

# Management



- Assuming similar structure as RadioNet::ALBUS
  - Like Mike Garrett pointed out
- EXPReS board will run overall project
  - FABRIC reports to this board
  - Management & Financial support at JIVE
    - Hiring EXPReS project manager, web master
    - Secretary in place: Diana van Dijk
  - EXPReS board can approve changes in spending & workpackages
    - As long as we stay within the contracted envelop
- Relevant documents:
  - Contract to deliver on certain R+D topics
    - Not specific about who, where
  - EC Guidelines (use of funds, proprietary rights)
  - Consortium Agreement (who are partners)
    - Not yet in place

# Management requirements



- Produce deliverables on track
  - Reports public on the internet
- Spend the budget!
  - Overspending responsibility of your institute
  - At some point audits will be made
    - Paper trail in accordance with local practice (?)
    - Don't get me started on VAT issues
- Spend man-hours as contracted
  - Including contributed hours
    - For all except ASTRON (full cost partner)
  - Auditors may want to see these too
    - JIVE will use a hour administration system
- Produce lots of reports
  - Progress reports to board
    - Include presentations, please provide pictures
  - Annual reports to EC
    - Quite a lot of work (for me)

- Regular meetings
  - At least once per year
  - More frequent telecons
    - Maybe every 4 weeks
    - Will taper off when everybody is on track
- Much electronic traffic
  - Will set up FABRIC exploder to reach entire group
  - Call for quarterly reports
  - Repository for documents and deliverables: wiki
    - Maybe also useful for discussion platform, although group rather small
- Role of JRA PI (that's me):
  - Is responsible for the management of a distributed project
  - Responsible for all reporting
    - PI should be consulted in the appointment of new staff
    - PI should be consulted in all budgetary items > 5 k€?
  - Would like to have established local workpackage leaders

- Minute all meetings
  - And made public
    - Must contain list of attendance
    - Let's use pdf when we can
  - Make all presentations public
- Please produce design documents & evaluations
  - Even if they are only couple of pages
    - Efficient communication means:  
*If you write concisely, somebody may actually find time to read it!*
  - Then it is not too hard to pass milestones
    - Main requirement contracted with EC
- Open all communication channels
  - Some management info necessarily confidential
  - Problems? Please share
  - Acknowledge e-mails and responsibilities
  - **Organize your own work-visits!**

Admittedly not 100% confident on some details (?):

- Money handled by individual institutes
  - Implement your own accounting scheme
  - But be ready to report on spending
    - 20% overhead can be claimed without justification(?)
- Typically dominated by manpower
  - Can claim all direct cost of “temporary” project staff(?)
  - ASTRON (FC) can claim 50% of hours at fixed rate
- Some partners have substantial hardware components
  - Notably MRO, JBO, but also PSNC and OSO
  - Can not claim VAT from EC(?)
    - And can only claim depreciation during project
  - This is not office supplies
    - In RadioNet claimed through “incidental costs”(?)

# Manpower



task	description	effort request	effort match	location
	management	0	1	JIVE
1.1.1 & 1.1.2	data acquisition prototype	2	2	MRO
1.1.3	data acquisition control	1	1	MPI
1.2.1	broadband protocol	1	1	JBO
1.2.2	broadband interface	1	1	JBO
1.2.3	broadband test	1	1	OSO
1.2.4	public/private interface	0.5	0.5	ASTRON
2.1	Grid resource allocation	2	2	PNSC
2.2	software correlation	6	5	JIVE
		14.5	14.5	

**Table J1.4: Justification of financing requested**

		Requested Funds		Matching Funds	
		FTE-yrs	K€	FTE-yrs	k€
OSO	Staff	1	75	1	75
	Travel		4		0
	Hardware		10		0
ASTRON	Staff	0.5	75	0.5	75
	Travel		2		2
MPIfR	Staff	1	75	1	75
	Travel		4		0
MRO	Staff	2	150	2	150
	Travel		8		0
	Hardware		30		0
JBO	Staff	2	150	2	150
	Travel		8		0
	Hardware		30		0
PSNC	Staff	2	140	2	140
	Travel		8		0
	Hardware		10		0
JIVE	Staff	6	450	6	450
	Travel		24		0
		14.5	1253	14.5	1117
<p><b>Note:</b> All use additional cost (AC) model, except ASTRON which follows full cost model (FC)</p>					



# Risks...



- **Cannot find suitable manpower**
  - Maybe only 25% science component
  - Lots of activity in similar projects (including EXPReS)
  - No permanent perspective
- **Fail to match the new manpower**
  - When other priorities prevail
  - Or project too optimistic
- **Fail to control distributed effort**
  - Many partners, everybody his own agenda
  - Not many management tools
  - Nobody seems to like writing reports
- **Dependencies on other developments**
  - eMERLIN correlator
  - DBBC project for data acquisition
  - LOFAR overall progress
  - Impossible to use of Grid computing this way