

Έπειτα κα' Γερμανία δέχεται ἔχει Οἰκονομικὴν θυσίαν καὶ ἡ
 Ἑλβετία ἔχει ἑθελούδι ὡς καὶ ἐπ' αὐτῆν χρειάζονται μία ἑ
 καὶ ἀνεκμησίμως τοῦ ὄρου ὑποβίβατος τῆς Βουλγίας. Οἱ Βίον
 εἶναι δυνατὸν νὰ κάνουν βαβικὴν ἔρευνα ἀλλὰ διὰ τὴν ἔρευν
 ἔρευνα ἔρευνα χρειάζονται καὶ οἱ Γερμανοὶ - καὶ ὑπάρχουν ἀρκετοὶ
 εἰδησιοφύτοι οὗτοι Ἀμερικῶν.

Στὴν Τεχνολογίαν προσπαθοῦν νὰ ἐφαρμόσῃ τὴν ἀρχὴν τῆς
 βαδρναίας ἀνακωζῆσε καὶ εἰς βιάφομα νὰ φωνῶν ὄρου
 (ἀνεκδησιωσῶν). Ἐπὶ τῷ παρόντι, μὲ μίσην ἔργασιαστικὴν
 εἶναι δυνατὸν ἡ ἔρευνα προβλεπτικῶν ἀνεκδησιωσῶν τῶν Προβί
 Νομίσῳ ὅτι ἡ Τεχνολογία Ἀνεκδησιωσῶν ὀρεῖται νὰ ἐπιβέβῃ
 ὄρου τὸς ἔφαρμῆς τῶν ἀνεκδησιωσῶν βίον Βιομηχανίας, καὶ
 νὰ ἀνεκδησιωσῶν καὶ εἰς τὴν καλλιέργειαν τῆς Βιομηχανικῆς Χημ
 αεί τῷ Chemical Engineering. Ὅρεῖται νὰ ὑπάρχῃ καὶ
 τὸ πρῶτον ἔρευνα τῶν Ραδιόδραση καὶ εἶναι βίον Χημ
 ἰατρικῶν - χάρις νὰ ἔχει ἑπάρκην ἀπόδοσιν. Ἡ Τεχνολογία (καὶ
 καὶ ἡ Βιολογία) ἀπορρῶν ἰατρικοὺς παραβίβῃς διὰ τὴν ἔ
 καὶ ὀρεῖται νὰ ἀνεκδησιωσῶν ἐπὶ γυναικῶν βίβῃς - δι
 ὅτι ὀρεῖται νὰ ὑπάρχῃ π.χ. ^{τομῆς} ~~τομῆς~~ Χημικῆς Μηχανικῆς, Ἡ
 Τεχνολογία Προβίβῃς μ.γ.π. μὲ μίσην ἀνεκδησιωσῶν εἰδικῆν ἔ
 ἰατρικῶν ἔρευνας παραβίβῃς. Σὲ εἶνα αἰτῆ καὶ ὄρου
 ἡ Ἀγορῆ ἔρευνα ὅτι ὑπάρχῃ καὶ ἰατρικῶν βαβικῶν ἔρε
 τῶν ὄρου ὄρου καὶ εἰς ἔρευνα ἀνεκδησιωσῶν ὅτι εἶναι ἡ
 μεθόδους εἰς τὴν Βιομηχανίαν ἡ Γερμανία γυναικῶν πρῶτον
 καὶ μὴ αἰ ὄρου ὅτι ἔχει μεθῶν ἀξία.

Ἐπειτὴ εἰς τὴν γερμανίαν τὸ ὄρου κέντρον ~~ἡ~~ νομίσῳ
 ὅτι γενικῶς ὀρεῖται νὰ ὑπάρχῃ μεθῶν ὄρου εἰς ἔρε
 τῶν προβίβῃς. Τὸ ὄρου νὰ παραβίβῃς βίβῃς ὄρου
 ἰατρικῶν ἔρευνατικῶν προγραμμάτων. Νὰ μὴν παραβίβῃς

Τό ίδιο άμυρό έργασιο όσο ή άσφιόερε έργαλεία.
 Νά διαρίθωναι οι μέμβροισ Marie project. ~~και~~
 Χρηίται φυσική άτίρησ ανεργαία, σαχναί εναντίο
 μεραζί τέ έπιδυόνω (Seminars κτω).
 Τέ διάφορα projects έπείνω νά ομψώνωαι μεραζί τέ
 Προίδαμίνω τέ διαγόρω έργαλείω μου νά ήνωτε
 group από έωολύμωνεσ διαγόρω είδιωόίω δι' ένα
 έρωοίερον σύμφωω όέφα κτω.

Οί Προίδαμίνω τέ έργαλείω νά άνωαι άνω έώό
 νά διαχειρίωαι μου ένωομικήσ άρωβήκωσ μου νά
 είται έκείόερω δι' έρωοίωνικήσ έργαίω.

Ένωίερωι μερική νέοσ ένωοίμωνεσ νά ήνω είται
 ήμωνσ τέ τέ έρωοίωσ μου άρωοίεσ τέ κέρω
 νά ήνωοί νά τοίσ άνωίωι (Νά ήνω ένωοίωνικήσ
 ένωοίμωνεσ μουίόερωεσ).

Έρωίω τέ όρόίε ήω νά ένω χρωοίερωσ μαρκαίωσ
 μου δι' είται άρωοίεσ όίω άώόεωσ έω άνω έρωοίε
 έρωοίερωεσ.

Χαρωοίωσ όίω έρωοίωσ μου τοίσ άνω ένωοίω
 τέσ Βοοίωσ.

Χαρωοίωσ άνω τέ καίω,

Μέ είηίω

Γιώργωσ (ΣΑΡΑΒΑΚΟΣ)

Υ.Γ. Λόγω του ότι το σαββατοκύριακο το ταχυδρομείο είναι κλειστό
 όσο ήπόρω νά ένω έρωίω το ήρωίω ένωοίω. ένω.

its decision on personnel and visitors alike. No compromises are tolerable in this field.

3. Scientific research has two September 21, 1961

- a. Well trained scientific personnel
- b. Well organized administrative and service departments.

"Democritus" lacks prominently in both.

Mr. Charalambos Potamianos
Royal Palace
Athens, Greece

My dear Mr. Potamianos,

As you already know, during my recent visit to Athens, I had the opportunity to spend two working days at the Nuclear Research Center "Democritus". This allowed me to interview individually practically all the members of the scientific staff of the Center and gave me a fair idea of their achievements and aspirations. Abilities and duties are to the extent that there is confusion, conflict and stagnation.

During our delightful discussions in Athens you expressed an interest in knowing in greater detail about my impressions and thoughts that were stimulated from my visits to the Center. What follows is a summary of my observations which I am more than pleased to send you. Similar establishments in the United States where the scientific activity is several orders of magnitude higher. The construction of the nuclear reactor at the Center will be completed and the reactor will be critical and operational in approximately a year from now. At that time the nuclear reactor and associated buildings will represent a very large investment of effort and money. Consequently it is imperative that this investment be put into full use.

To this end, the scientific personnel of "Democritus" should prepare specific research programs centered around the reactor. All necessary steps for the initiation of these programs should be taken immediately so that no delays will be incurred once the reactor is operational.

2. The operation of a nuclear center requires a series of well thought and meticulously applied safeguards. This is necessary both for mere safety against radiation hazards and for political and psychological reasons. Under no circumstance, should any operation be undertaken without well planned safety rules.

To this end, the Health Physics Group of the Center should be given all possible assistance to complete its preparation and impose

Very cordially yours,

Elias P. Gyftopoulos
Associate Professor

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September 21, 1961
3. Scientific research has two prerequisites:

- a. Well trained scientific personnel
- b. Well organized administrative and service departments.

"Democritus" lacks prominently in both.

Mr. Charalambos Potamianos

Royal Most of the people employed at the Center have no specialized training and the few that are specialists waste their time with administrative trivialities. This unfortunate situation is mainly due to two perpetuating errors. First, graduates are sent abroad for a short period of time and without being required to follow a specific and systematic course of study. Second, the organizational structure of the Center is based on inefficient and bureaucratic patterns which are incompatible with the pace of scientific research.

4. Throughout the organization there is complete lack of delineation of authority and responsibility. No one knows what one's responsibilities and duties are to the extent that there is confusion, conflict and stagnation.

The remedies of observations 3 and 4 are evident and need no further comment.

5. The office and laboratory space now available at the Center is larger than that of other similar establishments in the United States where the scientific activity is several orders of magnitude higher.

It is my considered opinion that no additional funds should be allocated for further expansion until the present facilities are fully equipped and the Center staffed with productively working scientific and engineering personnel. I believe that it will be many years before new buildings are necessary.

To this end, the scientific personnel of "Democritus" should be prepared. Mr. Potamianos, these are only a few of my conclusions from my discussions with the staff of "Democritus". Regarding more specific suggestions about what must be done I have already outlined them in a long report that I wrote at Admiral Spanides' request and submitted to him in October 1959 and in a long letter that I wrote at the Prime Minister's request and submitted to Secretary Tsatsos in August 1960. In fact, I believe that the Greek Atomic Energy Commission has several reports of scientists from the United States and elsewhere, full of concrete and in my estimate very simple but courageous and imaginative recommendations. Consequently, there is no need to repeat them here.

To this end, the Health Physics Group of the Center should be given the assistance to complete its preparation and improve

Best personal regards.

Very cordially yours,

Elias P. Gyftopoulos
Associate Professor

Thoughts on the Organization and Operation of the
Atomic Energy Center in Athens.

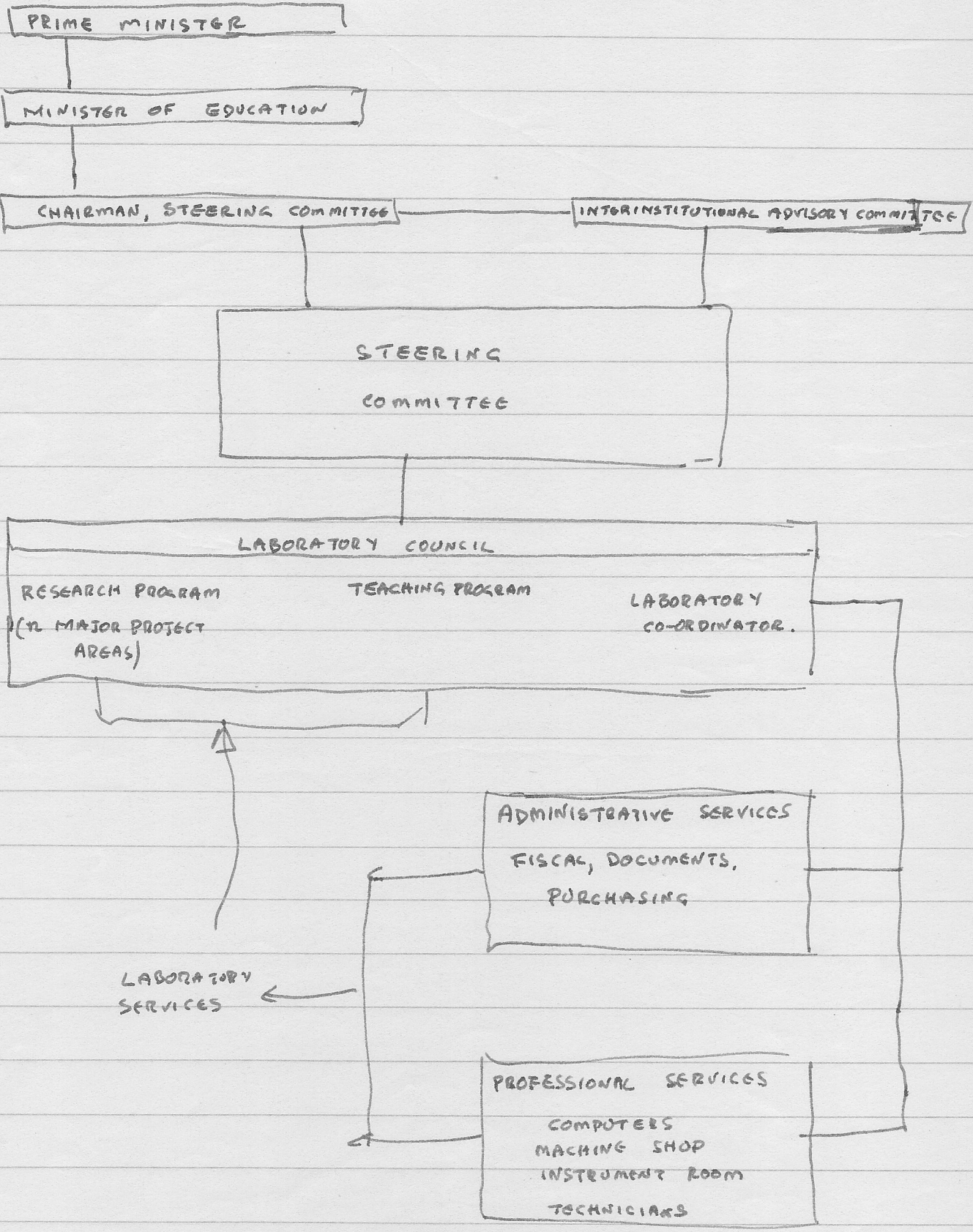
1. OBJECTIVES

The Atomic Energy Laboratory should have two broad objectives:

- (i) To contribute to advancements in the fields of ^{nuclear} ~~atomic~~ physics and nuclear technology, ^{when there} ~~in~~ particularly ^{as these} ~~as~~ scientific and technological advancements ~~may~~ benefit the general welfare of the Greek people.
- (ii) To contribute to the scientific and engineering education of graduate students by means of organized courses offered by permanent or guest lecturers.

2. ORGANIZATION

(see chart)



Laboratory Council

This will consist of

- a) Professional personnel in charge of research projects and teaching courses
- b) A laboratory co-ordinator.

The responsibility of the council should be to develop laboratory procedures study and develop policies for recommendation to the Steering Committee.

Review individual projects and laboratory financial status.

Encourage operational cooperation, technical interchange etc

Study research proposals submitted by individuals to the appropriate project leader (or directly to the council through the co-ordinator in the absence of a responsible project leader) and screen these proposals before recommending them to Steering Committee.

Steering Committee

The steering committee will consist of the Chairman and four members.

- a) One member from the laboratory with research responsibility
- b) - - - - - teaching - - - - -
- c) The laboratory co-ordinator (ex officio)
- d) A representative of the Interinstitutional Advisory Committee - approved by the Prime Minister.

Tenure of the steering committee : The chairman and the coordinator will be permanent. The other three will rotate each year.

- Φ The role of the steering committee will be to
- represent the Laboratory to the Government, the Press, foreign institutions etc.
 - approve policy and procedures (such as research proposals) developed at council level.
 - decide on questions irresolvable at council level.

Interinstitutional Advisory Committee

This will consist of representatives of

- (i) The University of Athens
- (ii) The Ethnikon Metsovian Polytechnic
- (iii) The University of Thessaloniki
- (iv) The Greek Industrial Association

It will be appointed by the Prime Minister.

Its role will be to

promote interdisciplinary cooperation between the Laboratory and other educational and industrial institutions.

Co-ordinate the involvement of Industry in the financing and general support of the center.

Provide technical support, advice etc.

The Laboratory Coordinator

Will be a member of the council, an ex-officio member of the steering committee, the supervisor of administrative and professional ^{service} facilities. He is the man who will give on-the-spot advice of "how-to" and "where-to" etc.

Communications Meetings - colloquia, progress reports, personnel lists, publications.
Facilities : Machine shop; Computer, Instrument Room, Drafting Room

Αν και η ευθύνη για όλα του Ραφαήλ κατέδειξε, ότι οι ευγενείς έχουν και γύρω από το θέμα των αποκεντρωμένων οργανώσεων του "Δημοκράτου" και των αποδοτικών μεθόδων του ως εργαλείου > εστιμολογίας - ερευνας συμπληρώνουν απόλυτα, δεν θα ήθελα να αδειάσω την υποχρέωσή μου να είσαι παρόντως και έγγραφως.

1/ Χρήματα

Η διαθεσιμότητα των πιστώσεων από την κυβέρνηση ή η δαπάνη αυτών υπό τις προϋποθέσεις να ρυθμιστεί κατά τρόπον ώστε τα χρήματα να μη δαπανώνται άσκοπα, να έχουν αξία να έχουν χρήματα να δαπανήσουν όταν ένα συγκεκριμένο project το απαιτεί.

Είναι γνωστό ότι πολλές φορές διαφορετικά ^{projects} διαφορετικά όργανα και διαφορετική μάκρο- και μικρο-οικονομική είναι αναγκαίο να αγοράζονται πριν καθοριστούν τα projects, γιατί κανείς δεν μπορεί να προβλέψει αν θα χρειαστούν ή όχι.

Τώρα πάλι θα είναι ο τρόπος των διαθέσεων των πιστώσεων που θα έχει και τις ευθύνες του γραφειοκρατικού μηχανισμού του Γενικού Γραμματείου > να βρεθεί ένα τρόπο να αποφευχθεί.

"Όμως η διαθεσιμότητα των πόρων, όχι για ένα έτος, αλλά για μεγαλύτερο χρονικό διάστημα (π.χ. πέντε έτη) είναι κρίσιμη για την επιτυχία της έρευνας.

2/ Άνθρωποι

Ένα όλο και αυξανόμενο αριθμό ανθρώπων είναι απαραίτητο για να γίνει η έρευνα και μη μπορεί να επιτευχθεί χωρίς να υπάρξουν και να υποδειχθούν τα μέσα της έρευνας ή ενδύων με τα οποία θα γίνει η έρευνα. Η έρευνα που γίνεται από τους ερευνητές που γυρίζουν από το εξωτερικό (τους "project leaders" όπως τους ονομάζει ο Γιώργος) αυτοί θα πρέπει να υποδεικνύουν, να αρχίζουν και να φέρουν εις πέρας projects, με τα χέρια τους μετά.

Αυτό αυτόματως προϋποθέτει ότι θα πρέπει να έχουν την κατάλληλη την ικανότητα και τις ιδιότητες του ερευνητή που θα αρχίσει και θα φέρει εις πέρας για ερευνητική εργασία χωρίς καθυστερήσεις.

Και εάν ένας ερευνητής έχει αυτές τις ικανότητες τότε θα πρέπει πριν προχωρήσει από την εισαγωγή ή να μπορεί να μαθητεύσει, επίσης οφείλει να έχει κάποια χρηματοδότηση ή άλλα οικονομικά μέσα