



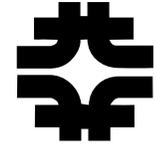
The State of the Laboratory

All Hands Meetings

Michael Witherell

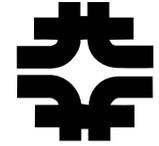
November 14, 2002

Fermilab succeeds because of our staff.



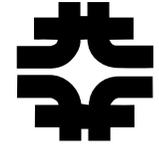
- We have a laboratory we can be proud of because of our uniquely talented staff dedicated to making Fermilab succeed.
- It is important that all of us have a good understanding of where we are and where we are going – the good, the bad, the challenges and the opportunities.

Today's meeting



- I want to talk to you about a number of things that affect all of us at Fermilab.
 - Status and future of the research program
 - Impact of the budget
 - Concerns of the Fermilab staff
- I have no new announcements at this meeting beyond those included in the memo I sent out.

Our Mission

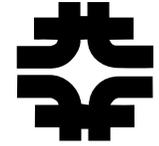


Fermilab is dedicated to research in particle physics, with the goal of understanding the fundamental nature of matter, space, and time.

We build and operate the accelerators and detectors needed for research in particle physics.



We can be proud of Fermilab.



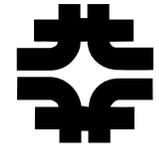
- The research we do here is exciting science that competes well with that done in any field anywhere in the world.
- Fermilab – our people, our departments, our facilities – represent an incalculably valuable asset to U.S. science.
- Thousands of physicists in the U.S. and abroad need us to support their research.
- We do this forefront research in a very productive and efficient way.

Run II of the Tevatron Collider



- Collider Run II is the most important activity at Fermilab.
 - The only collider able to address the physics of the highest energy scale before 2008.
 - Many critical measurements that could reveal a crack in the Standard Model
 - Many possibilities for breakthrough discoveries

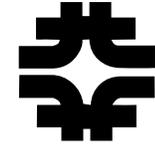
Run II of the Tevatron Collider



I wrote a memo to the entire staff in August to enlist your help in strengthening the Run II effort. In that memo I said:

- I know that the Fermilab staff realizes the importance of Run II to the laboratory and to particle physics in the U.S.
- I am sure that we have the talent and dedication to succeed and that you will respond when an opportunity is identified for you to help.
- Success in Run II will come from the effort of the entire laboratory, led by the Beams Division, but with the enthusiastic support of all of the divisions and sections.

How we have done this year



How we are doing

- compared to three months ago

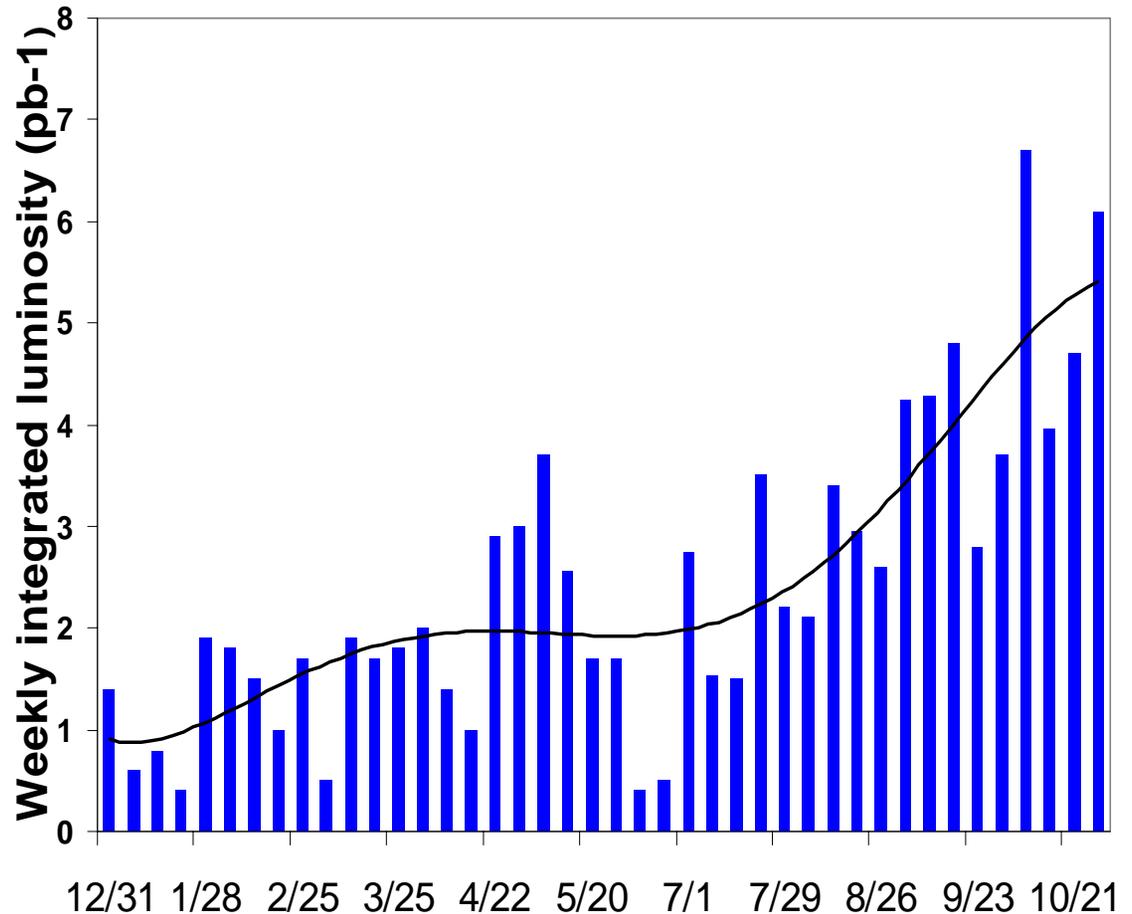
Best week = 6.7 pb^{-1}

- best was 3.8

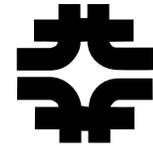
Typical week = 5 pb^{-1}

- typical was 2.5

Very good progress



DOE Review of Collider Run II



- There has been excellent progress in the past year that serves as a solid platform for future progress and the increased focus of the Laboratory on this effort is a crucial factor.

Status of Run II



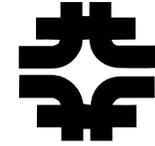
- **The Tevatron collider program is back.**
 - We will achieve another big improvement in weekly integrated luminosity in FY2003.
 - The outcome of the recent DOE review of the collider effort was very positive.
 - New physics results will be coming out next summer.

Congratulations and thanks!

We still have a great challenge ahead of us.

- **No easy gains – in the past or the future.**

Neutrinos are moving ahead!

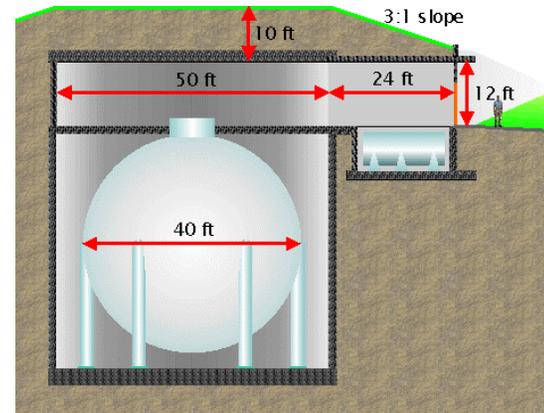


- Neutrinos have been surprising physicists around the world in recent years.

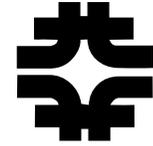
Neutrinos at Fermilab

- The new experiment MiniBooNE started running in September.
- NuMI/MINOS has been on track since restructuring the project last year.

Thanks to all of the people from around the Laboratory who contributed to these very important accomplishments.

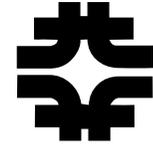


Budgets



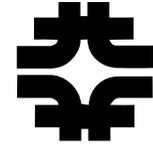
- As you know, all of us in DOE laboratories are facing difficult budgets.
 - There is much discussion in Washington about the need to invest more heavily in research for the Physical Sciences and at DOE.
 - Supportive talk has not been converted to dollars, however.
- The DOE Office of Science, High Energy Physics, and Fermilab are all facing very difficult FY2003 budgets.
- Many people are working very hard to make the case for science at DOE.

Will funding get better in the future?



- We need a budget increase for the DOE Office of Science so that we can do the science we should be doing.
 - Authorization bills in House and Senate recommend increased investment in the Office of Science.
 - Ray Orbach, Director of the Office of Science, is developing a strategic plan tied to these proposed increases.
 - Can one convert authorization to appropriations?

Where are we in the budget process?



- Congress has not passed the Energy and Water Appropriations Bill –under which we are funded.
- Like much of the federal government, we are operating under a “continuing resolution” adopted by Congress, fixing budgets at last year’s levels until the new 2003 budget is passed.
- The best guidance we have is the Energy and Water bill passed by the U.S. House of Representatives, under which we would have the same budget as last year.
 - Due to inflation and cost increases, this represents a reduction of 4% in purchasing power, about \$12 million.

Plan for FY 2003

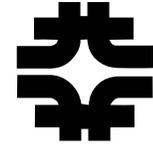


- Our goal for FY2003 is to
 - save the core of our scientific program and
 - avoid drastic measures affecting our staff.
- Scientific Program

The plan

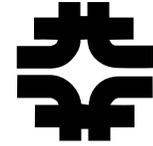
 - funds the accelerator (operations and the luminosity improvements);
 - starts the CDF and D0 detector upgrades;
 - funds the projects on schedule (NuMI, LHC, CMS);
 - reduces everything else.

One-time steps to reduce costs



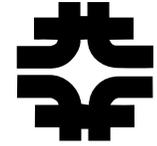
- An early retirement plan for Age+Service \geq 60
- Few replacements for positions made vacant
- Reduction of vacation accrual
- Other measures
 - reduced travel
 - no vehicle replacements
 - fewer copiers and desktop computers
- By taking these measures, we believe we can avoid involuntary staff reductions.

Performance Appraisal System



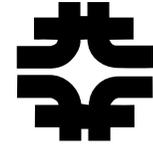
- We decided to change in the Performance Appraisal System in response to concerns expressed in the Employee Survey three years ago.
- A lot of people expressed concerns about the original version of the system.
- We heard you and went back to make changes.
- I would like to thank all the employees who brought these concerns and suggestions to my attention. With your continuing involvement and commitment to make it work, I believe we will have a performance evaluation system that is fair, understandable, and makes Fermilab a better place to work.
- Keep us posted.

Safety



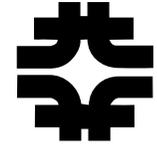
- About five years ago we adopted an Integrated Safety Management program that improved our safety record significantly.
- You did great and the Laboratory became a safer place to work.
- But now we have to do even better.
- Remember that, Lost Workday Case Rate aside, the most important thing is for everyone who works here to return safely home at the end of the day, every day.

Employee Handbook



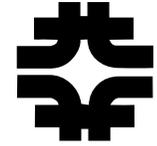
- We intended a routine process of issuing the Employee Handbook, something that had not been done since 1988.
 - It is a compilation of policies and procedures that have been around for some time.
- Many people in the Laboratory had serious concerns about what they received.
- What are we doing about it?
 - We are no longer asking you for signed receipts.
 - We will review the handbook and decide what needs to be added, changed, or clarified.
 - We will improve our communication – both intended and unintended – with our employees.

Communication



- In the employee survey that was taken three years ago, a set of the lowest rated items had to do with communication, especially between the laboratory management and employees.
- We still need to do a lot better at communicating what we are doing and at paying attention to the people who work here.
 - We are looking hard at a number of changes to improve communication.
 - We are collecting groups of staff members to talk to us about what is right and wrong now.

Fermilab succeeds because of its staff.



- This is a very exciting time for science at Fermilab.
- Each of you has a vital role in making the most of these opportunities. I ask your support and understanding as we move forward under these difficult circumstances.
- Fermilab's success depends on the talent and dedication of our staff. Since the beginning of the laboratory, it always has.