

Setting ITER on the right course for success



china eu india japan korea russia usa

Action plan 2015

proposed by Bernard Bigot, NDG

Extraordinary ITER Council

Paris - March 5, 2015

Facing present ITER challenges

- It is urgent to establish a stable ITER baseline and its associated optimized resource loaded schedule necessary for a timely cost-effective start of D-T plasmas.
- This schedule must be elaborated and endorsed by all the stakeholders (ITER Members, IO-CT, IO-DAs and suppliers) who should feel fully and jointly committed to its implementation.
- Bold changes in the whole ITER organization and management must be introduced now to meet these challenges. They rely on:
 - ➔ The decisions to be taken by this IC as requested in the action plan
 - ➔ Active support by the members for their full implementation
- The first deliverables from such changes would enable the IO-DG to establish the new baseline (scope, schedule, cost) before the end of the current year and to set ITER on the right course for their timely realization in the next years.

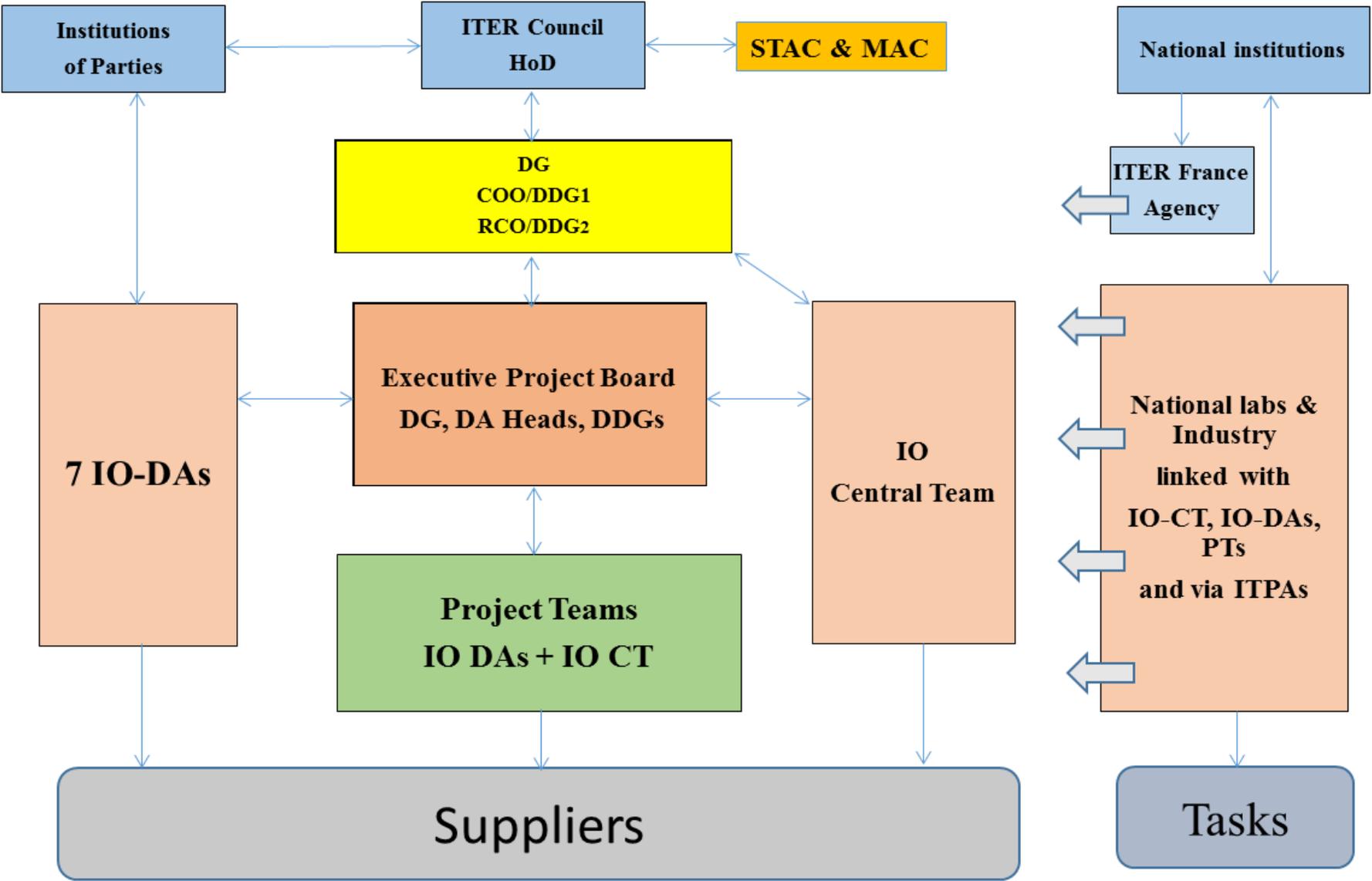
An action plan in 7 points

1. The DG is given full authority to take all technical decisions for the best interest of the project; he will benefit from:
2. A overall simplified Project-oriented organization characterized by a profound integration of the DAs and the CT for all decisions on technical matters of the Project;
3. An Executive Project Board (EPB) empowered to take the needed decisions in due time for an effective global project management;
4. A cost effective “Central” Reserve Fund under his control to cover specific operations for the best interest of the project decided by the EPB;
5. Tight coordination of the activities of CT and DA staff jointly in charge of specific equipment or tasks through the creation of Project Teams;
6. Implementation within the entire organization (CT+DAs) of powerful coordinated tools for establishing a nuclear project culture fulfilling the best world standards;
7. New staff regulations for an improved efficiency and cost effectiveness.

Point 1: A DG with full technical authority

- A DG sharing with the Council the responsibility for the ITER success will:
 - Implement the baseline for the best interest of the project.
 - Be the highest authority for taking technical decisions on due time (see EPB);
 - Be the CEO of the Central Team (CT) and the nuclear operator under French law
- He will be consulted before key decisions within the DAs; either technical or structural, e.g. choice of DA heads who should be loyal to his decisions.
- A standing group of technical expert members of the IC (“IC Support Board” : CPWG evolution ?) would greatly help the IC in its role of a governing board taking timely decisions on matters beyond the DG’s remit.

Point 2: Project-oriented organization with a profound DA/CT integration



Point 3: An Executive Project Board taking decisions in due time for an effective global project management

- The EPB includes the DG (chair), the DDGs and the DA Heads (meets at least once a month) The DG takes the decisions after getting the advice from the EPB.
- **Mission:**
 - It contributes to a shared vision of the progress of the entire project and elaborates a long term vision of its needs;
 - It coordinates the whole project, creates and supervises the Project Teams;
 - It makes collectively binding decisions including proposals which need to be submitted to the IC;
 - It advises the DG for the best use of the Reserve fund;
 - It trouble shoots technical conflicts;
 - It refreshes the project schedule as often as necessary.

Point 4: The “Central” Reserve Fund

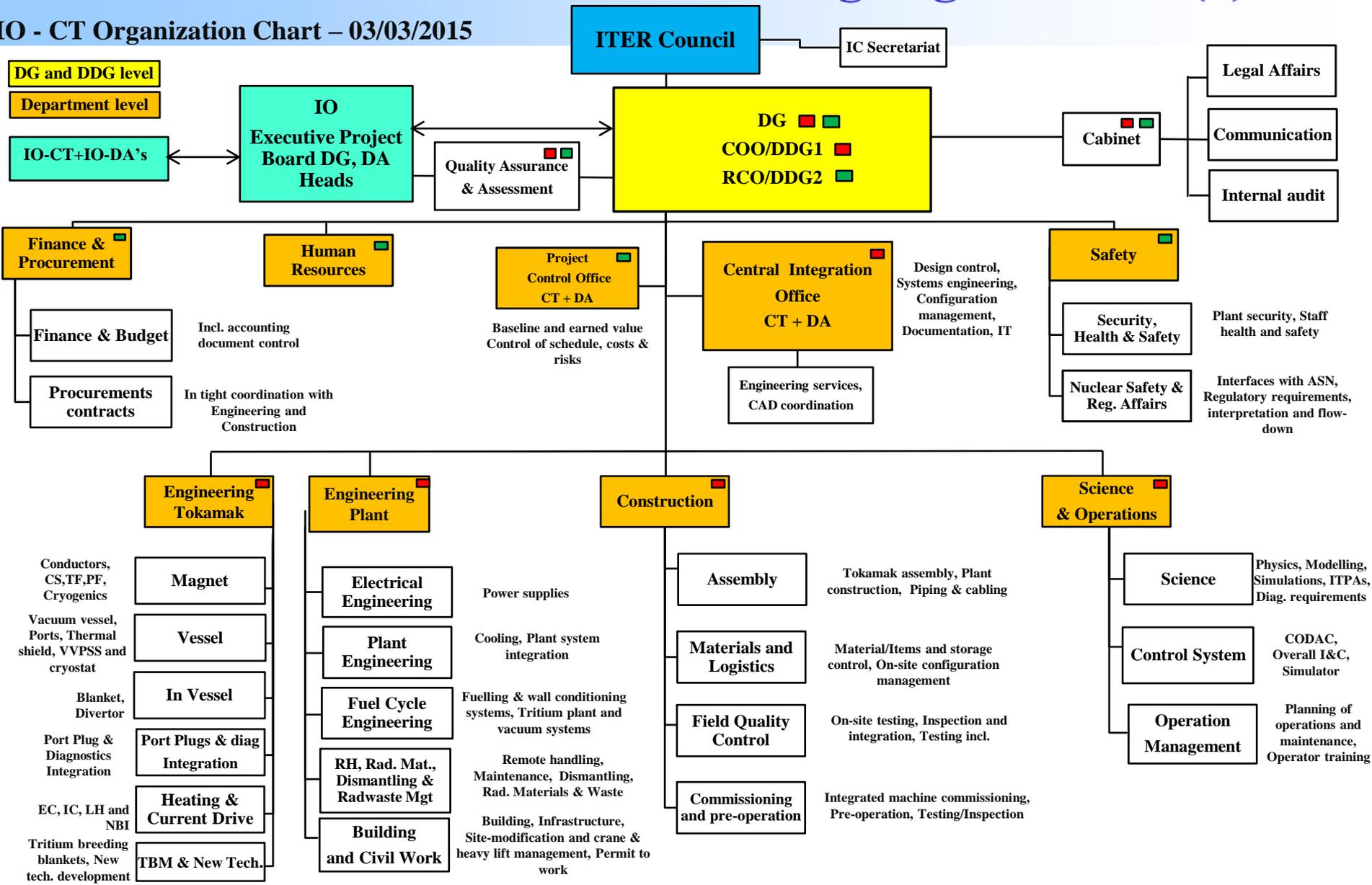
- The Reserve Fund, under the control of the DG, covers specific operations not included in the PA and decided by the EPB.
 - In particular, PCRs identified for the best interest of the project.
- The DG will report annually to the IC on the use of the fund in the past year.
- The Fund will be financed through contributions of all stakeholders according to their share during the construction phase.

Point 5: Coordination of the CT and DA activities

- Creation of new Project Teams by the EPB:
 - Providing a tight and integrated coordination of the activities of the CT and DA's staff in charge of a common equipment or task
 - **Avoiding the endless loops in taking decisions involving several interveners**
 - With nomination of a most competent PL leader receiving a delegated domain of authority/resources and reporting only to the EPB for his domain of authority.
 - Establishing a team from members of the CT and DA's staff, or other, to be located at the most efficient place
 - With joint CT-DA's direct access to the suppliers.

Point 6: Focused Coordinating organization (1)

IO - CT Organization Chart – 03/03/2015

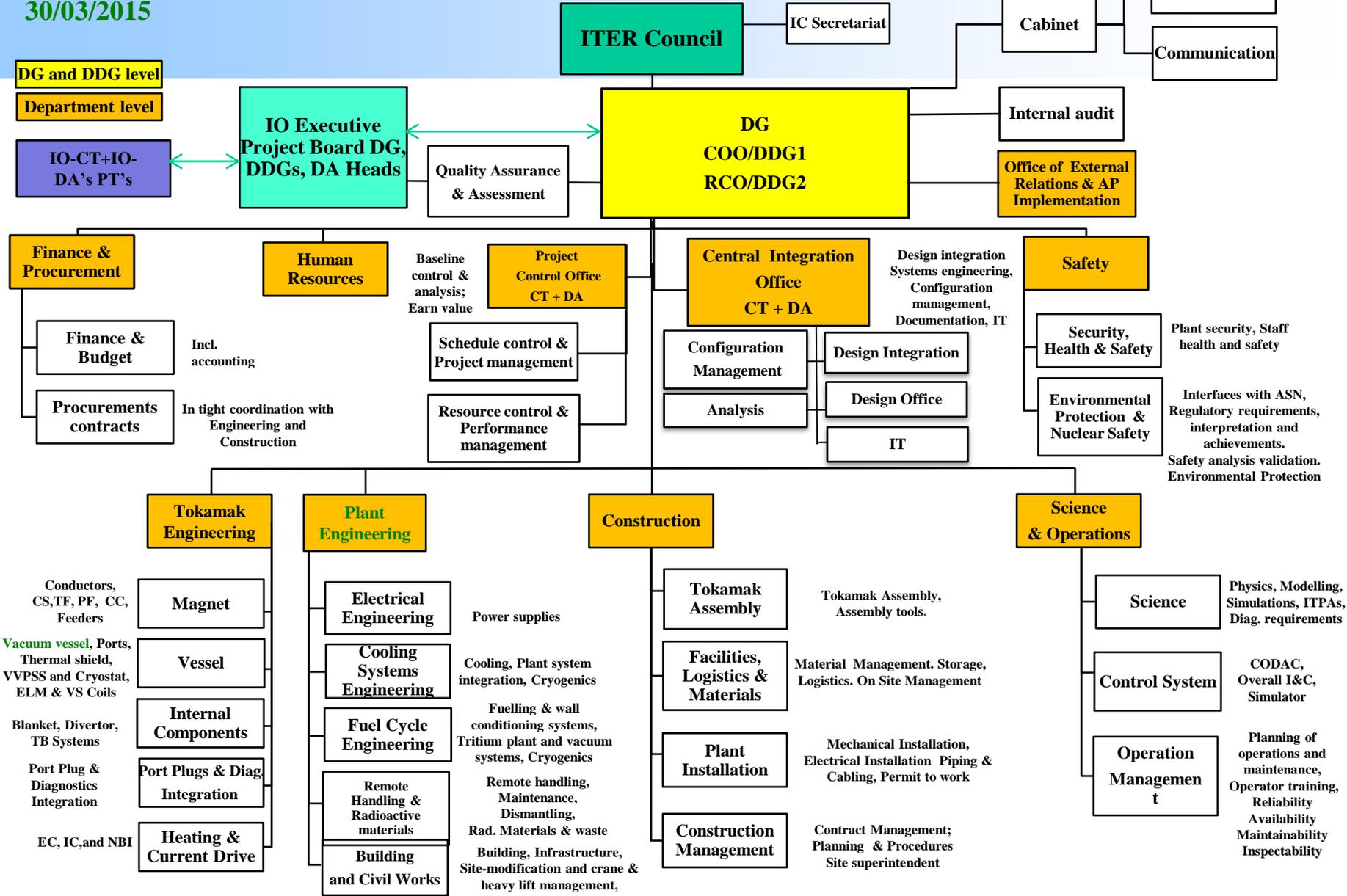


IO - CT Organization Chart – 30/03/2015

DG and DDG level

Department level

IO-CT+IO-DA's PT's



Point 6: Focused Coordinating organization (2)

- The DG and DDGs are the only senior staff in the Project appointed by IC
 - All other CT posts are appointed or dismissed by DG
- Emphasis is put on strong central integration offices with active participation of DAs
 - Building powerful units (CT+DAs) for system integration and establishing a project-wide culture including the essential nuclear culture (**best world standards**);
- Four departments are dedicated to technological and scientific activities
 - They will include specialists liaising with the Central Integration Office and Safety Department

Point 7: New staff regulations

- Human resources need to be organized for improved efficiency and cost effectiveness:
 - Recruitment is primarily based on demonstrated professional excellence while taking care of the international character of the IO;
 - Advertising positions in the CT could be done directly in specialized media while the Members are always request to provide candidates;
 - Staff should have the possibility to get contract shorter than 5 years or to keep their posts more than 5 years.
 - A scheme will be designed for improving the mobility between DAs and IO-CT (both ways);
 - The DG is authorized to transfer or reassign CT staff to another position at same level of responsibility within CT when required by the Project;
 - The present cap on the CT staff could be increased in such a way we avoid the necessity of contracting on key positions.

Transition phase

- **The objective for the transition phase is to put in place the new organization ASAP without disrupting on going critical work → to be completed within this year with the following steps:**
 - To meet as many CT & DA staff for acquaintance with the organization and to review their competencies and adaptability;
 - To launch procedures for hiring staff for key positions, in order to establish ASAP the 9 departments with interim heads;
 - To hold EPB meetings rapidly, review PTs, establish new ones;
 - To build strong PCO and the CIO units from CT/DA staff with assigned priority for establishing a resource loaded schedule on a new baseline.
 - To formalize and implement new procedures with priorities on the central fund system, HR issues, transverse integration and decreasing bureaucracy.

Planning and scheduling

- The AWP2014 and 2015 show very little progress on the since April 2014!
- To redress this situation we will need:
 - To build a strong Project Control Office with CT/DA staff
 - To revisit the baseline with emphasis on optimizing the path to the D/T phase
 - To create PTs on super-critical items and evaluate the possible transfer of responsibility of some of these items. Made of integrated DA/CT staff, the PT should have delegated authority and joint access to the suppliers
 - To create as a priority a PT in charge of establishing and controlling a central resource loaded schedule.

Final remarks

- The bold measures submitted today for IC approval aim at a profound integration of the various parts of the ITER organization. They are deemed essential for ending the sliding delays and associated cost overrun occurring in the present system.
- The transition period will be challenging but should produce in time for the November 2015 Council Meeting the first results of a structured attempt to a new baseline definition with its associated a resource loaded schedule.
- It is proposed to report at the June 2015 Council Meeting on the progress (progress report) on this implementation and on the methods put in place.

Extraordinary Meeting of the ITER Council (Paris, 5 March 2015)

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Appointment of the Director-General

- The ITER Council:
 - Appointed Mr Bernard BIGOT as Director-General (DG) of the ITER Organization succeeding Mr Osamu MOTOJIMA;
 -

Draft Action Plan (Outline) proposed by the Nominee Director-General

- The ITER Council endorsed the Action Plan subject to further details and adjustments that the DG agreed to provide and consider.
- Specifically the ITER Council:
 - Accepted the DG's commitment to provide the Council with a progress report at IC-16 on the work related to the project schedule with the aim to arrive at the definite resource loaded schedule by the November 2015 Council meeting (IC-17);

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- **Specifically the ITER Council: ...**
 - **Endorsed the transition plan presented by the DG to put in place the new organization as soon as possible for establishing a resource loaded schedule and the new baseline, and to formalize and implement new procedures with priorities on the Reserve Fund, Human Resources, Project Teams, the Executive Project Board, transverse integration, and decreasing bureaucracy;**
 - **Agreed on the establishment of the Reserve Fund, combining the IO Reserve, “ADI and Cost Risks not yet included in the Baseline” as well as the Additional Resources;**

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- **Specifically the ITER Council: ...**
 - **Agreed that the DG shall use his authority to draw from the Reserve Fund to cover specific operations that he judges to be in the best interests of the project and that are in accordance with the Council-approved budgets of the ITER Organization. The DG will provide reports at each Council meeting on expenditures from the Fund since the prior IC meeting and on anticipated future expenditures;**
 - **Requested the DG to define additional details including the conceptual basis for determining annual amount and provide the Draft Terms of Reference regarding the use of the Reserve Fund to the ITER Council for approval within one month, and concurrently with the development of the long-term schedule, to provide the funding profile and anticipated future expenditures;**

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- **Specifically the ITER Council: ...**
 - **Agreed that the establishment of the Reserve Fund would supersede the Guidelines for Evaluating ADI Credit (“MAC-10 Guidelines”) endorsed by the ITER Council at IC-8;**
 - **Approved the IO-CT/DA integrated approach proposed by the DG;**
 - **Approved the ITER Organization Central Team (IO-CT) organization proposed by the DG, subject to further clarification and adjustment. The IC agreed that the DG’s designation of two senior staff positions (the two Deputy Directors-General) requires Council approval for appointment and change, as stipulated by the ITER Agreement;**

Extraordinary Meeting of the ITER Council (Paris, 5 March 2015)

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- **Specifically the ITER Council:**
 - **Requested the DG to develop a comprehensive staffing plan for the ITER Organization, based on the full assessment of the existing staff members against the human resources profile required in the future, and reflecting most optimal use of the IO direct employment, secondment, staff loan from DAs, contractors, etc;**
 - **Encouraged the DG to utilize the flexibility already granted in the Staff Regulations, such as an employment contract with different durations than five years;**