Summary of the thirty-second meeting held on 14 April 1988
(as published in the Weekly Bulletin)

CERN Review Committee

The Director-General presented the present status of the follow-up of the CRC report. ACCU discussed implications for the users and confirmed its conclusions made at the previous meeting.

User Office

ACCU supported the proposed mandate and structure of a User Office which should start some activities in the near future.

Office space

ACCU appreciated the decisions taken by CERN management to increase the office space for users, but expressed disappointment on the follow-up so far.

Performance of accelerators

ACCU expressed its satisfaction with the excellent accelerator performance during start-up this year.

Staff Council

ACCU agreed to support the Staff Association's efforts to have the users represented on the Staff Council.

Housing

ACCU requested CERN management to consider means to increase both short and long-term accommodation available to users.

Last meeting

The Director-General thanked the members of ACCU for the work carried out, also in helping to define the mandate and procedures of the new users committee.
Minutes of the thirty-second meeting held on 14 April 1988


Invited : N. Koulberg (item 6b), J. Thresher.


Opening the meeting, the Chairman reminded members that this was the last meeting of ACCU under its present mandate. He welcomed the Director-General who wished to be present for the discussion of the agenda items "Recommendations of CERN Review Committee" and "User office". He also welcomed Lillestol and Niebergall who were replacing Lillethun and Igo-Kemenes respectively.

1. Adoption of agenda

As the Director-General due to other commitments could only be present for part of the meeting, the Chairman proposed to change the order of the items on the preliminary agenda : he wished to take the item "Recommendations of CERN Review Committee" first, followed by the item "User office".

There were requests to discuss the topics "Restaurants", "Relations between users and Staff Association", "Performance of accelerators", "Passage through tunnel linking Meyrin and Prevessin sites", "Housing" and "Management Board".

With these changes and additions, the agenda was adopted.

2. Apologies for absence

These were as given above.

3. Recommendations of CERN Review Committee

The Director-General said that he wished to make some short remarks on what happened after the CERN Review Committee made its recommendations to the CERN Council in December 1987. A time schedule for discussing and eventually implementing the various recommendations had been made, priorities set and also distinction had been made which recommendations would need Council decisions before implementation and which ones could be implemented under the authority of the Director-General. The last category included the recommendations concerned with CERN's relations with its users, i.e. new terms of reference for ACCU and the creation of an user office. He was grateful for the collaboration by the present ACCU members to help to come to an agreement on the new terms of reference of the renewed ACCU, which were foreseen to be implemented before summer 1988. As to the creation of an user
office, this would have to wait until the end of the year, as it was linked to general restructuration discussions.

At this point, the Director-General presented latest statistics on CERN users (see Annex A) : their number from all Member States together had increased from 1600 in 1979 to 3800 in March 1988, the overall total including Non-Member State users being close to 5000, which represented a doubling in number in less than a decade and at constant CERN budget. He noted that those numbers included engineers and technicians whose number totalled about 1000 now. He would present these figures next week to CERN's Scientific Policy Committee and Committee of Council and he asked users to support CERN management to avoid cuts in its budget and preferably to increase CERN's budget as otherwise limits on the number of users could have to be considered which in turn would imply reducing CERN's scientific programmes. The question of financial contributions from Non-Member States would also have to be discussed.

Another high priority recommendation concerned an early departure programme which should aim for a reduction of the number of CERN Staff Members by 300. A proposal by CERN management which followed closely the CRC recommendation had been discussed in a working group of Finance Committee. He expressed disappointment on the lack of progress, as the management's proposal had been considered too expensive by some Member States. Counterproposals to reduce cost by not recruiting new staff at all were not acceptable to CERN management which in line with the CRC report, considered that the recruitment of at least 50 new staff each year was essential among others to provide the required services to users.

Another Finance Committee working group was discussing the question of calculations of the scales of contributions to be paid by the Member States, and here good progress had been made.

CERN internal discussions on possible restructuration of the Laboratory had been going on since some time already. The Director-General considered that it was now not the right moment for major changes because of the imminent start-up of LEP. Major restructuration which might change the culture of CERN should wait until LEP construction was finished. However, localised changes, like the creation of an user office, could be made earlier.

In the area of human resources, the CRC proposal to establish national subsidiaries of CERN in Switzerland and France had lead to discussions between CERN management and the host states. It had turned out that for Switzerland this could not be done, whereas from the French side there were many difficulties, although not a complete impossibility. However, CERN management considered this proposal, apart from any legal arguments as very detrimental to CERN. Discussions inside CERN were also going on on the topics of the percentage of indefinite contracts and performance linked remuneration. He warned that proposals which provoked too many emotions inside CERN, could disturb the running of the laboratory.

To conclude, the Director-General said that it was hoped that CERN Council would have final discussions in October of this year on the CRC report, and in particular would decide which of the recommendations should be implemented.

The Chairman and Bartl wondered whether CERN could give the same service to its users after 300 early departures. The Director-General explained that the early departure programme under discussion had not as only goal to reduce staff but also through recruitment of some 50 people per year to juvenate the staff. Moreover retraining of staff would be needed e.g. to make optimum use
of computing in engineering and administration. He believed that in this way
the same services could be given with a reduced complement. Darriulat added
that CERN management had committed itself already some years ago to reduce
the number of staff members to 3000 in the year 2000; an early departure
programme would merely imply that this target figure would be reached
earlier.

Niebergall said that the Staff Association had noted that according to the
CRC report users were in favour of reducing the number of indefinite
contracts for physicists and engineers. The Director-General commented that
only 50% of the CERN research physicists (who are less than 100 in number)
benefit from a permanent contract. This percentage exceeds 90 for applied
physicists and engineers, and here the CRC recommendation was to go down to
50% as well. Although the present 92% of permanent contracts for this
category was difficult to defend, he did not consider 50% as a magic number,
because it should depend on the CERN programmes. If these would contain a
number of projects on which staff with term contracts would work, the present
percentage of permanent contracts would automatically diminish.

The Chairman remarked that users had in the CRC discussions given some
emphasis to the idea of transfers of staff between CERN and the Member States
which would be beneficial to all parties involved. The Director-General
agreed, but the numbers would be negligibly small as demonstrated by the
answers to a letter asking for possibilities of detachment which he had
written earlier this year to Member State institutions.

Darriulat said that higher rate of rotation could also be achieved by an
extension of the present Fellowship programme which should foresee a higher
number of Fellowships for a longer duration and intended for a wider scope of
activities than at present. Niebergall feared that this would be difficult to
achieve for technicians and engineers. The Director-General thought that
there would be opportunities when one would offer such positions immediately
after the end of studies.

Albrow asked whether in his letter to Member State institutions the
Director-General had also offered to send CERN staff to these institutions
which would make the proposition more interesting to them. The Director-
General answered that in accordance with the CRC recommendation the letter
had only mentioned an one way procedure towards CERN.

Werlen asked whether the budget level (and its development) for high energy
physics in the Member States was known. The Director-General said that ECFA
was doing studies on this subject from time to time. To his knowledge this
budgets were more or less stable in most Member States with a tendency to go
down in the United Kingdom, and to go up in Italy. He reminded the meeting
that the CRC had recommended for CERN to continue its programmes which would
need to be financed from a constant materials budget whereas the personnel
budget should be reduced. He added that CERN was now also attracting
scientists from medium energy physics who brought some financial support
with them, but who did not pay for the laboratory’s infrastructure. Lillestol
commented that in Norway the participation of medium energy physicists in
CERN programmes had lead to more scientists competing for the same home
budget. Hulth said that in Sweden these physicists had brought with them
their own financial support.

The Director-General commented that this proved that the financial situation
was different in the various Member States. However, from a scientific point
of view he considered that the participation of medium energy physicists was
a good development. Darriulat said that now the balance between high energy
and nuclear physics was moving through for instance CERN’s ion physics
programme, in an ideal situation the scientific policies in the various countries should follow.

Eggert remarked that according to the figures presented by the Director-General the number of users from countries like the United States had increased more strongly than from Member States. He wondered whether users from the USA etc. should be required to contribute financially not only for equipment, but also for running costs. The Director-General pointed out that a similar number of European physicists was working in laboratories in the USA etc.

Closing the discussion, the Chairman said that at its previous meeting ACCU had considered that there was no clear case for the CRC proposition to reduce the CERN staff complement. ACCU had also been opposed to the proposal to create a new status for certain categories of staff and ACCU had expressed the fear that such measures would lead to a further decline in the services rendered to users. He added that the increase in the number of users as reported by the Director-General, would certainly increase the difficulties for CERN management to meet user requirements. He thanked the Director-General for his presentation of the present status of the follow-up of the CRC report. ACCU confirmed its conclusions made at the previous meeting.

4. User office

Goggi presented for discussion ideas about the possible mandate and structure of an user office (see Annex B); the establishment of such an office being one of the managerial actions in progress following the CRC recommendations.

The Director-General remarked that the respective roles of a future user office and of secretariats of in particular large collaborations needed to be carefully defined. Goggi agreed; the user office should become the central focal point which could delegate part of its responsibilities to collaboration secretariats.

Eggert welcomed the creation of an user office along the lines described by Goggi. He supported in particular the idea to centralize communications with outside institutions; this would imply the availability of a list of persons responsible for teams. He suggested that ACCU members could help establishing contacts if necessary. Goggi said that a data base was already under discussion which should provide, among others, information on teams.

Lillestol said that he supported the proposal for an user office, which should start at a modest level and have the possibility to grow in importance over the coming years taking into account experience made.

Darriulat agreed with such an approach, a possible start being a transfer of some already existing EP services to the user office beginning next year. He emphasized the importance of the office head being an experienced senior physicist.

The Chairman remarked that the proposed user office would be an important step forwards in particular for small groups. He adhered to the opinion that the office should start its activities soon and then evolve with time.

ACCU supported the proposed mandate and structure of a User Office which should start some activities in the near future.

At this time the Director-General had to leave the meeting. Before doing so, he thanked the ACCU members for their dedication in serving the users.
community and for their invaluable assistance in helping to improve the relations between CERN and its users. He expressed also gratitude for the contribution made by the members to the definition of the new ACCU and for the help which they had offered to provide in setting it up.

5. Minutes of previous meeting (CERN/ACCU/31)

The Secretary regretted that it had not been possible to distribute the minutes before the meeting. In these circumstances the Chairman proposed to approve only point 3 of the minutes of the previous meeting; the remaining part of the minutes would be considered approved unless the Secretary would receive comments by 30 April 1988. It was so agreed.
(Note: no comments were received.)

6. Follow-up of items discussed at previous meeting

a) New users committee

Darriulat said that, following the discussions at the previous meeting, terms of reference of the new ACCU had been presented to restricted ECFA and the CERN Management Board; the Scientific Policy Committee and Committee of Council would be informed in April (or eventually June). The Director-General would send in May/June a letter to the contact bodies (as proposed by the ACCU members) asking them to take the necessary steps to initiate the nomination procedure of the members of the new ACCU.

b) Office space

Darriulat said that following the previous meeting the CERN Directorate had discussed the item and had decided to ask the Site Committee to suggest as a matter of urgency possible ways of providing more office space to users without modifying presently existing rooms and buildings. The Site Committee had also been asked to investigate longer term solutions.

Koulberg added that there was now general agreement that there existed a problem of office space for users. This had not yet resulted in an improvement of the situation; the requests for space had, on the contrary, increased by some 300 square meters since the last meeting. Fortunately, modifications in the LEAR programme had made some temporary arrangements possible. He informed the meeting that the transformation of part of an experimental hall into office and laboratory space was under discussion, but that the cost of such an operation had still to be evaluated, also in comparison with other possible solutions like new barracks and pavilions.

Fabjan remarked that it had become clear at the last two meetings of the Committee that basically all data existed with sufficient precision to immediately start redistribution of existing office space. He urged to avoid further delays by unnecessary further compilation of data. Albrow hoped that the Site Committee would take the Directorate request very seriously and wondered whether the Directorate had not opted for a too soft approach. Lillestol and Bartl supported Fabjan, asking for immediate and rigorous action.

Darriulat said that the Directorate decision had been a first and necessary step; he had taken note of the wish for quick results.
ACCU appreciated the decisions taken by CERN management to increase the office space for users, but expressed disappointment on the follow-up so far.

7. Any other business

a) Restaurants

Werlen reported that COOP had presented to the Restaurant Supervisory Committee figures on the use of the bar facilities in the evening and during weekends over the period September-November 1987. In view of what they considered low use and large deficit, COOP had proposed to the Committee to close the bar during the week at 11 p.m. (instead of 1 a.m. presently) and at 9 p.m. (presently 11 p.m.) during weekends.

Albrow remarked that it had always been clear that evening and weekend services would not be economically profitable to the tenant, but that users had insisted that this was a necessary part of the overall services. Hence, he could not agree to a discussion which was limited to just evenings and weekends. Fabian agreed and added that any discussion would anyhow have to wait until the figures for the present period of fixed target running were known. It was so agreed.

Goggi mentioned that the quality of the food in restaurant No. 3 was considered to be really poor. Werlen asked to inform her of any complaints.

b) Relations between users and Staff Association

Niebergall said that elections for the Staff Council of the Staff Association were due to be held. He reminded members that user representation on this body was foreseen in the statutes of the Staff Association: there were 3 seats for Unpaid Associates with contracts for at least nine months at 80% or more of their working and 2 seats for the remaining Unpaid Associates (the latter had to sign up in an electoral list). The Staff Association judged it very important that there was user representation on the Staff Council and was asking ACCU to help to find candidates, e.g. through a statement in the Weekly Bulletin.

ACCU agreed to support the Staff Association's efforts to have the users represented on the Staff Council.

Niebergall then raised the Staff Association's representation in the new ACCU. He wondered, if it could be envisaged to have two representatives of the Staff Association on this Committee. There was agreement that one representative would be adequate.

c) Performance of accelerators

The Chairman reminded the meeting that last year ACCU had criticized the performance of the accelerators which had led to the loss of a substantial number of days for physics. He was happy that this year no similar problems had occurred.

ACCU expressed its satisfaction with the excellent accelerator performance during start-up this year.

d) Passage through tunnel linking Meyrin and Prevessin sites

Werlen expressed concern about existing restrictions on passing material
through this tunnel.

Goggi said that EP Division had already been in contact with the Director of Administration on this subject, in view of new negotiations with the Host States.

e) Housing

Fabjan regretted that it was still not possible to make hostel reservations through computer mail. ACCU supported all efforts to provide the hostel reception with the necessary equipment.

Bartl said that the situation with accommodation was very difficult, in particular during summer. The Secretary informed the meeting that the board of the Housing Fund was aware of the situation and was looking into possibilities for an increase of both short and long-term accommodation. Lillestol remarked that thought should be given to the construction of another hostel on the CERN site. Eggert mentioned the existence of a "self service" hotel in nearly France at a moderate price; he suggested discussions with the owners to possibly increase this type of accommodation. The Chairman warned that solutions had to be found soon in view of installation and start of the LEP experiments.

ACCU requested CERN management to consider means to increase both short and long-term accommodation available to users.

f) Management Board

Bartl asked for a short presentation on the function of the CERN Management Board.

Darriulat explained that the responsibility for the activities of CERN was vested by Council in the Director-General. He was advised by a Directorate which coordinated the various programmes of the Organisation. The Management Board was composed of the Directors and the Division Leaders with the Director-General as Chairman. This Board planned and directed the general running of the laboratory, final decisions remaining the Director-General's responsibility.
## Fig 1. UNPAID ASSOCIATES
Member States and Non-Member States

<table>
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<tr>
<th>Year</th>
<th>All Member States</th>
<th>Canada, Japan</th>
<th>European Non-Member States</th>
<th>USA, USSR</th>
<th>All other Non-Member States</th>
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<td>March 1988</td>
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Number of Associates

- **End-1979:**
  - All Member States: 88/28/5/e
- **End-1981:**
  - Canada, Japan: 4000
  - European Non-Member States: 3600
  - USA, USSR: 3200
  - All other Non-Member States: 2800
- **End-1983:**
  - All Member States: 2400
  - Canada, Japan: 3200
  - European Non-Member States: 2800
  - USA, USSR: 2400
  - All other Non-Member States: 2000
- **End-1985:**
  - All Member States: 2000
  - Canada, Japan: 3000
  - European Non-Member States: 2600
  - USA, USSR: 2200
  - All other Non-Member States: 1800
- **March 1988:**
  - All Member States: 1600
  - Canada, Japan: 2800
  - European Non-Member States: 2400
  - USA, USSR: 2000
  - All other Non-Member States: 1600
Relations between CERN and its Users

CRC recommendations

↓

3 managerial actions in progress:

➡️ improve the high-level interface

New ACCU (implementation)

➡️ establish a new direct interface

Users Office

(terms of ref. under discussion)

➡️ improve the level of services and support

(linked with restructuring of 'research complex')
UO: direct interface between CERN and its Users providing interdivisional liaison functions in the domain of services and support

Domains of activity:
- Relations with individual Users;
- Relations with visiting teams;
- Relations with ACCU.
The UO ensures that all services provided by CERN be available on request to any accredited User according to approved priorities.

The essential role played by the secretariats of large collaborations in the relations between CERN and its scientific Users is recognized by the UO, which can delegate to them part of its responsibilities.

The UO provides the CERN Users with reception, information, advice and a limited amount of logistic and financial assistance.

The latter would be in the form of small financial contributions or direct help in minor emergencies. The UO is given financial and manpower resources to this effect.
Mandate

- Users registration, documentation, statistics
- Survey of services, terms of availability
- Information and assistance on administrative and safety matters
- Users Guide, Grey Book
- Communication links to outside teams and their Institute management
- Organization of ACCU meetings
- Logistic assistance (buffer office space, message centre, mail station for short-term visitors, secretarial help...)
- Limited support for urgent needs requiring interventions not immediately available from home institutions
- Links to all other specialized offices in support of the Users
- Help in preparation and updating of the Instruments of Understanding between CERN and collaborating institutions.
THE UO is part of the organic structure of the Organization, administratively attached to the EP Division but with interdivisional liaison functions in the domain of services and support to the scientific Users.

The UO is Staffed by CERN staff members.

The UO is headed by a senior physicist, member of the CERN staff for the duration of his office, with in-depth experience as a CERN user from one of the Member States.

The head of the UO interacts closely with the Research Directors and Research Division Leaders to ensure that valid requests for support are met within the allocated resources.