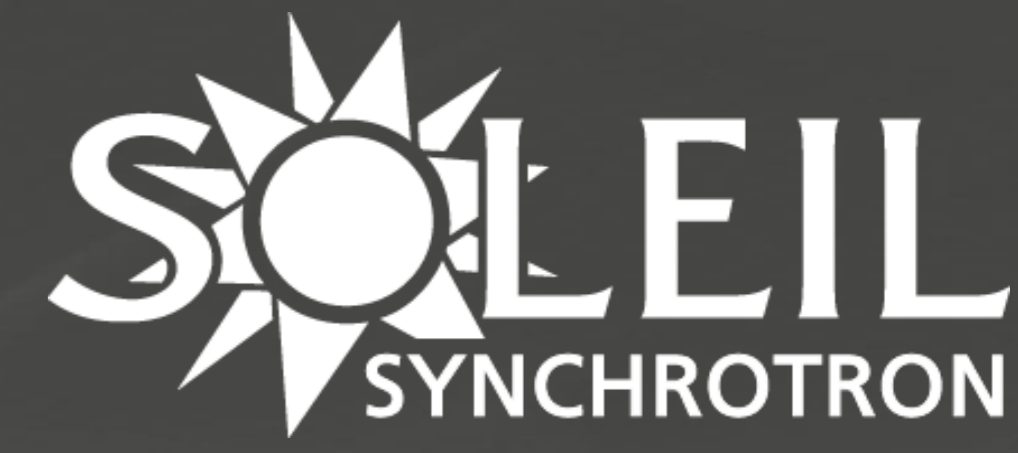


# INCEPTION OF A LEARNING ORGANIZATION TO IMPROVE SOLEIL'S OPERATION



## Context

Historically, **no global governance** for operations had been set up, in particular regarding incident management or preventive maintenance plans. All **methods and tools** have been defined **"on-the-fly"** by technical teams with **overlaps**.

## Objectives

- Reinforce **cross-team collaboration**, e.g. between Accelerators, Beamlines, and technical teams.
- **Share the operation knowledge** and add **efficiency**
- Provide a living, up-to-date and easy-to-use **information system** to support these operational processes.

## Rollout

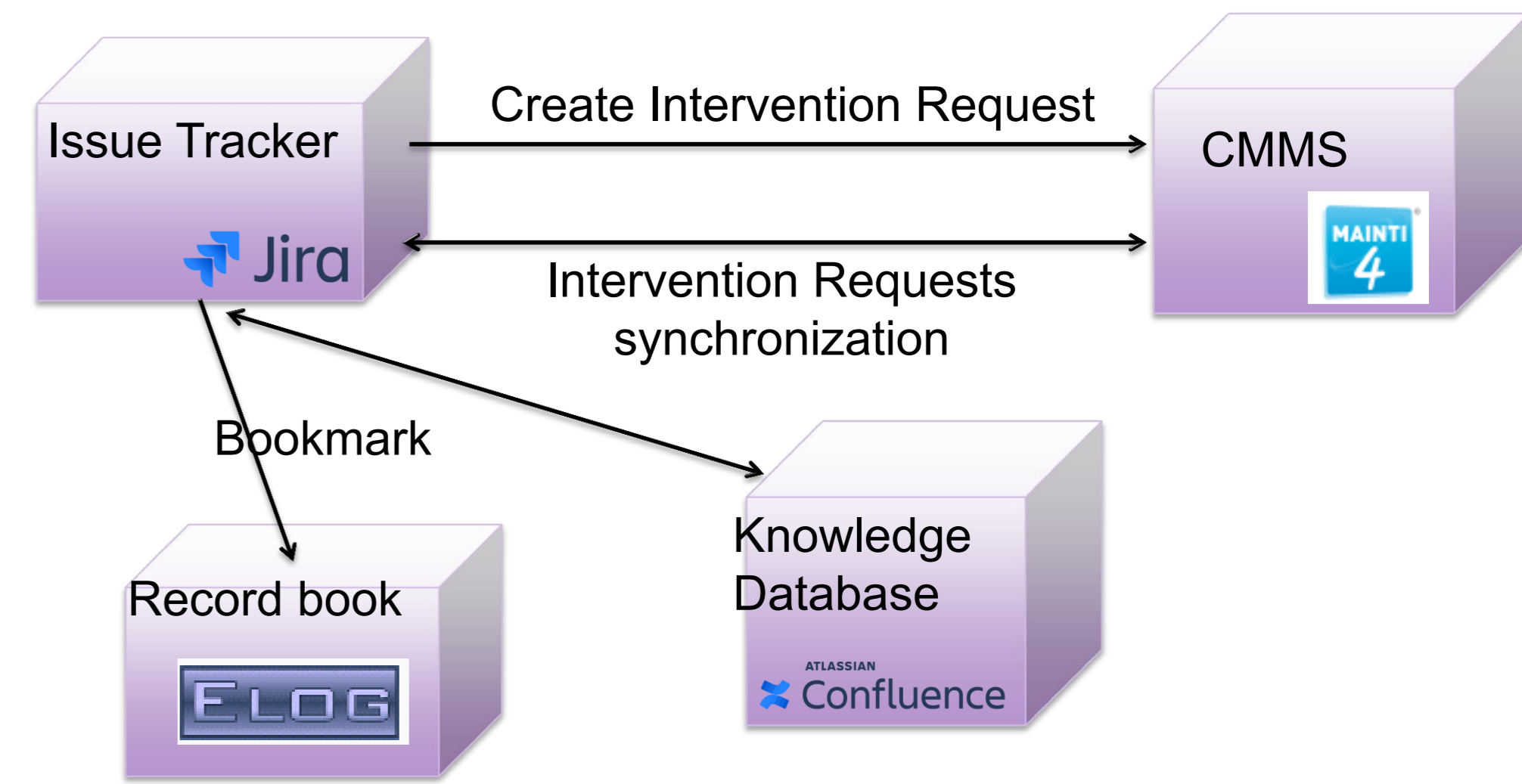
- IT Teams, 2015
- Accelerators, 2018
- Beamlines, 2019



## Shared operational processes & Software interoperability

Since the processes and roles have been clearly defined, agreed and communicated:

- the **traceability** has increased,
- The **communication** between teams is now seamless
- All technical teams are now more engaged around the operation
- Incident resolution time has decreased drastically



**Incidents**

- **Objective:** Restore service as quickly as possible
- An incident is an unplanned disruption or degradation of service



**Problems**

- **Objective:** Reduce the number and the impact of incidents
- Find a workaround and then the root cause of incidents



The chosen tool suite is:

- **Jira** to implement all operational processes workflows
- **Confluence** as a knowledge database
- Integration with Maintimedia (CMMS) and Elog that were already in place



## Accelerators operation

Shared operational processes are routinely used by all teams implied in the Accelerators operation since beginning 2018

Incidents in progress - To be processed by the technical team

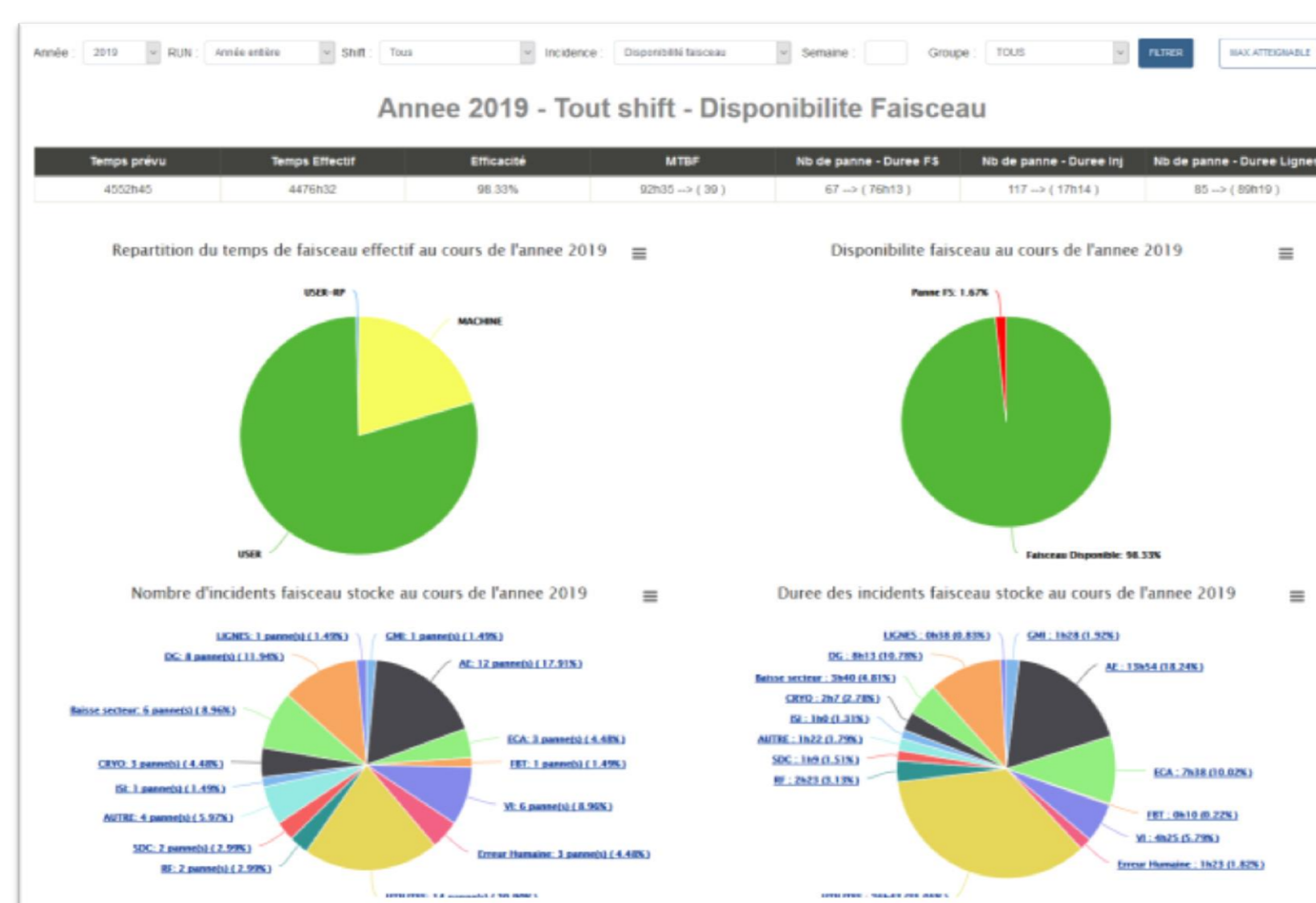
Incidents in progress - with impacts on the team

Resolved issues assigned to the group - waiting for REVIEW by the team

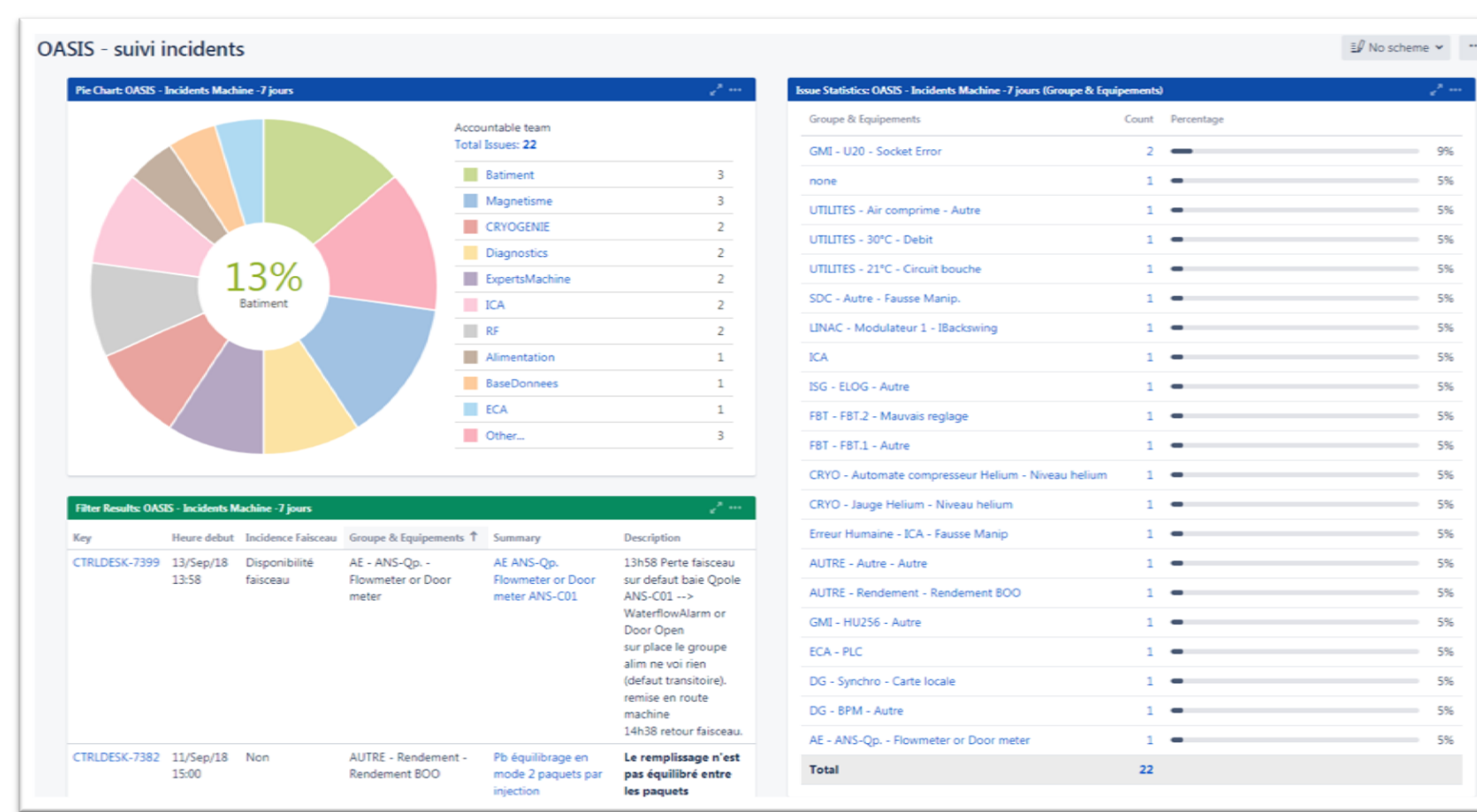
Resolved issues - with impacts on the team

Problems

Incidents closed (resolved and reviewed) over 365 rolling days



A web interface developed upon Jira for statistics

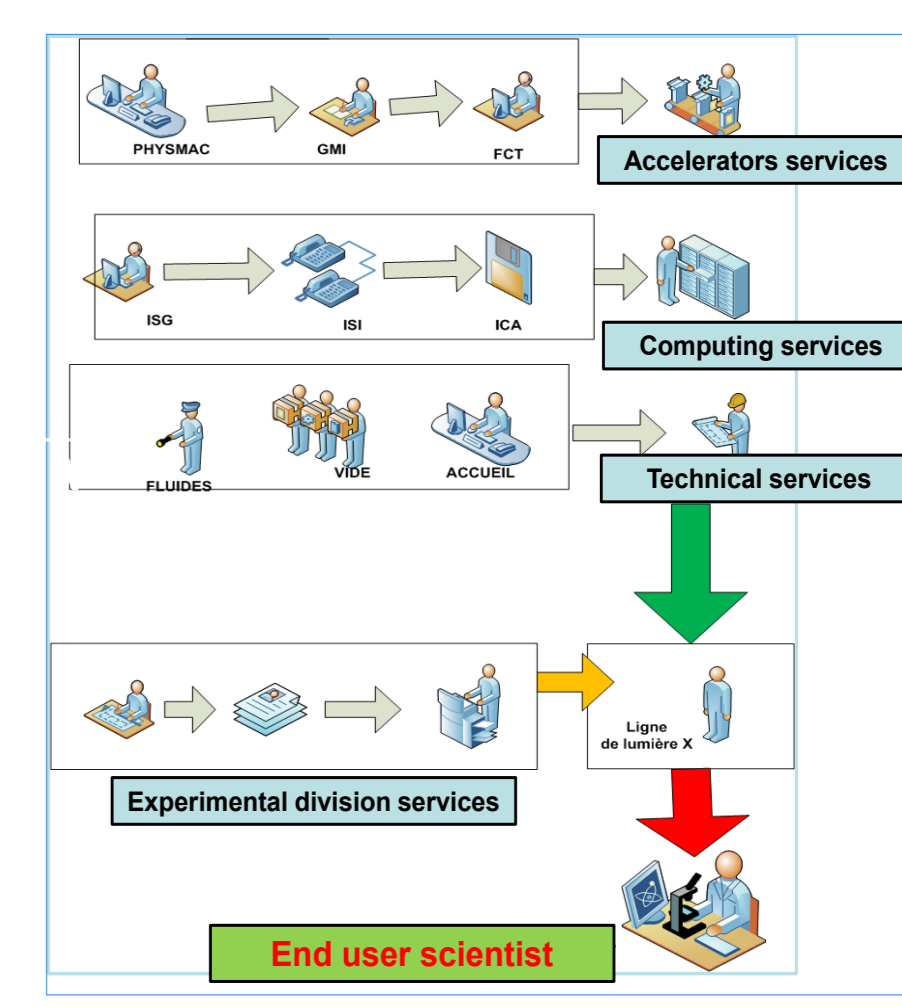


The incident manager dashboard

Each technical teams follow their issues In Jira dashboards

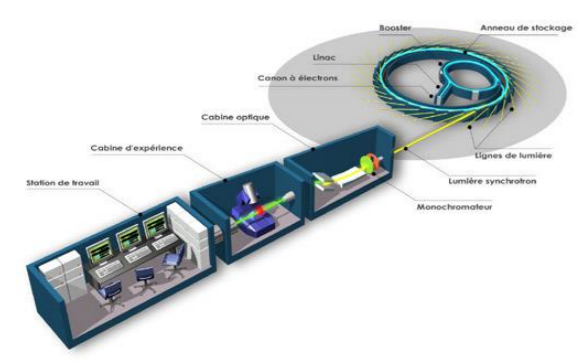
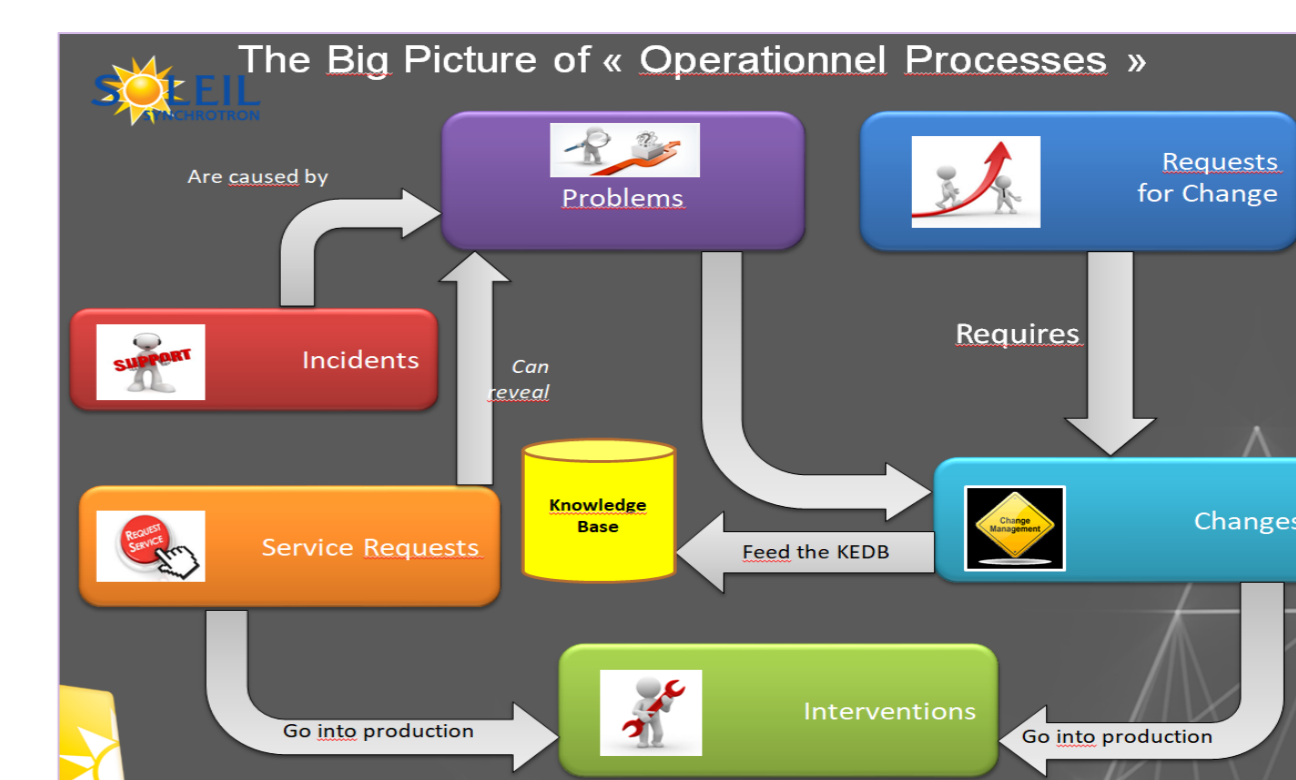
## Vision

- **"The strength of a chain is the strength of the weakest link"**
- All technical groups must share the same methods and tools to deliver high level of service to end users



## Methodology

- **ITIL methodology** as been chosen because it is focused on operational processes rather than norms
- ITIL terminology or processes have been sometimes adapted to cope with existing SOLEIL processes or vocabulary



## Beamlines operation

13 beamlines and floor coordinators have been trained to use the incident management system

Simplified incident creation form with Jira service desk

Knowledge database is connected to incident creation form

A dynamic dashboard for incidents

Incidents in progress - Assigned to Beamlines or Floor coordinators

Incidents in progress - Assigned to a technical team

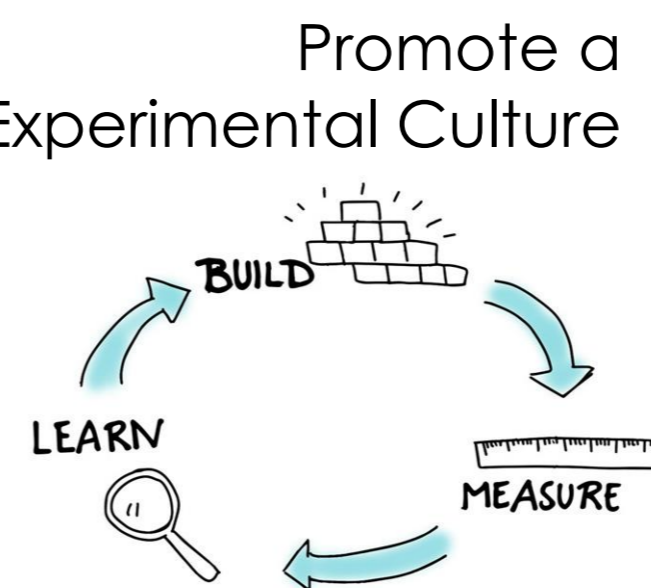
## Key success factors

- **People first:** listen to their concerns, explain the strategy, and train them.
- Journey was a **bottom-up initiative** driven by a team that is deeply involved in everyday operation
- **Support** of the **top management** is mandatory

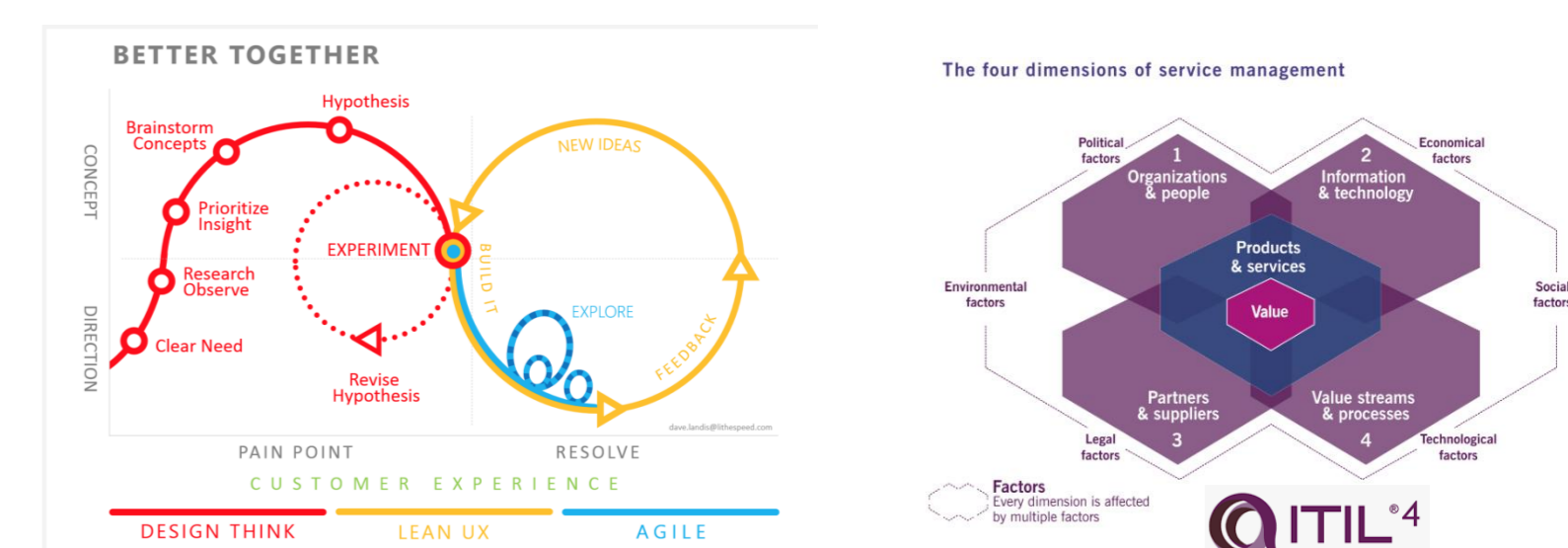


Promote a Continuous Improvement & Experimental Culture

Change management is very time consuming (and was totally underestimated)



Base your approach on others experiences/tools/methodologies



SOLEIL, is a research center located near Paris, France. It is a particle (electron) accelerator that produces the synchrotron radiation, an extremely powerful light that permits exploration of inert or living matter. SOLEIL covers fundamental research needs in physics, chemistry, material sciences, life sciences (notably in the crystallography of biological macromolecules), earth sciences, and atmospheric sciences. It offers the use of a wide range of spectroscopic methods from infrared to X-rays, and structural methods such as X-ray diffraction and diffusion with 29 beamlines. It delivers 6500 hours of beam time included 5000 hours for 2000 users per year since 2008.

