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## Project management structures, processes, and tools for the HL-LHC project

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At its restart after a major shutdown in 2029, the LHC will see its interaction regions upgraded by the installation of the HL-LHC equipment, with new Nb3Sn triplets and cold powering system, crab-cavities for crossing angle compensation and luminosity levelling, an upgraded collimation system, and fully remote alignment for the final focusing region. In the following operational runs, the LHC will aim at a tenfold increase of the integrated luminosity compared to the original design.

The HL-LHC project features a light project management (PM) structure, with strong delegation of PM tasks to the 19 work-packages structuring the project by expertise areas. Unified processes align the community around a common configuration and performance, while shared tools are applied to budget and schedule management . The paper describes committees and processes applied to run this complex project, within the overall organization and planning of CERN. We explain the procedures ruling decisions and change management in configuration, cost and schedule, detail the responsibility share between project and work-packages and explain how quality standards build a common language across the project.

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## **Footnotes**

## I have read and accept the Privacy Policy Statement

Yes

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