To Lund University Vice-Chancellor

Re: Mission to the MAX IV Board to draft action plan

September 6, 2018

STYR 2018/1273

A plan of action in response to the VR-report concerning the MAX IV project management.

The MAX IV Board decided the following immediate steps and overall action plan at its meeting on September 4:

First, the Board interviewed all four vice-Directors (Physical Science, Life Science, Machine and Administrative) one by one with the aim to explore if an interim director could be found internally and how the management team should work most effectively until a new Director is appointed. The Board decided to suggest Ian McNulty for the position to which he and the vice-Directors fully agreed on. The Board was very pleased to see the willingness of the management team to work closely with each other and the Board to solve the issues at hand.

The action plan is based on the three main problem areas identified in the report and are cited below with some of the issues that will be addressed:

1. Lack of professional project management:

A seasoned project manager with experience of this scale and complexity of project should be brought in asap to support the interim and future Director.

A project office is needed where time-planning, resource loading and economic follow-up systems are in place. The interim Director was tasked to initiate this process and also involving the Board in the process.

2. Uncertainties in the command chain and delegation of responsibility within the organisations, including the MAX IV Board:

Identify and put in place a clear chain of command from the floor to the management and vice versa.

The Board will start looking for the future Director - specifying criteria/profile and provide a list of possible candidates.

The Board will suggest changes to the structure of the Board meetings to ensure that it can probe effectively all areas critical to success, and ensure that all its recommendations are followed up satisfactorily. This will require clear reporting of project management to the Board, including a birds-eye perspective of progress, timelines, bottlenecks and resource allocation.

The Board will discuss its member composition to ensure that all areas of critical expertise are represented.
3. Insufficient communication

The Board will suggest improvements/establishment of communication plans to the funding agencies, other stakeholders, partner universities and the user communities. Internal communication plans will also be discussed, and acted upon if needed.

The Board agreed on the following time-plan:

Report to the Vice-Chancellor September 6
Progress report to the University board September 21
Final report to the Vice-Chancellor November 6

Final report submitted to VR-RFI November 6

Marianne Sommarin will coordinate the development of the report together with Sven Lidin (LU) – all Board Members will contribute in different ways and it is anticipated that an additional meeting will be needed before the next regular Board meeting in November, perhaps with some Members joining by telephone/videolink. Also, apart from all Directors the MAX IV staff will be involved and can give input during the process.

On behalf of the MAX IV Board,

\[Signature\]

Marianne Sommarin