



A dream to share

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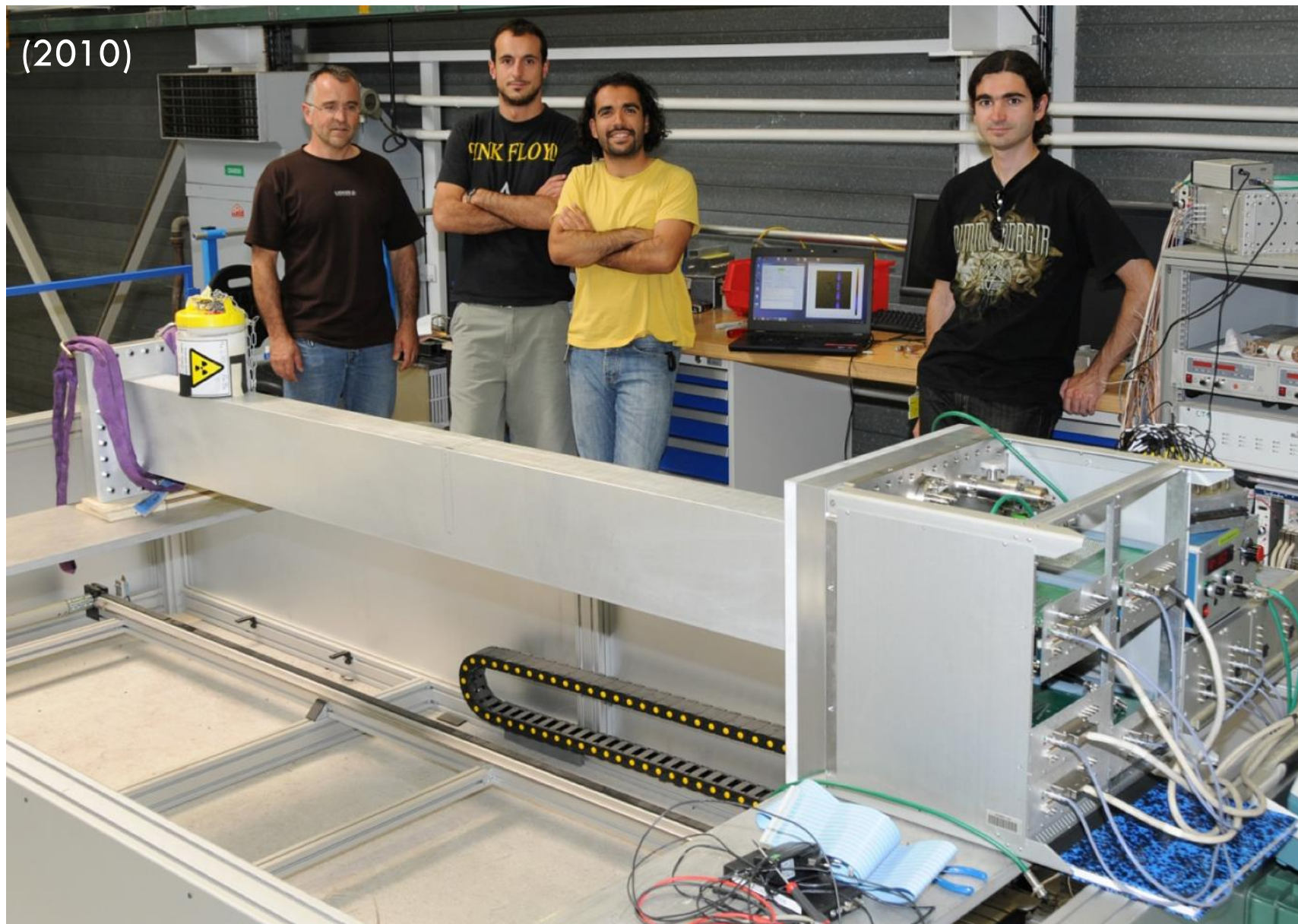
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Science retreat

From ILL to ESS



(2010)



Uncharted territory

UNIQUE PRIVILEGE

Rare opportunity of playing with the world's most advanced tools.



We are building the most powerful spallation source on Earth.

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Rare opportunity of playing with the world's most advanced tools.



ULTIMATE RESPONSIBILITY

With an opportunity comes a profound professional duty. We must bring our complete commitment.



We are building the most powerful spallation source on Earth. **This is not a place to just log hours.**

Building the Future Master



The veteran master were elite because they have spent decades working through real-world challenges.



Alex is now our technician. He represents the future elite workforce we are proud to cultivate.

We have to build talent here.

Mastery isn't hired off the street. It is built through years of trust, teaching, and trial and error.

Pride in Our Craft, the mindset behind the PERFECTING the "OK"

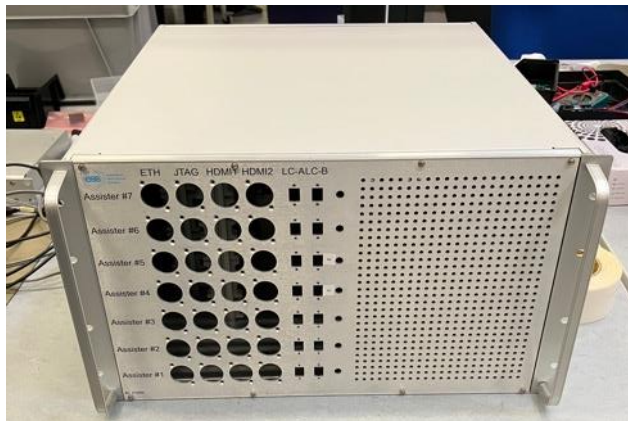
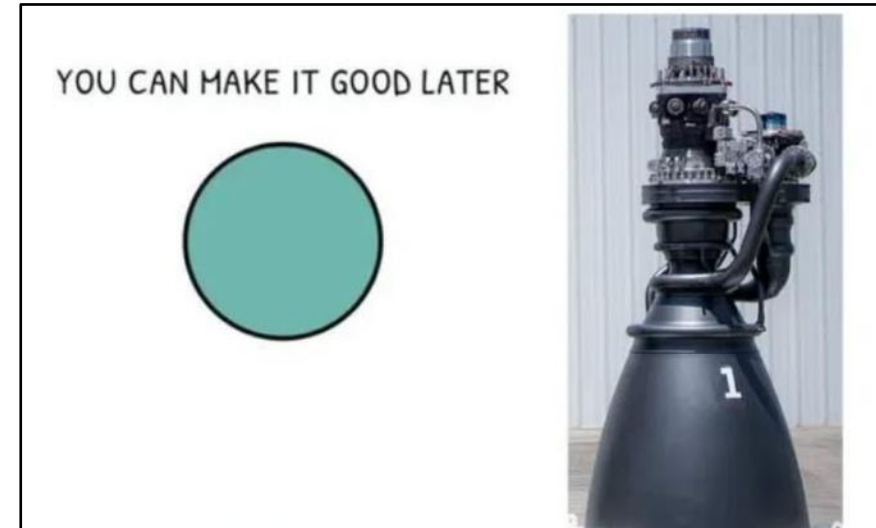
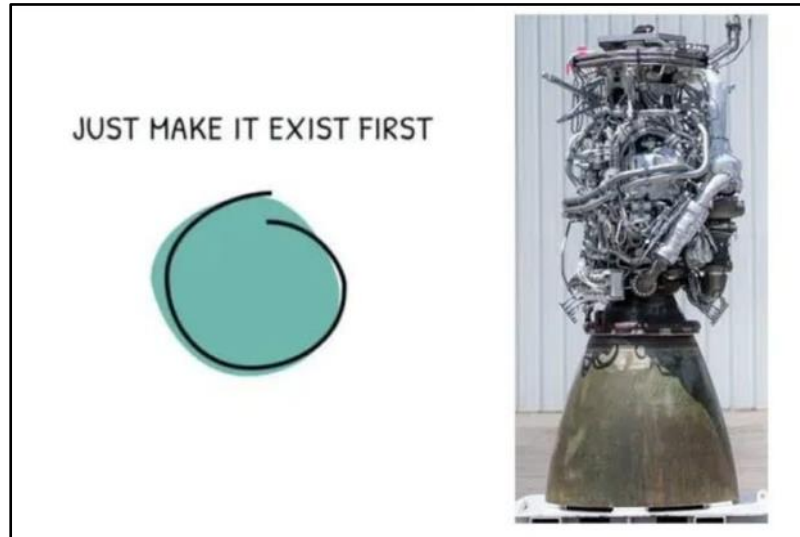


Pride in Our Craft, the mindset behind the PERFECTING the "OK"



Breakthrough technology is not engineered by settling for "good enough." **It is built on personal pride.**

You Can Make It Good Later ... Just Make It Exist First



detG assister



detG assister

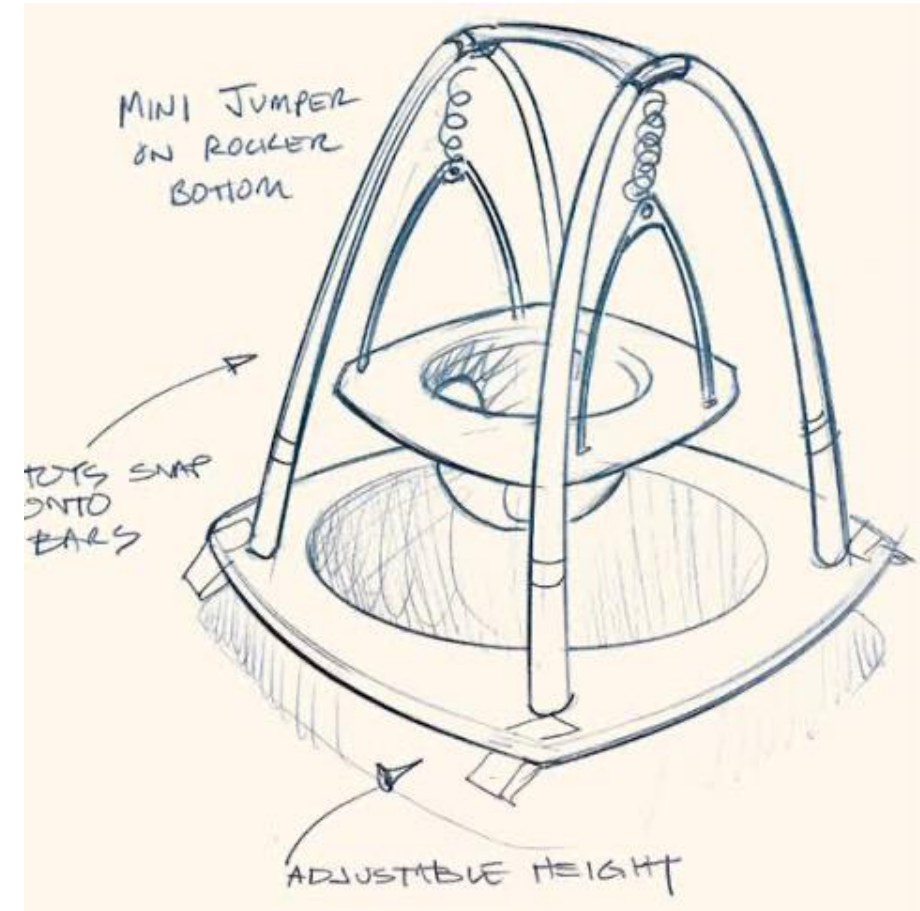
Stop over-analyzing. Prototype fast, test early, and **iterate to excellence.**

We Are Research: Napkin to Machine



Get ready for the Users

- We keep developing, or we perish. -> **We are not standard assembly line industry.**
- Cut the red tape: **Napkin drawings are valid for fast-machined parts.**
- **Speed in response**



How Great Teams are Built



... ITERATIONS ...

Early Friction
Mistakes,
missteps

Constant iteration

Sharpening Skills

Peak Efficiency

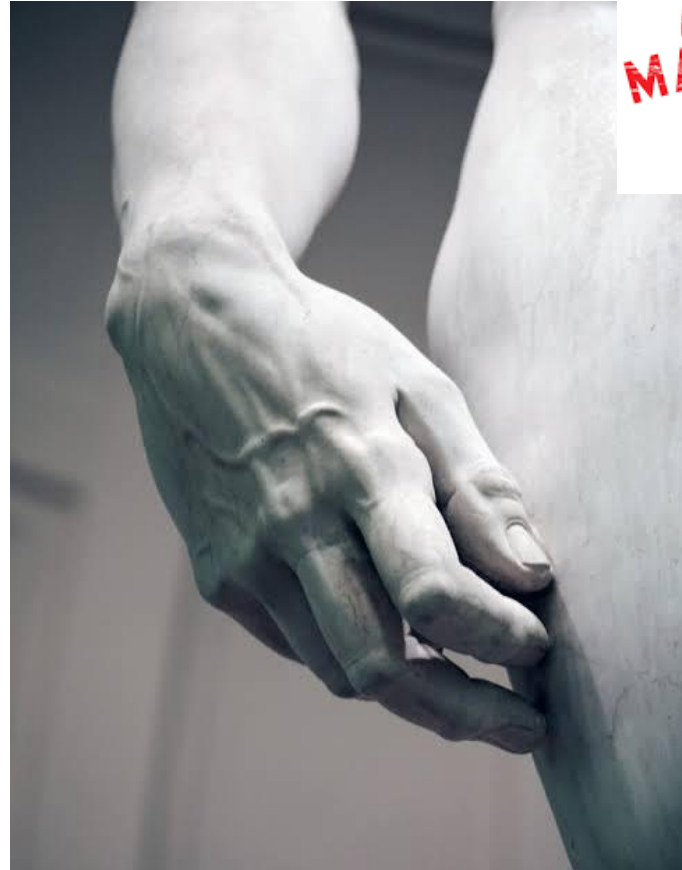
Irreplaceable team emerges
that can solve any challenge
with elite cohesion

We don't just optimize our hardware through iteration - **we optimize ourselves.**

David (Michelangelo)



Our ultimate judge is the user



We are a service to empower
the scientific community.

We don't just optimize our hardware through iteration - **we optimize ourselves.**

Flipping the Pyramid



COORDINATION

Excessive coordination
dilutes responsibility

Too few builders

DELIVERY

Building

Execution

Developing

Accountability
&
Responsibility

Focus on delivery

The primary role of support is simple: clear the path so our builders can build.



BLAME CULTURE

Stagnation

Hiding errors

Lack of transparency

Defensive

Uninspired engineering



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MISTAKE CULTURE

Mistakes = Data

Honesty

Rapid recovery

Edge of excellence

Learn constantly

Errors make us excellent. Radical honesty is our fast track to recovery.

The spark of Genius

Angel can get a higher salary out of here ...
... but this is not the point why he is here!



Angel

The spark of Genius

Angel can get a higher salary out of here ...
... but this is not the point why he is here!

ESS doesn't need 40 routine engineers quietly clocking 40
hours a week.

We need the rare creative obsession that solves the
impossible.



Angel

The Core of commitment

The Real Contract

Our true job descriptions are never completely written down on paper.

They live on our daily choices to go the extra mile because we believe the vision.



JOB DESCRIPTION (R2A2)

Name of employee: YOU

Job title (Role):

Job type and job level:

Responsibilities:

- To conceive, configure, design, procure, assemble, test, evaluate, iterate, fabricate, deploy, calibrate, and commission detector systems
- To plan, procure, and execute the actions of the WU as appropriate
- To assemble and coordinate the WU team, ensuring effective delegation of tasks to team members as appropriate
- To request additional resources from the Work Package (WP) manager to support WU execution as appropriate
- To ensure all technical work is appropriately planned and managed to ensure safety, following best practices and safety directives
- To develop and nurture networks of suppliers, scientific collaborators, and in-kind partners as appropriate
- To support the efforts of colleagues in all relevant aspects of all ESS projects
- To document all actions thoroughly
- **GO THE EXTRA MILE**
- **EMBRACING MISTAKES TO GROW, IMPROVE AND DRIVE ESS TO EXCELLENCE**

Accountabilities:

- To the WP manager for the delivery of the technical scope of the WU according to schedule
- To the Instrument Teams to meet the Instrument WP milestones
- To the WU team members for ensuring their tasks are within their competencies and training
- To the WP manager, for quality and quantity of work, and ideas on improvement opportunities; and to fellow staff, for effective communication and safe and professional conduct according to the ESS Code of Conduct
- To colleagues in the Detector Group, the Technical and Science Directorates, the ESS management hierarchy, and other ESS staff for the responsibilities listed above

Authorities:

- To own the relevant QOCs
- To initiate procurements following ESS procurement rules
- To assign tasks to WU team members
- To exercise professional judgement and decision making in the execution of assignments
- To determine the way in which assigned tasks are successfully realized
- To manage the timing of how assigned tasks are implemented and realized to meet scheduling constraints
- To equip, train, and develop myself in a reasonable fashion
- To communicate appropriately with internal and external colleagues as part of the task
- To make independent, calculated decisions and take technical risks in pursuit of continuous improvement and excellence.



ESS is ours

Directors pass through, we stay.

Build by us for us. Our house, our pride. We build the culture.

We want to stand and proudly say: I was there when We built this.

This is how we succeed.

The user is our ultimate judge.

ESS is ours



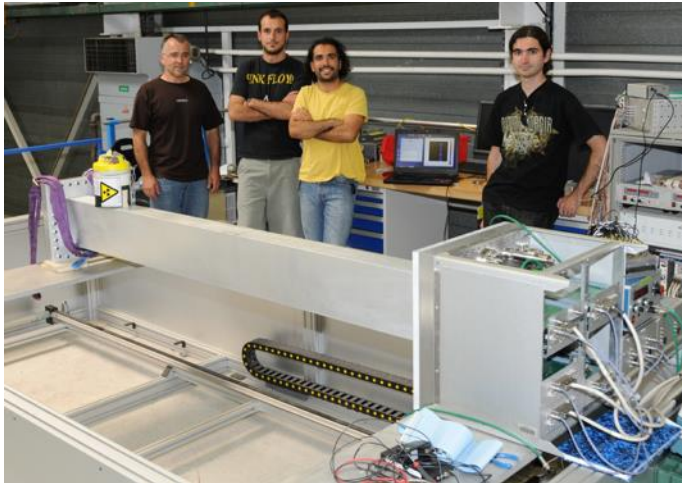
Coach / Director

Players / Scientist – Enginners -Technichains



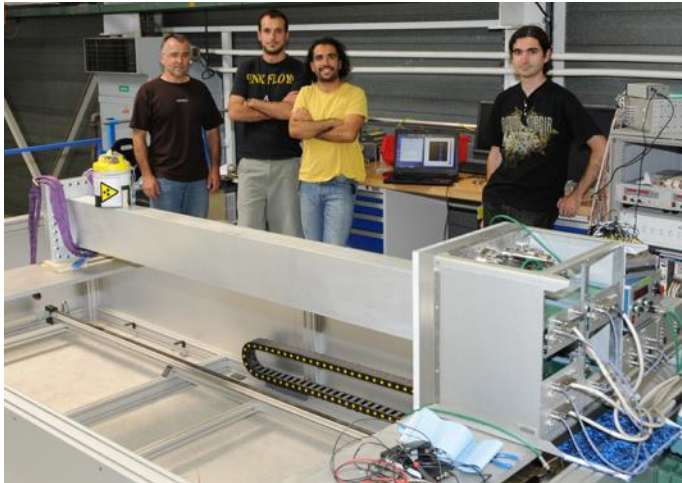
The ultimate decision on how to handle a situation comes down to the players.

The user is our ultimate judge, they will walk through the doors and will judge our excellence.
Let's build a workspace we are immensely proud to show them.



Let us show the world how truly fantastic this journey is!

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This is not just a job.



Let us show the world how truly fantastic this journey is!



**EUROPEAN
SPALLATION
SOURCE**

Yes, this is an experiment!

