

# IMPROVEMENT OF OPERATIONAL PROCESSES AT THE INSTITUTE LEVEL

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## Context:

- SOLEIL is a service oriented facility delivering more than 5500 hours of beam to its scientific users
- Historically SOLEIL has a strong operational culture (*for instance all technical groups are on call 24/7 during beam time to be recover technical failures*)
- Nevertheless the service delivered to end users is the result of a chain of services and **“The strength of a chain is the strength of its weakest link”**

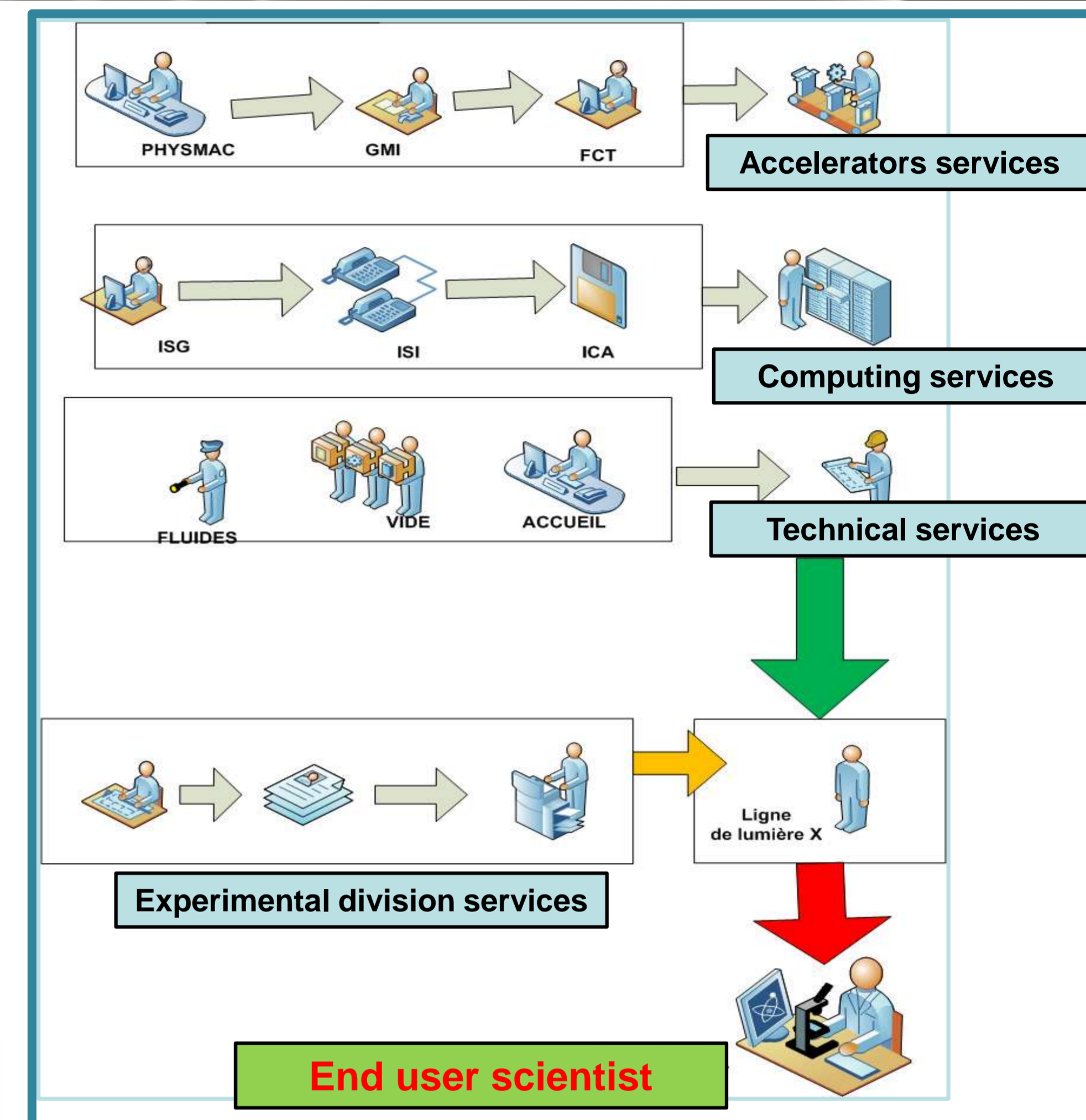
## Motivations

- Enhance the service delivered to scientific users
- Decrease the time spent by technical and beamline teams in operational activities to keep resources available for projects and development

## Strategy

- Follow a service oriented methodology and customize it to SOLEIL culture and existing processes

## Our Motivations



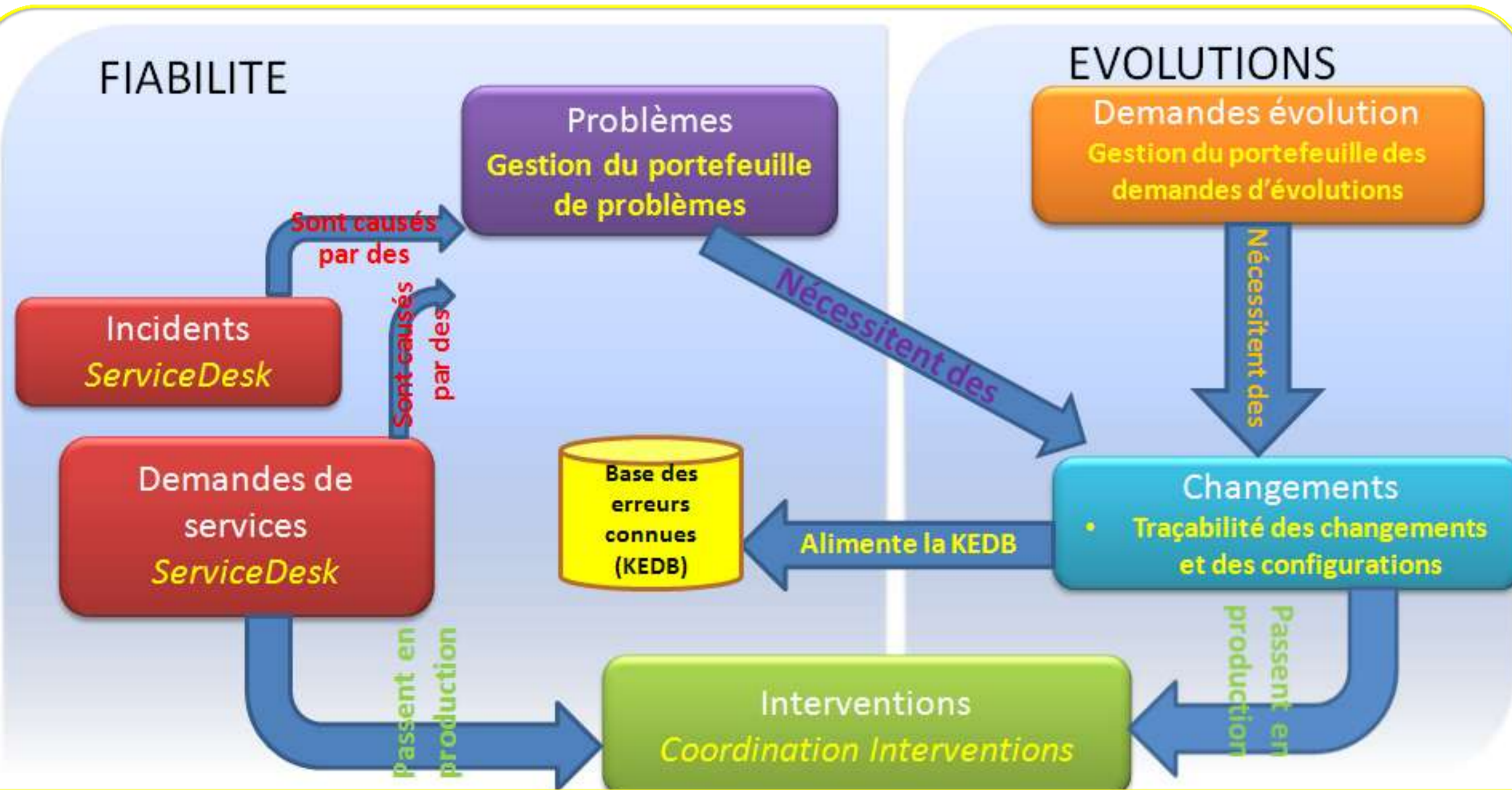
## We choose to have “ a pragmatic” quality approach

- We choose to use a methodology based on “good practices” for services management
- Which is focused on operational processes rather than norms
- Which is modular and can be used for very large but also small organizations
- Service management is a quality oriented methodology allowing better definitions of: objectives, operational processes, responsibilities, and indicators.

## Our initial ambition is modest : focus our effort on “Service Operation”

- Service management methodology define best practices for the whole “Service life cycle” : Service Strategy, Service Design, Service Transition. We decided to concentrate our initial efforts on Service Operation

## How a “Service oriented” methodology can help us ?



## We now share a common vocabulary and semantics across teams

- It takes time for everyone to understand the subtle differences between words/terms
- ### A unique “Incident Management Process”
- will be deployed at the institute level before end of 2017
  - With a well defined workflow
  - And roles defined at every step of the workflow (“Incident Leader”, “Incident Manager”, etc..)

### Resistance to change is the major difficulty

- All groups had already their own practices to manage incidents
- Different tools were used to manage incidents : CMMS, ELOG, JIRA, emails
- Accepting that defaults are publicly shown may be very difficult to accept for people

### How did we overcome these difficulties ?

- Strong involvement of the top management is a prerequisite
- A social spirit of kindness or “bienveillante” attitude helps accepting that failures must be visible to everyone
- “Every incident is a collective way to improve SOLEIL operation and service delivered to our users”

## First results and difficulties

### Service Desk Management:

- **Incident Management** metrics should be tuned to have global figures representing the “whole chain strength” and the quality of operational service delivered to the end user
- **Service Requests Management** will then be to be discussed between technical groups and user representatives
- The link between JIRA and the CMMS will be helpful to have a smooth transition with the exiting practices of all technical groups

### Problems Management

- Workflow and roles are defined and already used in some I.T groups
- Discussions are on going with the Experimental division to distribute roles

### “Interventions “ (i.e “Changes Management in Operation”)

- Workflow and roles are mostly defined and already used for Accelerators and I.T
- The link between JIRA and the CMMS will be helpful to have a smooth transition with the exiting practices of all technical groups

## Next steps