgoLab proposal gets finalized
- Reasonable starting date: soon after O5 TDR approval, and assuming O4 stops being extended repeatedly
- Reasonable timeline for first release: a couple of months from starting date

Summary

- VirgoLab seen as macro-project with three different, but coexisting, phases:
    - Upgrade | Commissioning | Operations & Maintenance;
    - Right now, Upgrade and Commissioning already sharing OBS and few management processes
    - Proposal to:
        - merge the Operations and Upgrade/Commissioning OBSs
        - review the stakeholders analysis (given the new environment)
        - use the same management processes for the three phases
- Pre-condition to start the job: VirgoLab is approved and O4 gets close to ending
- First release of the new PMP may happen in a couple of months after starting date