

2023-2024年度绩效考核报告

张照茹

高能量物理组

实验物理中心

2024年11月22日

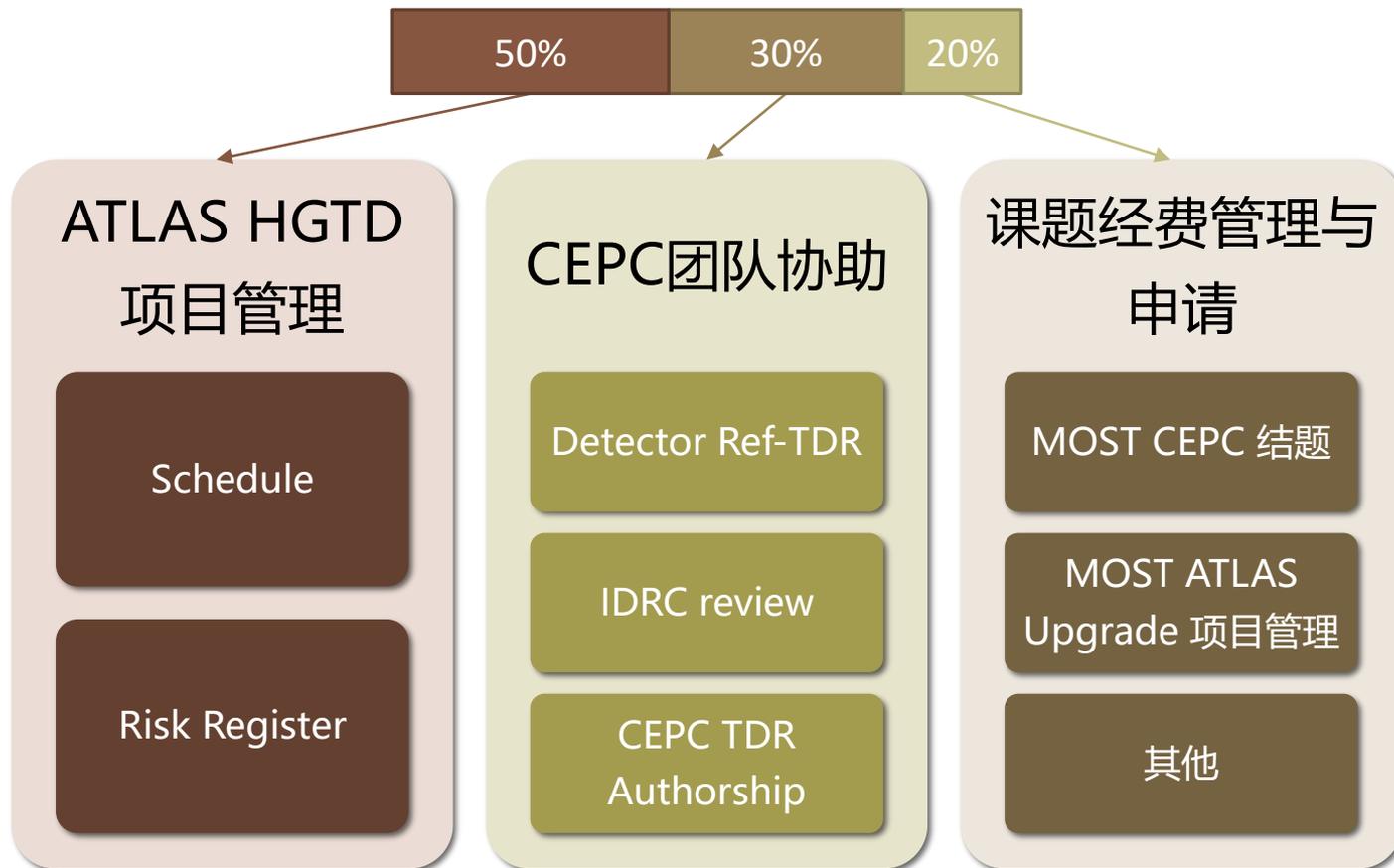
目录



- ① 岗位职责
- ② 本年度工作情况
- ③ 存在问题
- ④ 下年度工作规划

研究任务完成情况

ATLAS科研助理 (中级, 工程师)



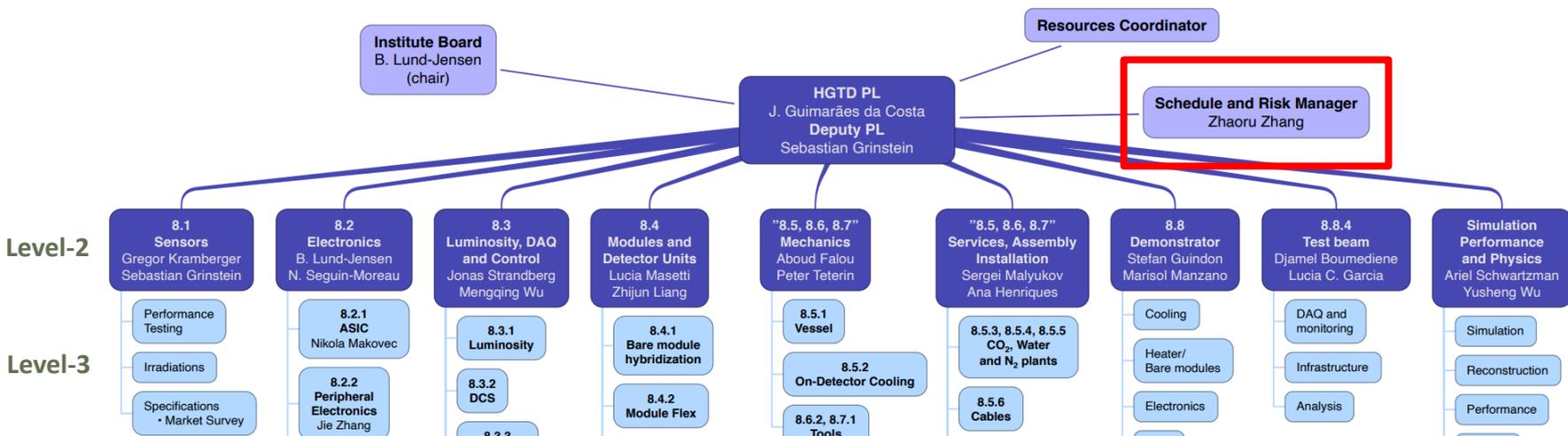
任务完成情况（1）ATLAS HGTD项目管理

ATLAS **高粒度时间探测器**（HGTD）升级项目

高时间分辨率+高空间分辨率+抗辐照，应对Phase-II高亮度对撞下的Pile-up效应

本人担任**Level-2 HGTD Schedule and Risk Manager**

- 统筹协调9个子系统，与约15位子系统Coordinators 沟通协作
- 主要负责：
 - 项目整个实施周期（2019-2028）的进度规划（**Schedule**）的编写、整合、校验及更新
 - 项目风险项（**Risk**）的记录，分析及管理更新



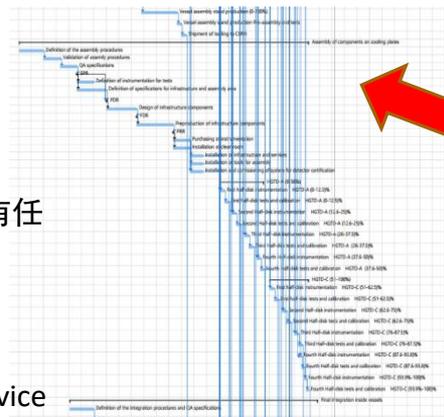
任务完成情况 (1) ATLAS HGTD 项目管理

Schedule 甘特图

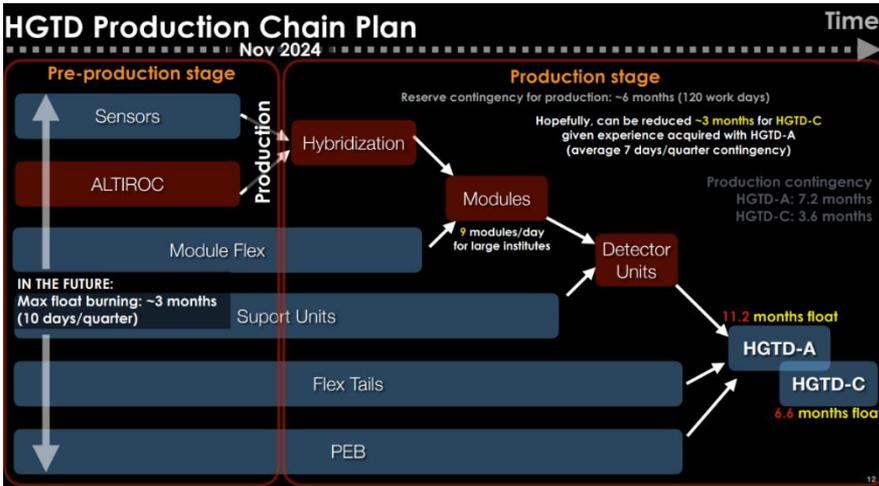
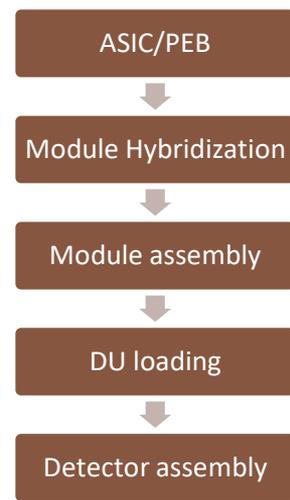
Schedule Management

意义：**定量理解**项目进度，识别关键任务，调整未来规划，确保项目按期完成

- **独立**使用Microsoft Project软件编制
- 统筹**协调**9个子系统，整合关联各系统的任务，校对和纠错
- 本年度更新超过30个版本，最新版本包含**2400**个任务，**细化**任务工期小于3个月，所有任务关联形成整体
- 编写VBA宏脚本，实现**快速提取**关键任务路径 (Critical Path)
 - 快速识别关键路径的改变，发现并修正延误任务
 - 细化关键路径至8条，分别监控各系统进展：Detector, Cables, Electronics, Service for HGTD-A/C
- 计算任务的Total float，识别各系统critical任务，规避延误的风险



Critical Path



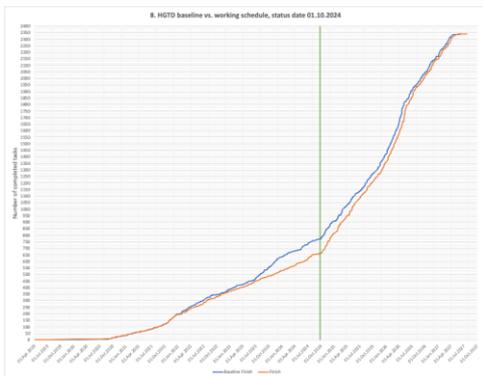
Cables and fibers for HGTD-A are ready for installation
Proximity services for HGTD-A are ready for installation
Back-end electronics for HGTD-A ready for installation
HGTD-A detector ready for installation
Cables and fibers for HGTD-C are ready for installation
Proximity services for HGTD-C are ready for installation
Back-end electronics for HGTD-C ready for installation
HGTD-C detector ready for installation

任务完成情况 (1) ATLAS HGTD 项目管理

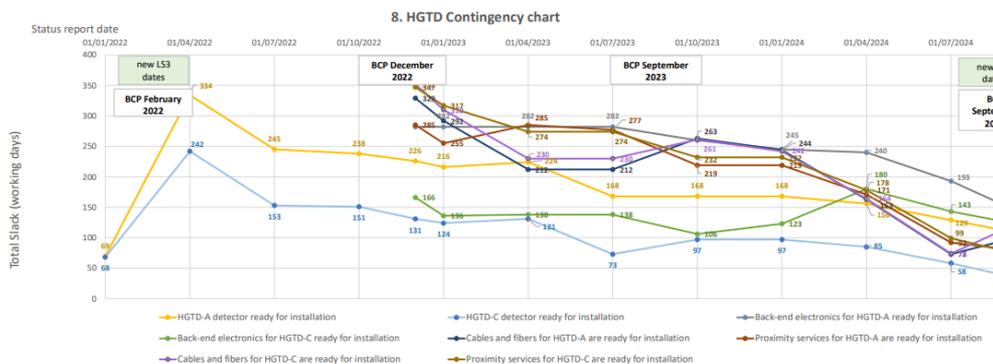
Schedule Management

- 本年度负责一次全域Baseline Change Proposal (**Rebaseline**) (历时4个月)
 - 动机:项目实际进度与原基准版本差别愈大, 需重新定义基准版本
 - 新增**细化**任务~1500个, 调整任务和系统间**关联**, **修正**延后任务对探测器整体安装的影响
 - 细化不同institutes和不同型号的sensor, ASIC, module, detector unit 的生产方案
 - 定义Module-0 探测器全局模块的组装测试方案
 - 计算PEB和detector unit生产周期, 重新定义detector assembly方案
 - 通过优化任务间关联, 增加探测器安装前的可支配时间 (TotalFloat)
 - 总结**rebaseline report**, 详述修改细节和原因, 评估对项目关键路径和total float的影响
- 负责每季度的**Quarter Status Report**
 - 对比实际进展与Baseline, 发现延后任务, 识别对后续任务的影响, 及时修正
 - 撰写Statusing Report, 详述任务延后原因

Statusing v.s. Baseline



Contingency Chart



Rebaseline Report

ATLAS Experiment ATLAS Project Management Office EDMS: 3175719

ATLAS HL-LHC Upgrade
Baseline Change Proposal

Project: High Granularity Time Detector (HGTD)
WBS Number(s): 8
Date Submitted: October 10, 2024

Purpose of BCP:
 Administrative Change Scope Change Other

Document prepared by:	Document checked by:	Document approved by:
Inao Guimaraes de Costa Zhaoxi Zhang HGTD L2 Coordinators	Steve McMahon Tobias Flick In Peter Michel Raymond	Benedetta Gobbo Dave Robinson

任务完成情况（1）ATLAS HGTD 项目管理

Risk Management

- 共收集来自30个Level-3 group的99条risk 信息，并记录在Risk Register
 - 风险定义、规避策略、应对方案
 - 风险等级：Cost risk, Schedule risk, Scope risk, Performance risk
- 计算每项风险等级，并评估风险应对策略的合理性
 - 评估发现ASIC和Module系统包含更多中高级risks
 - 与Schedule的关键路径自洽，及时帮助项目规避风险
- 作为Risk Manager定期召集会议，根据项目进展更新风险信息（new risks, retire risks）

Risk Report

HGTD Risk Report

Link to current HGTD Risk Register: Q4 2024 -v1

Text updated by Joao Barreiro Guimarães Da Costa on 2024-08-29

Currently, we have a total of 99 risks, including 1 high risk and 10 medium risks. The ranking includes the impact of the float on the schedule and it is calculated using the standard ATLAS equation. The high risk is about the delivery of the full detector at the end of the project and hence not very relevant. We have done a deep update of the risk register in this quarter. 5 risks have been retired, and 3 new risks for the Demonstrator have been added. An investigation of the probabilities and impacts was also performed and risks were updated accordingly. The new risk register is tagged: Q3 2024 (see full report attached as word document)

HGTD Risk Register updates tagged in Q4 2024 -v1

Risk	Parameter	New value	Old value
R2-25	Impacted tasks	10.7797,10.7798,10.7799	10.3437
R2-39	Impacted tasks	10.2400,10.2401,10.2402,10.2403,10.2405,10.2406 10.2407,10.2408,10.4422	10.4422
R3-10	Impacted tasks	10.473	Not previously set

Risk Register

Risk ID ¹	Status ¹	Rank ¹	WBS ¹	Title	Description	Prob ¹	Schedule Impact		
							Best	Likely ¹	Worst ¹
R0-1	Active	Medium	None	Currency fluctuations	Any currency fluctuations relative to the Swiss franc can impact procurements and the total core value of the project. Over the last decade the fluctuations have been at the level of 10%	0.05	0m	0m	0m
R0-2	Active	Low	None	Currency fluctuations	Currency fluctuations relative to the Swiss franc can impact procurements. Over the last decade the fluctuations have been at the level of 10%	0.05	0m	0m	0m
R0-3	Active	Low	None	Delayed funding	One or more FA cannot provide funds on the required profile. Here we consider a 10% deficit on the entire project for a given year	0.05	3m	6m	12m
R1-02	Active	Low	8.1 Sensors	(8.1.1) Longer sensor production time	Extended production time or reduced capacity e.g. if OHS and ATLAS both order or prolonged testing times	0.05	4m	6m	8m
R1-04	Active	Low	8.1 Sensors	(8.1.1) Sensors are under-performing and do not fulfill quality assurance.	Sensors are under-performing and do not fulfill quality assurance, meaning they are not performing as expected after irradiation	0.05	0m	6m	9m
R1-11	Active	Medium	8.1 Sensors	(8.1.1) Reduction of testing time for pre-production sensors	Delays of pre-production start time for tendering vendors and in-kind pre-production sensors result in a reduction of testing time to only about 4 months.	0.7	0m	2m	4m
R1-13	Active	Low	8.1 Sensors	(8.1.1) Longer sensors acceptance time during the production	The delay of batch acceptance may lead to increased cost and delays in production	0.2	0m	2m	4m
R1-14	Active	Low	8.1 Sensors	(8.1.1) Needed Change in Sensor design due to problems found in pre-production sensors testing	The pre-production testing of sensors (hybrids) shows problems that would require a redesign of the sensor.	0.2	0m	2m	4m
R2-01	Active	Low	8.2 Electronic	(8.2.1) The yield of the ASIC is smaller than 80 %	The yield of the ASIC is smaller than 80 %	0.05	0m	0.8m	1m
R2-02	Active	Low	8.2 Electronic	(8.2.1) The time to test a wafer (1 day with < 10 mm per ASIC), not yet demonstrated, has been under-estimated.	The time to test a wafer per day with 10 mm per ASIC, not demonstrated yet, has been under-estimated.	0.1	0m	2m	4m
R2-03	Active	Low	8.2 Electronic	(8.2.1) The ASIC does not meet the required performance after pre-production	The ASIC does not meet the required performance after pre-production	0.1	0m	2m	6m
R2-12	Active	Low	8.2 Electronic	(8.2.1) The pre-production ASIC does not need any modification of the masks	The pre production ASIC fulfills the requirements and no further modification is needed	0.3	-2m	-2m	-2m
R2-13	Active	Low	8.2 Electronic	(8.2.1) Three probe station sites are used for the ASIC wafer tests instead of 2	A third probe station institute joins the ASIC testing	0.3	0m	-2m	-2m
R2-17	Active	Low	8.2 Electronic	(8.2.3) Reduced cost of HV from tendering	Competition in tendering gives lower cost	0.15	-7m	-5m	-3m

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- 共收集来自30个Level-3 group的99条risk 信息，并记录在Risk Register
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 - 评估发现ASIC和Module系统包含更多中高级risks

- 作为 **作为 Level-2 HGTD Schedule and Risk Manager**
 - 需实时全局跟踪理解各系统进展和阶段性技术难点
 - 直观把控项目进度，识别潜在风险，对于项目按期完成至关重要

HGTD Risk Report

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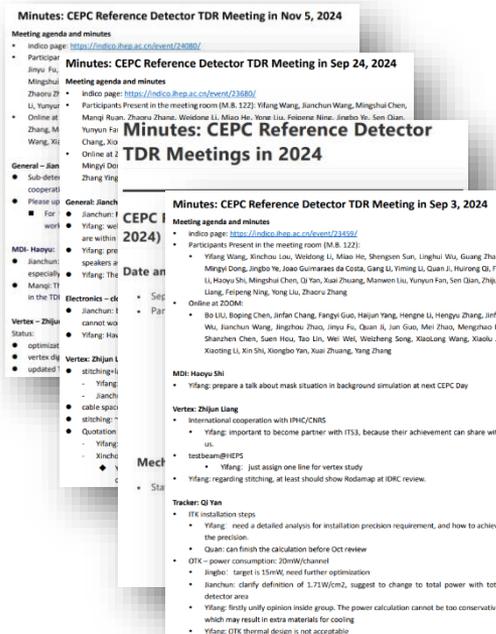
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研究任务完成情况 (2) CEPC 团队协作

Minutes ~ 35次

- **CEPC Detector Ref-TDR 团队**
 - 担任Administrative support
 - 负责每周Plenary会议组织、英文会议纪要撰写
 - 团队成员管理、文档管理、信息统计整合
- **CEPC 探测器国际评审委员会主席Daniela来访**
- **CEPC 探测器国际评审委员会 (IDRC) 会议组织**
 - **13位高层次专家**来访：细节更多，需细心谨慎
 - 签证，机票购买，酒店预订，接送机安排，旅费报销
 - 会议组织
 - Indico和会场准备，实验室参观，探测器关键部件展览等
 - 及时应对了各类突发情况
 - 获得评审专家和领导对组织工作的认可



研究任务完成情况 (2) CEPC 团队协助

- 统计 CEPC Accelerator TDR Authorship
 - 2023年12月底完成收集, 共1114位作者
 - 难点: 时间紧, 体量大, 原始数据格式杂乱**
 - 编写VBA宏脚本, 实现**快速**排版统一和信息校对, 作者统计分析
- CEPC英文网页定期更新
- 组织娄老师学生工作周会及其学生管理工作

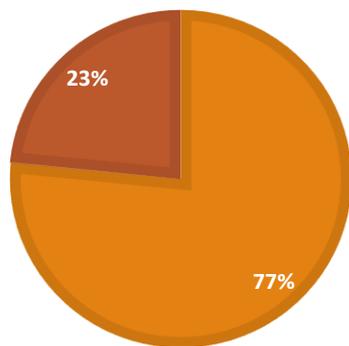
CEPC

Technical Design Report

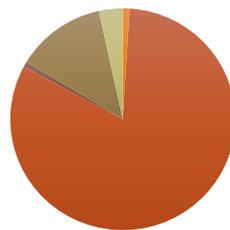
Waleed Abdallah¹⁵, Tiago Carlos Adorno de Freitas²⁰⁸, Konstantin Afanaciev⁹⁵, Shakeel Ahmad¹²⁵, Ijaz Ahmed¹⁷⁸, Xiaogang Ai¹⁷⁹, Abid Alcm¹, Wolfgang Altmannshofer¹²⁵, Fabio Alves¹⁶, Weiming An¹, Rui An¹⁶, Daniele Paolo Anderle¹⁷⁰, Stefan Antusch¹¹, Yasuo Arai⁶¹, Andrej Arbuzov¹¹³, Abdesslam Arhrib²⁰⁶, Mustafa Ashry¹⁵, Sha Bai¹⁷⁷, Yu Bai¹⁷⁷, Yang Bai²⁵⁵, Vipul Bairath¹⁰, Csaba Balazs¹³², Philip Bambade¹²¹, Yong Ban¹⁵⁵, Triparno Bandyopadhyay¹⁸⁰, Shou-Shan Bao⁶⁷, Desmond P. Barber²¹³, Ayse Bat¹, Varvara Batozkaya^{91,135}, Subash Chandra Behera⁸, Alexander Belyaev²⁴, Michele Bertucci¹, Xiao-Jun Bi⁹¹, Yuanjie Bi¹⁸³, Tianjun Bian¹, Fabrizio Bianchi¹³⁷, Thomas Biekötter¹¹⁴, Michela Biglioni⁹², Shaiva Bhatnagar¹¹⁷, Deng Binglin⁹, Denis Bodrov¹²³, Anton Bogomyagkov^{13,150}, Serge Bondarenko¹¹³, Stewart Boogert¹⁴, Maarten Boonekamp¹⁰⁴, Marcello Borri¹⁹⁹, Angelo Bosotti⁸¹, Vincent Boudry¹²³, Mohammed Boukidi¹⁴, Igor Boyko¹¹³, Ivanka Bozovic²⁰⁷, Giuseppe Bozzi²¹⁴, Jean-Claude Briant¹²³, Anastasia Budzinskaya⁹⁰, Masroor Bukhari¹⁰⁷, Vladimir Bytev¹¹⁷, Giacomo Cacciapaglia¹⁰⁷, Hua Cai¹², Wenyong Cai¹²⁷, Wujun Cai¹³⁷, Yijun Cai⁵², Yizhou Cai¹²⁵, Yuchen Cai⁹⁸, Haiying Cai¹¹⁶, Huacheng Cai²²⁶, Lorenzo Calibbi¹⁵⁶, Junsong Cang⁶², Guofu Cao¹, Jianshe Cao⁹¹, Antoine Chance¹⁰⁴, Xuejun Chang⁷⁰, Yue Chang¹³⁶, Zhe Chang⁶¹, Xinyuan Chang⁹¹, Wei Chao¹¹, Auttakit Chatrabhuti²⁰, Yimin Che¹⁵, Yuzhi Che⁹¹, Bin Chen⁹¹, Danping Chen⁶⁹, Fuqing Chen⁹¹, Fusan Chen⁹¹, Gang Chen⁹¹, Guoming Chen⁹¹, Hua-Xing Chen¹⁷⁷, Huirun Chen¹⁵, Jinhui Chen⁹¹, Ji-Yuan Chen⁷⁰, Kai Chen⁷, Mali Chen⁹¹, Mingjun Chen⁹¹, Mingshui Chen⁹¹, Ning Chen¹⁰⁶, Shanhong Chen⁹¹, Shanzhen Chen⁹¹, Shao-Long Chen¹⁷, Shaomin Chen⁹¹, Shiqiang Chen¹³⁵, Tianlu Chen¹⁰⁶, Wei Chen¹³⁸, Xiang Chen⁷⁰, Xiaoyu Chen¹⁵⁶, Xin Chen¹³⁵, Xun Chen⁷⁰, Xurong Chen⁶², Ye Chen⁸¹, Ying Chen⁹¹, Yukai Chen⁹¹, Zelin Chen¹³⁵, Zilin Chen⁹¹, Gang Chen¹⁴⁶, Boping Chen¹⁸⁷, Chunhui Chen¹⁰², Hok Chuen Cheng¹⁸⁸, Huajie Chen¹⁸⁴, Shan Cheng⁹, Tongguang Cheng⁹, Yunlong Chi¹⁰, Pietro Chiment²⁰³, Wen Han Chiu²²³, Guk Cho²⁷², Ming-Chung Chu¹⁸, Xiaotong Chu⁹¹, Ziliang Chu⁹¹, Guglielmo Coloretti²⁵³, Andreas Crivellin¹⁸, Hanhua Cui⁹¹, Xiaobao Cui⁹¹, Zhaoyuan Cui²¹⁰, Brunella D'Azzi²⁰⁸, Ling-Yun Dai⁹, Xiaochen Dai¹⁵⁵, Xuwen Dai⁹¹, Antonio De Maria¹³⁵, Nicola De Filippis³⁷, Christophe De La Taille¹⁵², Francesca De Mori²⁴⁹, Chiara De Sio²¹¹, Elisa Del Core⁹¹, Shuangxue Deng¹⁵⁷, Wei-Tian Deng⁶⁸, Zhi Deng⁹⁷, Ziyang Deng⁹¹, Bhupal Dev²⁶⁰, Tang Dewen⁴³, Biagio Di Micco⁹, Ran Ding², Siqin Ding⁹⁷, Yadong Ding²⁶¹, Haiyi Dong⁹¹, Jianing Dong⁹¹, Jing Dong⁹, Lan Dong⁹, Mingyi Dong⁹, Xu Dong⁶³, Yipei Dong¹⁵⁶, Yubing Dong¹⁰, Milos Dordevic²⁰⁷, Marco Drewes⁹⁷, Mingxuan Du¹⁵², Mingxuan Du¹⁵³, Qianqian Du⁶⁸, Xiaokang Du⁸⁴, Yanyan Du⁹², Yong Du⁷⁰, Yunfei Du⁹¹, Chun-Gui Duan⁹¹, Zhe Duan⁹¹, Yabor Dydyshka¹¹³, Ulrik Egede¹³², Wala Elmetenawee⁹, Yun Eo²⁷², Ka Yan Fan¹⁹¹, Kuanjun Fan⁶⁴, Yunyun Fan⁹¹, Bo Fang²⁶¹, Shuangshi Fang⁹¹, Yuquan Fang⁹¹, Ada Farilla¹⁵, Riccardo Farinelli⁷⁸, Muhammad Farooq²⁰⁸, Angeles Faus Golf²¹¹, Almaz Faziakhmetov⁹⁰, Rujun Fei¹⁵⁷, Bo Feng¹, Chong Feng¹⁷, Junhua Feng¹³, Xu Feng¹²², Zhurong Feng¹⁹⁹,

CEPC ACCELERATOR TDR AUTHORSHIP

China International



AUTHORSHIP PER CONTINENT



Africa
Asia
Australia
Europe
North America

Total number: 1114

- From domestic institutes: 849
- From foreign institutes: 265

Total institutes: 278

- Domestic: 119
- Foreign: 159

Total Countries: 38

任务完成情况（3）课题经费管理与申请

2023年科技部重点研发计划 “ATLAS探测器升级” (2023年12月-2028年11月) 总经费：2400万

项目成员+项目联系人

- 协调3个课题，6家参与单位，共21位研究骨干
- 确保外籍项目负责人及时准确理解各项要求
- 确保项目在规定的时间节点顺利实施
- 负责与科技部项目专项办公室对接

年度执行

- 编写项目实施方案
- 组织项目启动会议，并做经费管理要求报告
- 负责监督项目进度和经费使用情况
- 编写年度报告



项目编号 2023YFA1605900 密级:

国家重点研发计划
项目实施方案

项目名称: ATLAS 探测器升级
项目牵头单位: 中国科学院高能物理研究所
项目负责人(签字): Joao Guimaraes de Costa
所属专项: 大科学装置前沿研究
执行期限: 2023年12月 至 2028年11月

国家自然科学基金委员会高技术研究中心制
二〇二四年



任务完成情况（2）课题经费管理与申请

- 2018年科技部重点研发计划“高能环形正负电子对撞机关键技术研究与验证”项目综合绩效评价
 - 综合绩效评价报告撰写
 - 财务评审材料准备
 - 绩效评价会议组织和翻译
- 协助科技部高端外国专家项目的年度结题和新项目申请

项目编号：2018YFA0404300

密级：公开

国家重点研发计划 项目综合绩效自我评价报告

项目名称：高能环形正负电子对撞机关键技术研发和验证

所属专项：大科学装置前沿研究

项目负责人：Joao Guimaraes da Costa（签字）

项目牵头单位：中国科学院高能物理研究所（公章）

项目管理专业机构：科学技术部高技术研究发展中心

执行期限：2018年5月 至 2023年4月

中华人民共和国科学技术部制
2024年1月5日

研究任务完成情况（4） 翻译及行政事务

会议翻译（约20次）

- CEPC steering committee meeting
- CEPC Day
- ATLAS 探测器升级会议

- 尽量实现同声传译
- 提前准备会议相关的词汇

文字翻译（约200页）

- CEPC 科技部项目相关文件
- 邮件及其他

- 翻译软件+手动修改优化
- 确保专业词汇准确

相关行政事务

- ATLAS M&O payment
- ATLAS管理高层来访
部委领导邀请

其他方面

- **本人研究成果和基金申请**
 - 任ATLAS HGTD项目Level-2 Schedule and Risk Coordinator
 - 科技部重点研发计划“ATLAS探测器升级”，项目成员，在研
 - 基金委重点项目“大型强子对撞机上隐匿区间的研究”，项目成员，在研
- **学术交流**
 - ATLAS HGTD week – Beijing：做Schedule overview报告
 - ATLAS HGTD 项目 Steering Meeting：多次做Schedule更新报告
 - 定期召集HGTD Risk Coordination Meeting
- **学术发展规划**
 - 全方面了解HGTD探测器各系统技术细节，准确把握Schedule和Risk，阅读技术文献、参加子系统组会
- **公共服务**
 - 高能物理组工会联系人
 - 高能组年度成果收集
 - 中心第三党支部宣传委员

存在问题

- 工作涉及方面较多，内容多样，需合理的安排时间，提高效率

下一年度工作计划

优化现有任务

深入参与ATLAS HGTD项目管理，全面了解探测器整体架构

科学优化基金项目管理

多方面展开CEPC协助

深入开展科研

- HGTD项目相关研究

继续提高英语能力

