

SUCCESSFUL TESTS OF A COOLER WAY TO TRANSPORT ELECTRICITY

A new superconducting electrical transmission line for the High-Luminosity LHC uses new materials, a new cooling system and unprecedented technologies



Tests being carried out on the superconducting power line. From left to right: Julien Hurne, Jerome Fleiter, Alejandro Zurita and Amalia Ballarino, the project leader. (Image: CERN)

Like a metal python, the huge pipe snaking through a CERN high-tech hall is actually a new electrical transmission line. This superconducting line is the first of its kind and allows vast quantities of electrical current to be transported within a pipe of a relatively small diameter. Similar pipes could well be used in towns in the future.

This 60-metre-long line has been developed for CERN's future accelerator, the High-Luminosity LHC, which is due to come into operation in 2026. Tests began last year and the line has transported 40 000 amps. This is 20 times more than

what is possible at room temperature with ordinary copper cables of a similar cross-section. The line is composed of superconducting cables made from magnesium diboride (MgB_2) and offers no resistance, enabling it to transport much higher current densities than ordinary cables, without any loss. The snag is that, in order to function in a superconducting state, the cables must be cooled to a temperature of 25 K (-248°C). It is therefore placed inside a cryostat, a thermally insulated pipe in which a coolant, namely helium gas, circulates.

(Continued on page 2)

A WORD FROM DORIS FORKEL-WIRTH

STAY SAFE ON THE ROADS

Next month, hundreds of CERNois will join the Bike2Work campaign with the aim of doing at least 50% of their commutes by bicycle or other green transport during the months of May and June. In addition, during the summer months the number of CERN cyclists always goes up, with summer students and associates coming from all over the world. Cycling is fun, it's healthy and it's good for the planet, but the increasing numbers of cyclists face an increasing density of motor traffic, particularly during rush hours. All of this adds up to a potential source of accidents on the roads – most of which could easily be avoided.

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Published by:

CERN-1211 Geneva 23, Switzerland writing-team@cern.ch

Printed by: CERN Printshop

©2019 CERN-ISSN: Printed version: 2011-950X

Electronic Version: 2077-9518

A WORD FROM DORIS FORKEL-WIRTH

STAY SAFE ON THE ROADS

As Bike2Work gets underway, it's important for all of us to think about road safety. Whether we're cyclists, motor vehicle users or pedestrians, we all have a role to play in keeping safe. The analysis of traffic accidents shows that the most common causes are lack of attention or lack of respect for other road users.

Much road safety comes down to common sense and mutual respect. If you're a driver, give cyclists space. If you're a cyclist, make sure you're visible, don't sneak into drivers' blind spots, and always wear a helmet. And whether pedestrian, cyclist or motor vehicle user just be sensible, for example always respect other road users priority at junctions and crossings. All of this really is common sense and common courtesy,

but it's worth remembering that much of it is also law.

There's a wealth of online information available on road safety, and there's an online course in the CERN Learning Management System on safety for cyclists. Stay safe - take the time to read the safety guidance, and if you're biking, follow the course.

*Doris Forkel-Wirth
Head of the HSE Unit*

SUCCESSFUL TESTS OF A COOLER WAY TO TRANSPORT ELECTRICITY

The real achievements are the development of a new, flexible superconducting system and the use of a new superconductor (MgB_2). "The line is more compact and lighter than its copper equivalent, and it is cryogenically more efficient than a classical low temperature superconducting link that must be cooled to 4.5 K", says Amalia Ballarino, the project leader.

Having proven that such a system is feasible, at the end of March the team tested the connection to the room temperature end of the system. In the High-Luminosity LHC, these lines will connect power converters to the magnets. These converters are located at a certain distance from the accelerator. The new superconducting transmission lines, which measure up to 140 m in length,

will feed several circuits and transport electrical current of up to 100 000 amps.

"The magnesium diboride cable and the current leads that supply the magnets are connected by means of high-temperature ReBCO (rare-earth barium copper oxide) superconductors, also a challenging innovation for this type of application," explains Amalia Ballarino. These superconductors are called "high-temperature" because they can operate at temperatures of up to around 90 kelvins (-183 °C), as opposed to just a few kelvins in the case of classical low-temperature superconductors. They can transport very high current densities, but are very tricky to work with, hence the impressiveness of the team's achievement.

Tests of the line with its new connection represent an important milestone in the project, as it proves that the whole system works correctly. "We have new materials, a new cooling system and unprecedented technologies for supplying the magnets in an innovative way," says Amalia Ballarino.

The project has also caught the attention of the outside world. Companies are using the work done at CERN to study the possibility of using similar transmission lines (at high voltage), instead of conventional systems, to transport electricity and power over long distances.

Camille Monnin

SERBIAN FLAG RAISED AT CERN

The Serbian flag was raised today at a ceremony on the Esplanade des Particules to mark the country's accession as CERN's 23rd Member State

The Serbian flag was raised today at a ceremony on the *Esplanade des Particules* to mark the country's accession as CERN's

23rd Member State. The ceremony was attended by the Prime Minister of the Republic of Serbia, Ana Brnabić, the

President of the CERN Council, Ursula Bassler, and the CERN Director-General Fabiola Gianotti, together with represen-

tatives of CERN's Member and Associate Member States and the CERN community.

"The 23rd of April is a great day for Serbia and its science, as the flag of the Republic of Serbia is officially hoisted in front of CERN in Geneva, marking Serbia's accession as its 23rd full Member. This will allow our researchers to work in higher capacity and on a global level with their colleagues from CERN, while enabling our economy to participate in CERN projects on a larger scale. Membership in CERN presents Serbia in the best light, as a modern, competitive country whose economic

development increasingly relies on science and innovation, driven by our young scientists and innovators," said Ana Brnabić, Prime Minister of the Republic of Serbia.

"This is the moment when the commitment of a new Member State becomes visible: the commitment to support fundamental science, to foster peaceful collaboration and to engage in multilateral initiatives for the benefit of all. We are pleased to raise the Serbian flag among those of our Member States," said Ursula Bassler, President of the CERN Council.

"It is a great pleasure to welcome Serbia to the CERN family. This day recognises the long history of fruitful scientific cooperation between Serbia and CERN, and Serbia's commitment to fundamental research. We look forward to strengthening our collaboration in particle physics, innovation, and training and education of the young generations, with Serbia as a Member State," said Fabiola Gianotti, CERN Director-General.

Abha Eli Phoboo

LS2 REPORT: BEFORE THE RETURN OF THE COLD

All the links in the LHC's cryogenic chain are being examined with a fine-tooth comb in order to detect and correct any issues



One of the LHC cold boxes, located in an underground cavern at point 4 of the ring. Liquid helium is stabilised and stored in a tank at a temperature of approximately 4.5 K (Image: CERN)

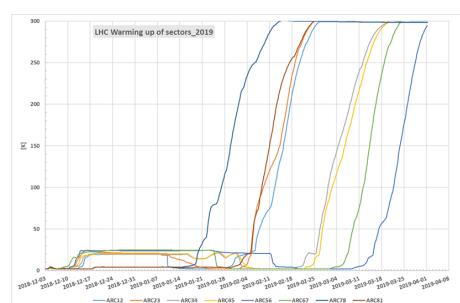
The 70 helium compressors are the first links in the LHC's cryogenic chain. They compress the helium, which is then cooled through expansion in the turbines of the cold boxes. During LS2, all the compressors will be sent away for a full service, mostly to two specialist centres, in Germany and Sweden. "Each of the 70 compressors must be taken apart and then reassembled, in order to check the condition of all parts and make replacements if necessary," explains Gérard Ferlin, leader of the Operations section in the Cryogenics group. "The 70 electric motors that power the compressors will be sent to Italy to be serviced."

As for the cold compressors used to lower the temperature of the helium from 4.5 K to 1.9 K, they're off to Japan. Six of them (of the 28 in the accelerator) showed signs of weakness after the last four years of LHC running and need to be worked on by specialists.

Of course, here at CERN too, the Cryogenics group has a lot on its plate: over 4000 preventive and corrective maintenance operations are planned between now and mid-2020, when cooling of the first sectors of the LHC will start all over again! "Many maintenance operations have been planned for a long time, particularly on the LHC's eight cold boxes (one per sector). The sensors, thermometers, valves, turbines, filters, etc. will be checked and vali-

dated or replaced," explains Gérard Ferlin. "We will also use the opportunity of LS2 to do some advance upgrades of one of the cold boxes with a view to increasing its power ready for the HL-LHC."

Throughout LS2, the instrumentation team in the Cryogenics group will also support the DISMAC (Diode Insulation and Superconducting Magnets Consolidation – an article on this subject is coming soon) project team, particularly for the validation of the instrumentation of the cryogenic system. This is especially important given that certain magnets are being replaced and new diagnostic instrumentation is being installed on a pre-determined selection of beam screens.



Schedule for warming up all the LHC sectors for LS2 (Image: CERN)

Anaïs Schaeffer

ATLAS MANAGEMENT ENTERS NEW TERM

The management of the ATLAS experiment begins a new term this Spring, with Spokesperson Karl Jakobs (University of Freiburg) continuing to steer the collabora-

tion through Long Shutdown 2 and three new members joining the management team.

Read the article on the ATLAS website (<https://atlas.cern/updates/atlas-news/management-enters-new-term>).

A DAY OF ICT WORKSHOPS FOR GIRLS AT THE GLOBE

On 25 April 2019 CERN held workshops on Information and Communication Technologies (ICTs) for about 100 girls aged 6 to 14 at the Globe of Science and innovation



(Image: CERN)

Initiated by the Union of Communications (ITU), the International Girls in ICT Day aims to encourage and empower girls and young women to consider studies and careers in the growing field of ICTs. On 25 April 2019, for its third year participating, CERN held workshops on Information and Communication Technologies (ICTs) for about 100 girls aged 6 to 14 at the Globe of Science and innovation.

A team of almost exclusively female mentors led the workshops: CERN engineers

and specialists, members of the Women in Technology community and members of the RightsTech Women association.

The girls were introduced to the programming of the Poppy Ergo Jr. robot, an articulated arm designed for education. They worked in pairs to learn the basics of computing, coding and programming logics. The youngest had the opportunity to discover what is inside a computer and how programming work, thanks to paper, scissors and LEGOs.

FRENCH SIGN LANGUAGE AVAILABLE AT THE GLOBE

New measures to make events at the Globe of Science and Innovation more accessible

Each year, nearly 10,000 visitors of all ages and backgrounds attend an event organised as part of the programme of free and public activities at the Globe of Science and Innovation. Last February, the installation of an **audio induction loop** improved the accessibility of these activities to attendees who are hard-of-hearing. This system provides a magnetic wireless signal that is picked up by hearing aids when they are set to 'T' (Telecoil) setting.

Building on CERN's endeavour to increase accessibility in its public events, this spring, **French Sign Language Interpretation (LSF)** will be available upon request at the Globe. The first event to benefit from this service will be Philippe Lebrun's conference entitled "*From Bourg-en-Bresse to the stars: Jérôme Lalande, astronomer of the Enlightenment*" on 13 May at 8:00 p.m. Anyone wishing to

use it can request it when registering on voisins.cern.

The principle of accessibility prevails at the Globe. Supported by the CERN & Society Foundation, this new measure is part of its efforts to support and promote the dissemination, to the widest possible public, of the benefits of the mission of CERN.

950 PUPILS IN SCIENTISTS' SHOES

The project Be a Scientist encountered a great success again for its 2019 edition

For 3 months, 43 teachers and over 950 pupils have tried to find out what was the content of mystery boxes, in the way CERN scientists look for invisible elemen-

tary particles. Classes from Geneva, Ain and Haute-Savoie have conducted investigations using successive hypotheses and experiments.

Thanks to a collaborative website, classes were encouraged to share their progress with each other. They also had the opportunity to visit CERN and the Physiscope.

Some of the classes finally met one another on four final conferences organized at the Globe of Science and Innovation and in Haute-Savoie on Monday 8 April 2019. The children presented their research in the form of talks, theatre, posters and ex-

hibition stands. They also met CERN scientists and asked them all their questions.

Initiated in 2011, the project *Be a Scientist* is the fruit of a collaboration be-

tween University of Geneva, Département de l'Instruction Publique (Geneva) and Education nationale (France). If you are a teacher and want to participate in a future edition, visit this website (<http://voisins.cern/en/offre/be-scientist>).

COMPUTER SECURITY VS ACADEMIC FREEDOM

The mandate of the CERN Computer Security Team is simple: to protect the reputation and operations of the Organization from cyber risks. But this simple sentence can quickly become complex: what is the risk?

The mandate of the CERN Computer Security Team is simple: to protect the reputation and operations of the Organization from cyber risks. But this simple sentence can quickly become complex: what is the risk? What risk must be controlled and what can be accepted? What are good and reasonable protective measures? What is appropriate? What is overdoing it? In particular, in the academic environment of CERN, the academic freedom of research, with CERN's reputation as an open laboratory welcoming people from all around the world, an acceptable equilibrium needs to be found between "security" and the aforementioned academic freedom, as well as the operation of accelerators and experiments.

The right balance is highly important. CERN is not a bank with money to protect. CERN is definitely not a military site nor engaged in military research. Tilting the balance too much towards bank- or military-style computer security might block academic freedom and the creativity behind it, as well as rendering the operations of the accelerators and experiments much more difficult. The mindsets of our people are accustomed to openness, communication, creativity and freedom of thinking. Too much unreasonable security raises questions and suspicions, and leads to creative ideas as to how to bypass the measures implemented. Rules without enforcement are not taken seriously. On the other hand, being soft on computer security means that evil-doers can sabotage or bring to a halt CERN's operations or negatively impact its reputation. The right balance is therefore key. The right balance must be able to mitigate real risks, not perceived ones, and not just be a sort of security theatre. And the right balance needs to be transparently communicated and opened to discussion. So here goes:

The "cyber risk" is proportional to the threat scenarios, the vulnerabilities and weaknesses inherent to computing systems, and the consequences of losing those systems and the data stored on them. Like any other organisation, institute or enterprise, CERN is permanently under threat. Our webpages are probed for vulnerabilities, attempts are made to crack passwords, users are approached to click on malicious links in order to get their laptops and PCs infected. The corresponding attackers stem from many different areas: script-kiddies trying out their skills to deface CERN webpages, cyber-criminals trying to extort money or blackmail individuals, attackers interested in misusing our computing power or that of the Worldwide LHC Computing Grid, for example for crypto-currency mining, jealous insiders trying to sabotage the scientific work of others, potentially even nation states, as CERN is a melting pot of people from all over the world, so why not attack people while they are in an open environment (instead of in a cyber-locked down country)? The threats are therefore not negligible and are real (and all incidents of the past are well documented in our Monthly Report).

Secondly, as is the case for any other user of information technologies, CERN's hardware and software stack is prone to vulnerabilities and weaknesses. This is an inherent problem of IT. More particular for CERN is the freedom to choose. Within the scope of their work, staff and users can use, test, develop and deploy any kind of application and technology they deem relevant – on the condition that they assume full responsibility for the related computer security. The CERN IT department provides the relevant software platforms for this: centrally managed software packages, virtualisation platforms ("Openstack"), databases-on-demand, web application frameworks ("Drupal, 'Twiki', 'Sharepoint'"), but their usage is up to the full discretion of the end

user. Similarly, the office network is open to accommodating any kind of (vulnerable) devices, through the so-called principle of bring-your-own-device ('BYOD'). Hence, the phase space of potentially vulnerable and weak devices, applications and web-pages, etc. is immense.

Finally, there are many consequences. Reputational. Operational. Financial. And legal. Finding a naked teddy bear posted on one of our home pages will lead to negative publicity; malicious mass deletion of physics data or cyber-sabotage of experiments or accelerators can bring our research programmes to a complete halt ; theft of money ('CEO Fraud') or confidential information has financial implications; and the abuse of computing power to attack external bodies can trigger legal actions against CERN.

In summary, CERN is under attack. CERN's hardware and software is vulnerable. The consequences for CERN can be immense. The risk is not zero nor negligible. If you are a regular reader of our Bulletin articles, this should not come as a surprise. The CERN Computer Security Team is committed to controlling and mitigating any risk where it is financially and technologically reasonable to do so and leads to an improvement (and avoids any security theatre). Certain risks have been acknowledged and accepted by the CERN Management not to be mitigated (as they are too intrusive to our academic nature or the benefits do not justify the costs). Implemented measures are well documented on the Computer Security Team's home page and in our Privacy Statement, and are discussed at the IT users forum, the CNIC meeting or here in the CERN Bulletin. Just recently, CERN's computer security stance has been audited and was largely found to be sound, adapted to CERN's academic environment, and well-balanced with our operational needs. But

you might think differently, so we're interested in your feedback. Where are more cyber-security measures needed? Where are we doing too much, making it too restrictive? Where do you need help? Write to us via Computer.Security@cern.ch.

Do you want to learn more about computer security incidents and issues at CERN? Follow our Monthly Report. For further information, questions or help,

check our website or contact us at Computer.Security@cern.ch.

"

The Computer Security Team

Official communications

TAXATION IN FRANCE

Memorandum concerning the annual internal taxation certificate 2018 and the declaration of income for 2018

You are reminded that the Organization levies an internal tax on the financial and family benefits it pays to the members of the personnel (see Chapter V, Section 2 of the Staff Rules and Regulations) and that the members of the personnel are exempt from national taxation on salaries and emoluments paid by CERN.

The Organization would like to remind members of the personnel that they must comply with the national legislation applicable to them, in particular for any other income they may receive (cf. Article S V 2.02 of the Staff Rules).

I - Annual internal taxation certificate for 2018

The annual certificate of internal taxation for 2018, issued by **Finance and Administrative Processes Department**, is available since 11 February 2019. *It is*

intended exclusively for the tax authorities.

1. If you are currently a member of the CERN personnel you received an e-mail containing a link to your annual certificate, which you can print out if necessary.
2. If you are no longer a member of the CERN personnel or are unable to access your annual certificate as indicated above, you will find information explaining how to obtain one at the following link:

<https://admin-eguide.web.cern.ch/en/procedure/annual-internal-taxation-certificate>

In case of difficulty in obtaining your annual certificate, send an e-mail explaining the problem to service-desk@cern.ch.

II - 2018 income tax declaration form in France

The 2018 income tax declaration form must be completed following the general indications available at the following address: <https://admin-eguide.web.cern.ch/en/procedure/income-tax-declaration-france>

IF YOU HAVE ANY SPECIFIC QUESTIONS, PLEASE CONTACT YOUR LOCAL SERVICE DES IMPOTS DES PARTICULIERS (SIP, PRIVATE CITIZENS' TAX OFFICE) DIRECTLY

This information does not concern CERN pensioners, as they are no longer members of the CERN personnel and are therefore subject to the standard national legal provisions relating to taxation.

HR Department

EXCHANGE RATE FOR 2018

Tax declaration: for the attention of members of the personnel and pensioners living in France

For 2018, the average annual exchange rate is **EUR 0.87 for CHF 1**. *Human Resources Department*

Announcements

CHANGE IN THE MEDICAL FOLLOW FOR MPE AND MPA-T CATEGORY B CERN DOSIMETER HOLDERS

We would like to inform you that there is a change in the medical follow up of category B (annual dose < 6 mSv/year) employed members of the CERN personnel (MPE) and associated members of the personnel for the purpose of training (MPA-t: doctoral, technical and administrative students or trainees) who are working in CERN Radiation Areas.

Following a recommendation by the International Commission on Radiological Protection (ICRP), medical surveillance related to occupational exposure to ionizing

radiation it is no longer required for category B radiation workers under European law (Directive Euratom 2013/59) and in Switzerland (decision of Swiss National Accident Insurance Fund, SUVA, of July 2016).

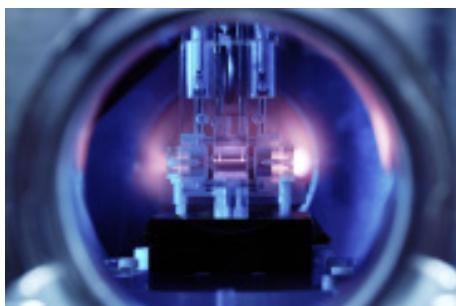
CERN has decided to follow this trend and to discontinue, medical surveillance related to occupational exposure to ionizing radiation of all category B workers among its MPE and MPA-t population (cf. memorandum [EDMS 2088793]).

As CERN workers, they will, of course, continue to be subject to medical surveillance by CERN's Medical Service in accordance with the CERN Staff Rules and Regulations and the CERN Safety rules.

For information, medical surveillance of associated members of the personnel (other than MPA-ts) remains the responsibility of their employer.

Should you have any questions on the above, please contact dosimetry.service@cern.ch.

AWARD FOR EARLY-CAREER RESEARCHERS IN ACCELERATOR SCIENCE



Apply to the Simon van der Meer Award for Early-Career Researchers in Accelerator Science - deadline 27 May 2019.

The Simon van der Meer Award aims to recognise outstanding early career contributions (theoretical, experimental, computational or technical) in novel accelerator science.

For more information and eligibility criteria, please visit the Accelerating News page.

Picture of a plasma cell (Image: Heiner Müller-Elsner/DESY)

23 MAY: 2019 CERN RELAY RACE

The registration will open on 2 May on the CERN Running Club website

The 2019 CERN Relay Race will take place on Thursday 23 May. As is the case every year, the race will consist of a round trip of

CERN's Meyrin site in teams of six. The registration will be open starting 2 May on the Running Club website (<https://runnin>

gclub.web.cern.ch), where you can also find full details about the event.

BIKE TO WORK 2019: BACK IN THE SADDLE!

Take part in the “Bike to Work” initiative and cycle to CERN



Photo from the 2018 edition (Image: CERN)

In order to participate, all you need to do is find three colleagues and register your “Bike to Work” team before 1 May on this website:

<https://www.biketowork.ch/en/account/company>

There are no registration fees and no minimum distance requirement, and part of your journey can be undertaken by public transport. Not a cyclist? Not a problem. Non-cyclists can still sign up: one member of your team is permitted to travel on foot, by skateboard or by any other means of non-motorised transport.

No time to form a team? Want to meet new people? Sign up on this Doodle poll (<https://doodle.com/poll/574r6pxpqh7ua5it>) and we will place you in a team.

You can find detailed information on this event, as well as on “Bike to CERN”, the Organization’s own initiative that takes place all year round, on the “Bike to Work” (<https://www.biketowork.ch>) and “Bike to CERN” (<https://espace.cern.ch/bike2CERN/Pages/default.aspx>) web pages.

But before leaping onto the saddle, consult the safety rules for cycling (https://espace.cern.ch/bike2CERN/Pages/tips_safety.aspx) and complete the online course Road traffic – bike riding (<https://sir.cern.ch/sir/f?p=106:55:209067799197330::NO:RP::>).

Happy cycling!

CALL FOR VOLUNTEERS FOR WOMAD AND ROSKILDE FESTIVALS

Join us in our ventures to reach new audiences

CERN, in collaboration with Lancaster University and the Institute of Physics, will be returning to the WOMAD music and culture festival in the United Kingdom for a fourth year of highly successful physics outreach. This year we will also be heading out to the Roskilde Festival in Denmark for a brand new space, based on the WOMAD concept and in collaboration with the Niels Bohr Institute in Copenhagen.

If you are passionate about communicating your research, we would welcome you as a volunteer to be part of the CERN teams at each of these festivals. There are two ways to be involved :

- Give a presentation on an exciting project or run a hands-on workshop for festival attendees to encourage them to discover and share in the excitement of scientific research.

- Be part of the team working each day welcoming the public, talking about CERN, helping in the set up and take down of the venues.

Please note that places are limited.

We look forward to hearing from all CERN members across the Organization before 3 May 2019. Please send an email to Connie.Potter@cern.ch

CLOSURE OF CERN RESTAURANTS DURING SPRING 2019

Opening hours of restaurants and cafeterias during public holidays in April, May and June 2019

- **Easter weekend (from Friday, 19 April, to Monday, 22 April, included):**

- NOVAE: Restaurants 1, 2 and 3 as well as cafeterias (in buildings 6, 13, 30, 54, 864 and 865) will be closed. Only the cafeteria in Building 40 will be open from 8.00 a.m. to 8.00

p.m. (including Saturday and Sunday).

- ÔDELICE : The cafeteria in Building 774 will be closed.

- **Wednesday, May 1:**

- NOVAE: All points of sale (restaurants and cafeterias) will be closed except Restaurant 1, which will be

open from 7.00 a.m. to 10.00 p.m.

- ÔDELICE: The cafeteria in Building 774 will be open.

- **Ascension weekend (from Thursday, 30 May, to Sunday, 2 June, included):**

- NOVAE: All points of sale (restaurants and cafete-

- rias) will be closed except Restaurant 1, which will be open from 7.00 a.m. to 10.00 p.m.
- ÔDELICE: The cafeteria in Building 774 will be open on Thursday, May 30.
 - **Whit Monday (Monday, June 10):**

- NOVAE: All points of sale (restaurants and cafeterias) will be closed except Restaurant 1, which will be open from 7.00 a.m. to 10.00 p.m.
- ÔDELICE: The cafeteria in Building 774 will be open.

As May 8 is not an official CERN holiday, all restaurants and cafeterias will be open.

Le Comité de Surveillance des Restaurants (CSR)

Ombud's corner

THE IMPORTANCE OF BEING PRESENT

Maria* has fallen behind schedule on her project and meets with her supervisor Jan* to keep him informed. But the meeting sadly didn't live up to her expectations.

"To start with, Jan arrived late. I went to his office, but I found the door closed and no-one there to greet me. Then, all through our discussion he was looking at his watch and glancing at his mobile phone every time a notification came through. When I explained my problem to him, he immediately shot back that it didn't matter and I should try to be more patient. He suggested that I should go on a project management training course, whereas the real source of the problem is a lack of resources. He might have been listening to me, but I didn't get the impression he had really heard what I was saying."

Maria would like Jan to be more present: "Next time I meet with Jan, I'd like his door to be open when I arrive and for him to have my work in progress ready and wait-

ing on his desk. His watch and his mobile phone should be out of sight. Then I would feel welcome and reassured that I will have his full attention throughout our meeting. He could ask me questions to understand the situation better: why, when, what is my opinion, what are the various options, etc. We might not agree on the solution, but I'd at least have the opportunity to express my point of view and to be heard."

And what if you were Maria's supervisor? I would encourage you to ask yourself the following questions:

- How is this situation affecting Maria?
- Would I be prepared to explore the solutions proposed by Maria, even if it meant accepting a different conclusion to mine?
- What measures can I take to avoid distractions?
- Can I explain the reasons for my decision without awkwardness and in a fully transparent way?

- What does my body language say about the interest I have in Maria's situation?

As a supervisor, it's up to you to show your interest and be genuinely present in discussions with your team members. The ability to listen is based on factors within your control: preparation, availability, curiosity, concentration, openness to different ideas, willingness to change your point of view, etc. Your presence demonstrates that you value your supervisees, and discussions with them might even throw up solutions that you hadn't thought of yourself.

**Names have been changed*

Pierre Gildemyn

If you'd like to comment on any of my articles or suggest a topic that I could write about, please don't hesitate to e-mail me at Ombuds@cern.ch.