Working together with PM^2: The ESS Vision 2020
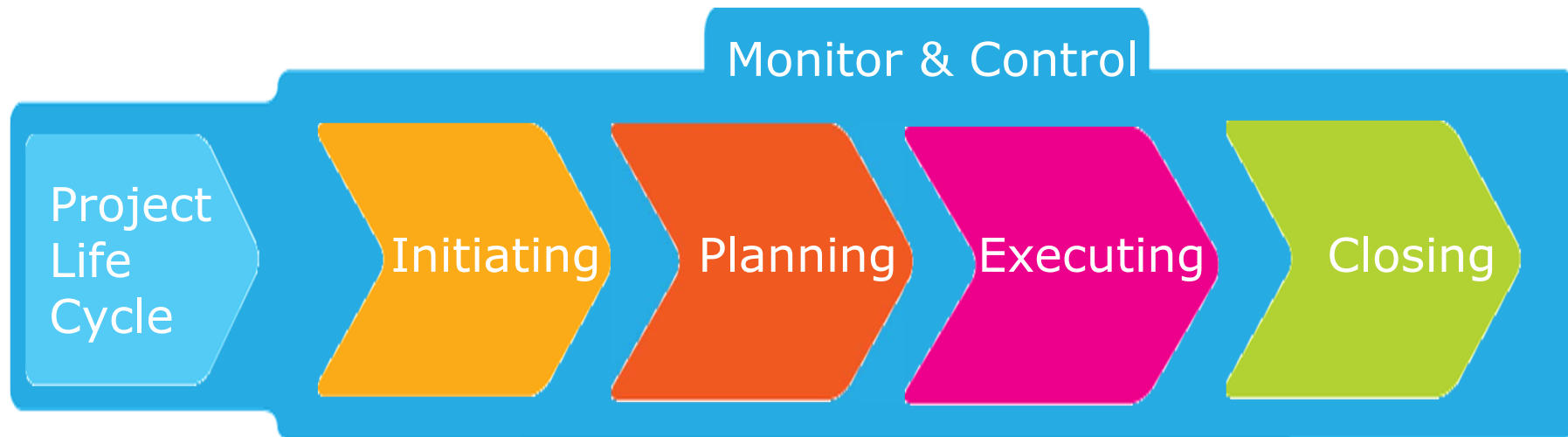# Project, Programme and Portfolio Management

Project Execution

Crista FILIP

12 April 2018

Project Phases

A project phase is "a collection of project activities; it is a component of the project lifecycle."
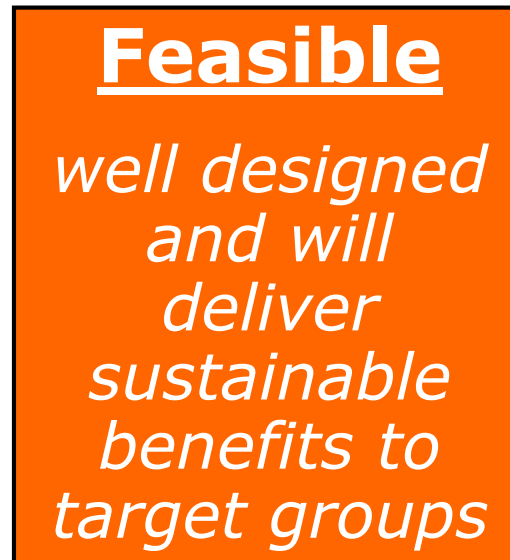
(PM^2 Methodology Guide)

Monitor & Control

Project Life Cycle | Initiating | Planning | Executing | Closing

The focus differs in the project life cycle

"Why & What?"   "How?"   "Work!"

Relevant

meets demonstrated and high priority needs

Initiating

Feasible

well designed and will deliver sustainable benefits to target groups

Planning

Effective and well managed

*delivering anticipated benefits and being well managed*
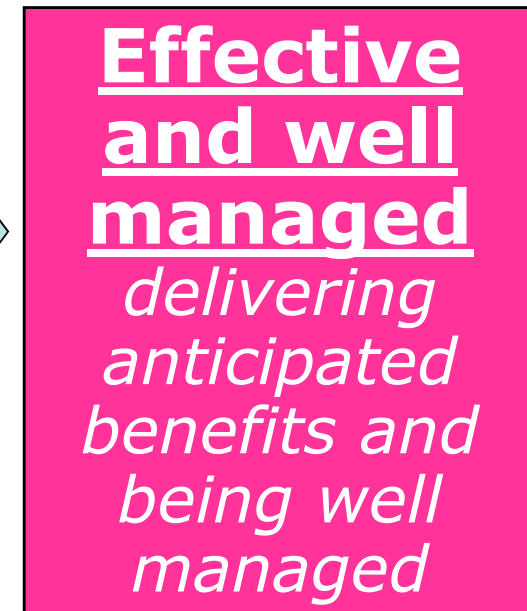
Executing

Phase 3: Executing ("Work!")

- **Ensure common understanding**
- **Implement plans**
- **Monitor progress (indicators – time, costs, quality)**
- **Co-ordinate work and manage change**
- **Evaluate consequences of changes**
- **Lead, support and develop the team**
- **Deal with conflicts**
- **Manage contractors**
- **Take delivery, assess and sign off deliverables**
- **Ensure appropriate project documentation**
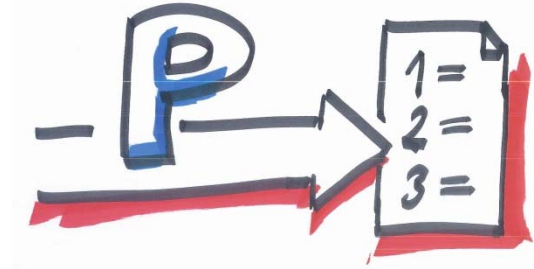
Project Kick-off

- **Assess the experience and expectations of your team members**
- **Clarify objectives**
- **Clarify the approach to project implementation**
- **Clarify project organisation and responsibilities**
- **Clarify how to deal with deviations from the planning (deadlines, etc.)**
- **Discuss the risk analysis**
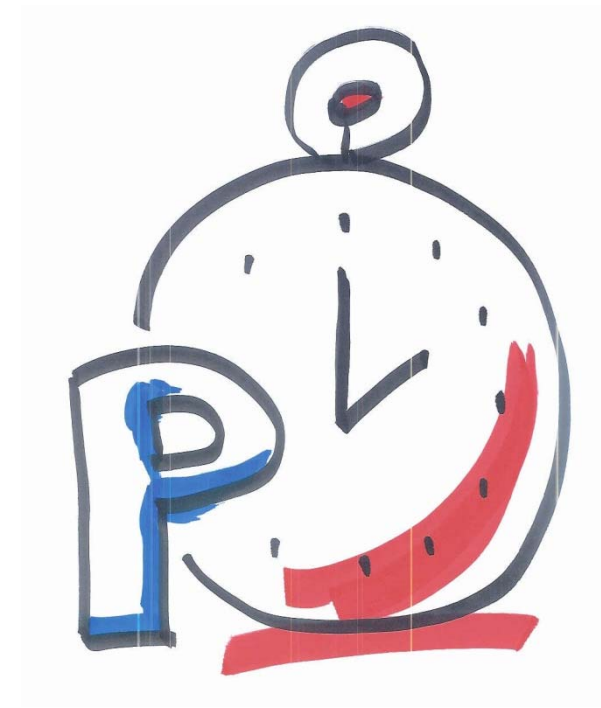- **Agree on rules for cooperation**

Principles of successful management

- **Results orientation: at the end, only results count!**

- **Clearly see how the parts contribute to the whole**

- **Concentrate on important things**

- **Use your (and your team's) strengths**

- **Build up trust**

- **Think positive: see the chances (instead of the problems)**
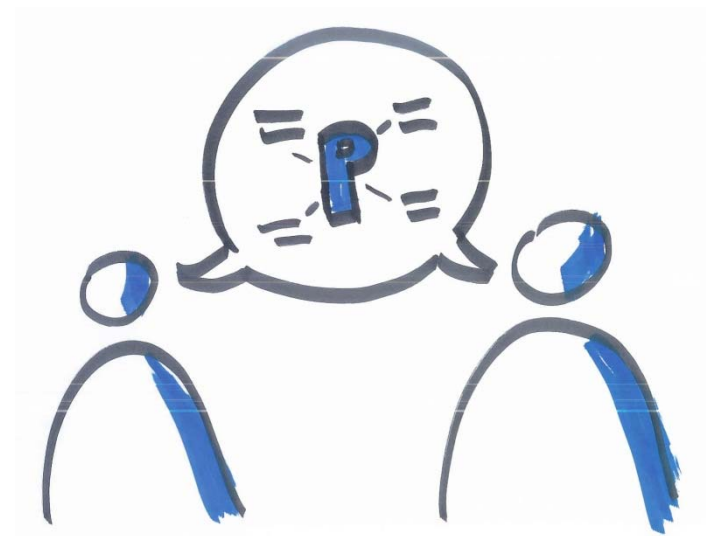
Time Management Techniques

- **Work planning**
- **Bio-rhythm, daily planning and breaks**
- **Work place design and interruptions**
- **The Law of Parkinson**
- **Eisenhower-Principle**
- **Pareto-Rule**
- **ABC-Analysis vs. Ranking**

Eisenhower Principle
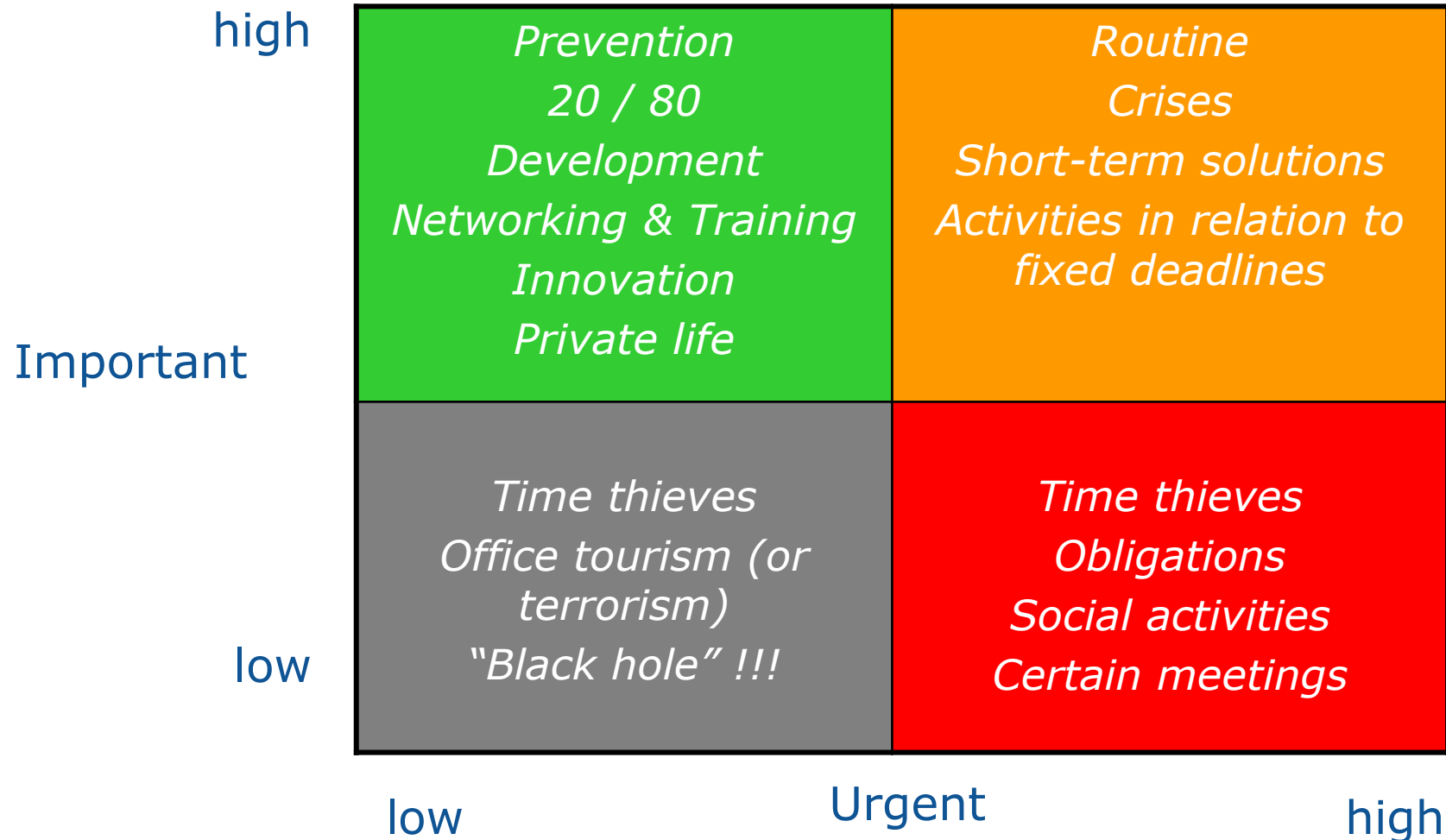
high	*Prevention* *20 / 80* *Development* *Networking & Training* *Innovation* *Private life*	*Routine* *Crises* *Short-term solutions* *Activities in relation to fixed deadlines*
Important		
low	*Time thieves* *Office tourism (or terrorism)* *"Black hole" !!!*	*Time thieves* *Obligations* *Social activities* *Certain meetings*

low   Urgent   high

IMPORTANT (vertical axis)

important, but not urgent	urgent and important
DECIDE WHEN YOU WILL DO IT	**DO IT IMMEDIATELY**
not important, not urgent	urgent, but not important
DO IT LATER	**DELEGATE TO SOMEBODY ELSE**

URGENT (horizontal axis)
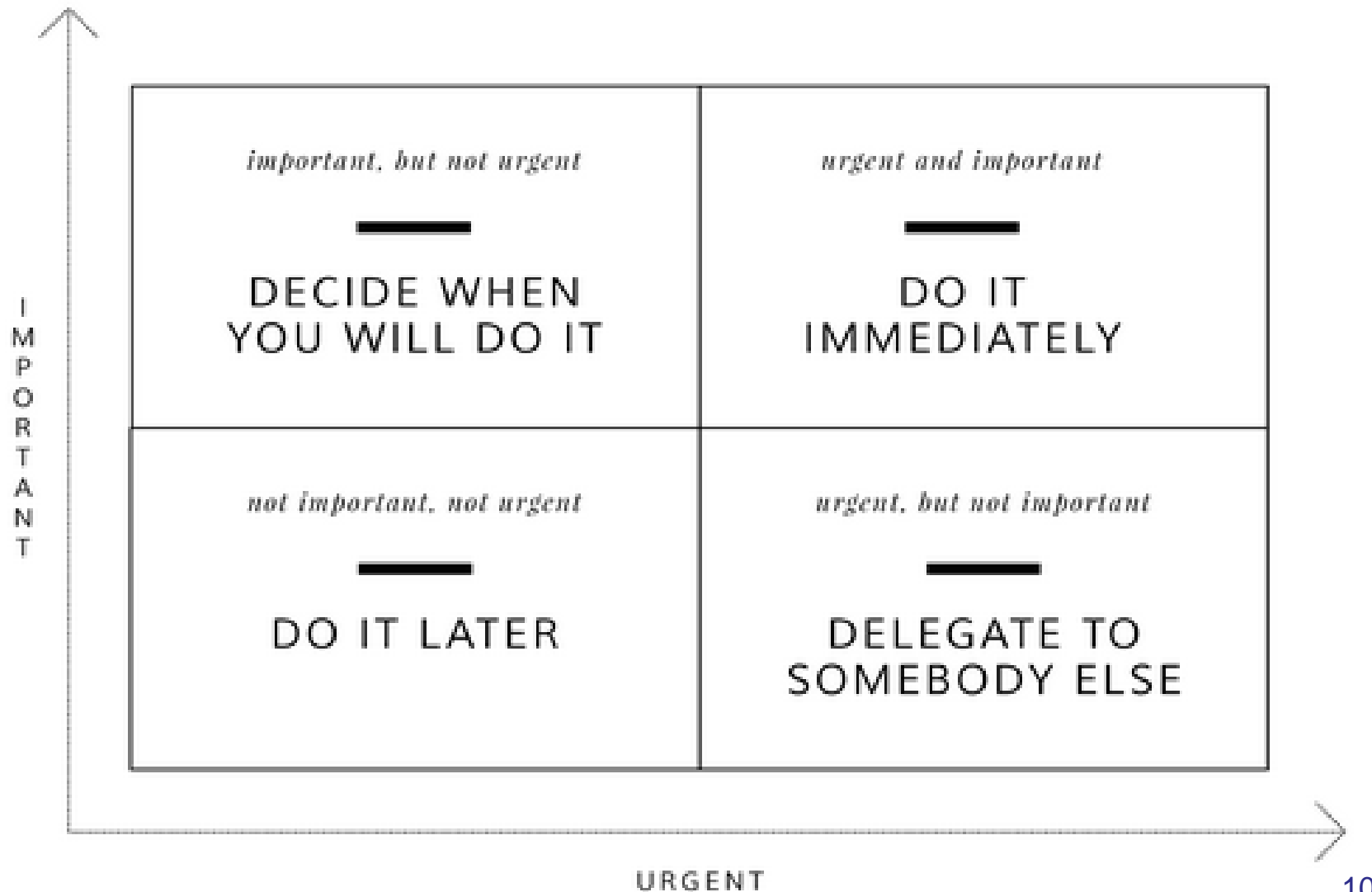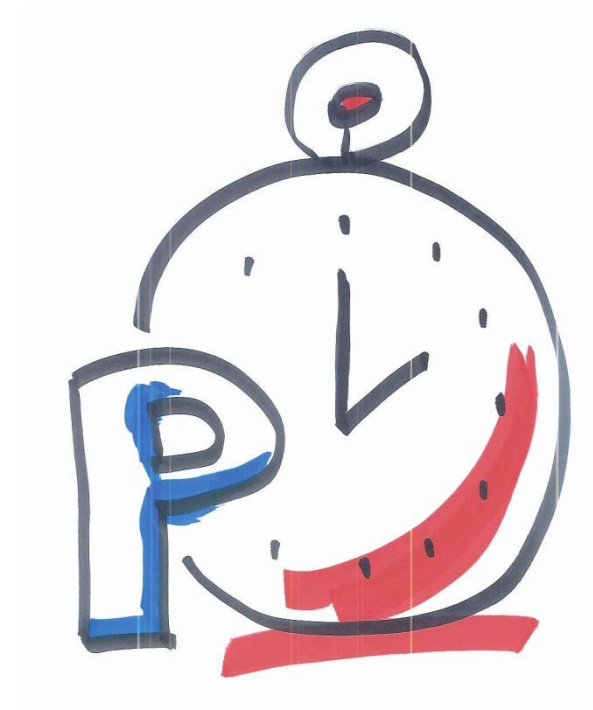
Time Management Techniques

- **Work planning**
- **Bio-rhythm, daily planning and breaks**
- **Work place design and interruptions**
- **The Law of Parkinson**
- **Eisenhower-Principle**
- **Pareto-Rule**
- **ABC-Analysis vs. Ranking**

Principles of successful negotiations

- **Discuss not only what the other party wants but also why?**
- **Try to understand the restrictions of the other party and propose means to overcome them**
- **Deal with the demands of the other party in a constructive manner (Don't get offended!)**
- **Discover common interests with the other party**
- **Insist even if negotiations seem to fail**
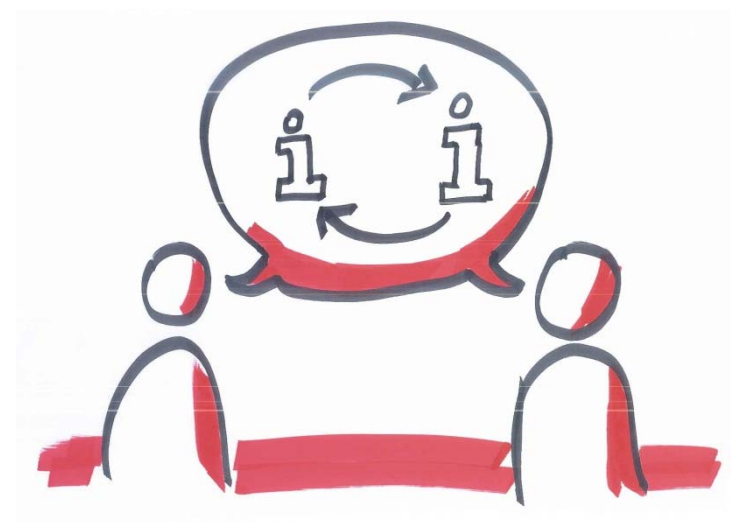
Communication Basics

- **People always communicate**

- **The meaning intended by the sender is never exactly the message gotten by the receiver**

- **We can help to overcome barriers to communication by being aware of them**

- **Verbal and non-verbal communication is important in sending our messages**

STATE feedback – a model

- **State the constructive purpose of your feedback**

- **Tell specifically what you have observed**

- **Address and describe your reactions**

- **Tender specific suggestions for improvement**

- **Express your support and respect for the person**
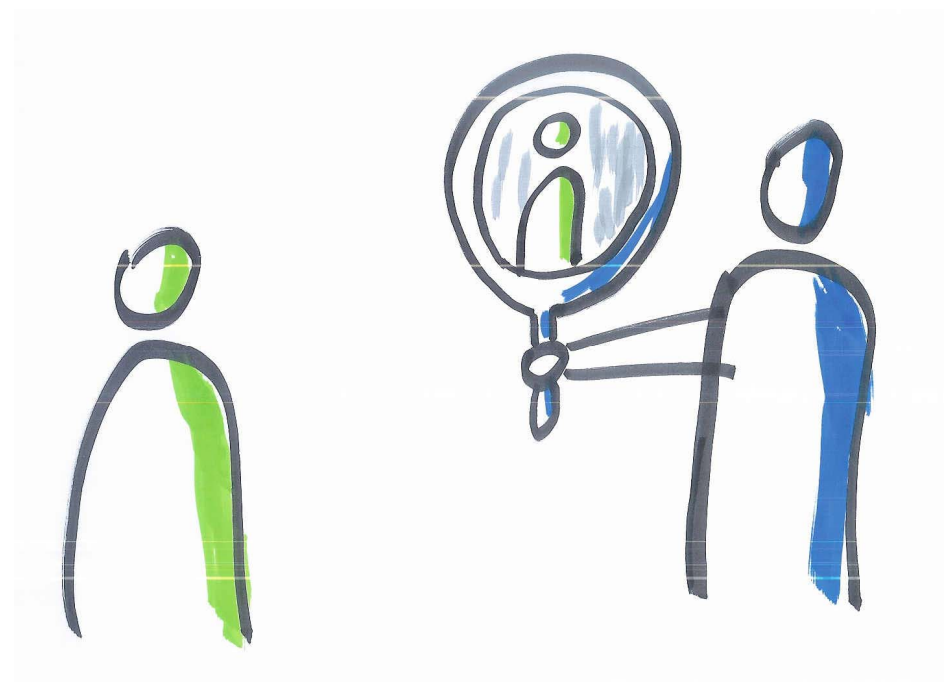
Conflict management

- **Take responsibility for dealing with the conflict**

- **Uncover, define, and discuss the <u>real</u> problem**

- **Ask questions and listen!**

- **Find agreement on actions to be taken**
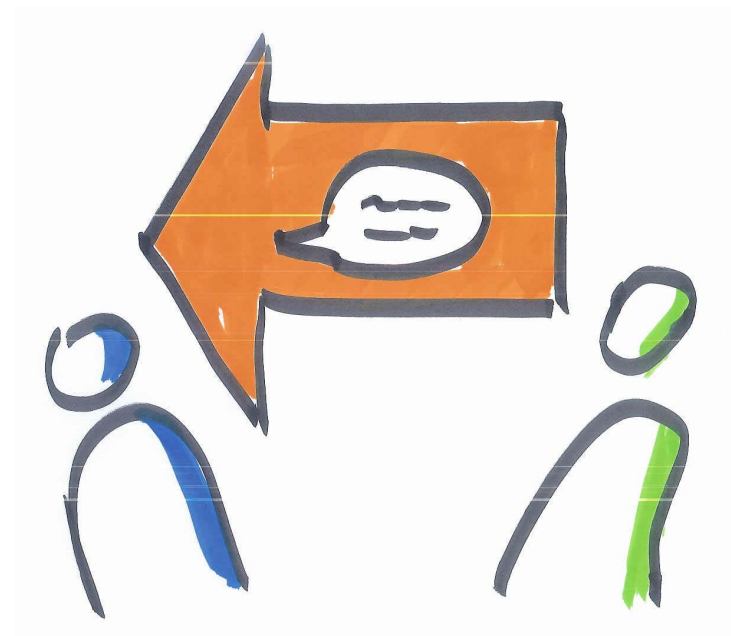
- **Follow up!**

Benefits of dealing with conflict

For you:

- **Stronger relationships**
- **Increased self-respect**
- **Personal development and growth**

For EUROSTAT:

- **Improved efficiency and effectiveness**
- **Creative thinking**
- **Synergy**
- **Improved team work**

Importance of effective team work

The success of project management depends on effective team-work between project actors and stakeholders.

Team-work promotes:

- **Understanding of different perspectives and needs**
- **Respect for, and effective use of, different knowledge and skills**
- **Clarification of stakeholder and team member responsibilities**
- **Clear and timely communication and decision making**

Motivation basics

- **People are not making efforts if the outcome of these efforts is considered being without value for them.**

- **People are not making efforts if they consider the proportion of their efforts and the respective recompense as not being comparative**

- **People are not making efforts for something they don't consider themselves capable to do.**
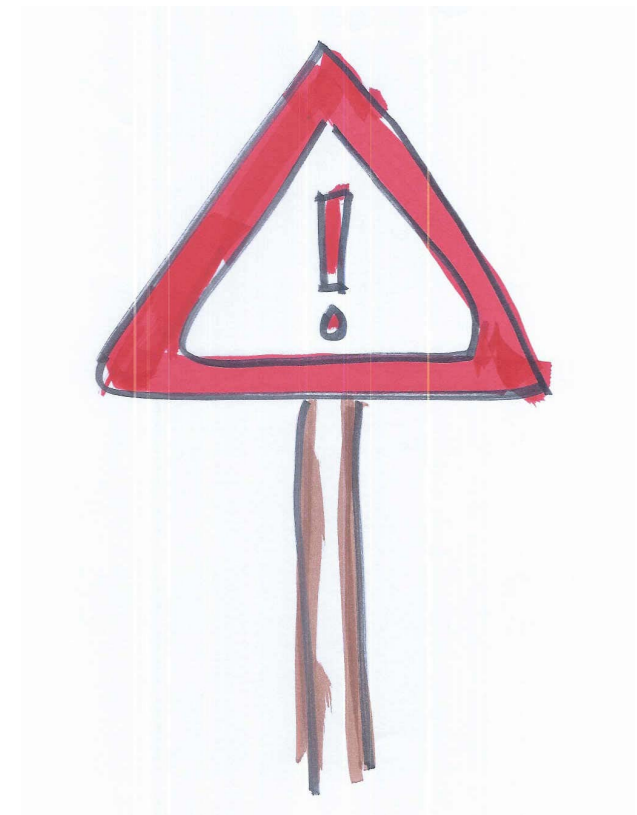
Quality Assessment of Deliverables
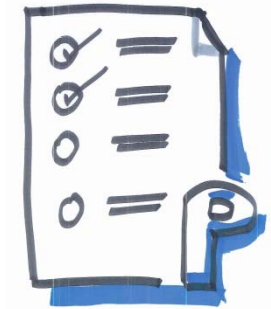
- **Consider quality assessment as part of the regular monitoring**

- **You get what you accept! (i.e. you „educate" the other party with your own behaviour)**

- **Use the quality assurance plan as template**

- **Refer to the quality criteria and indicators stated in the technical specifications**

- **Use verifiable measurements (if possible)**

- **Get technical advice from experts if you cannot judge on quality yourself**

- **Assess quality already at interim stages – don't wait until final deliverables are ready**

PM Phases
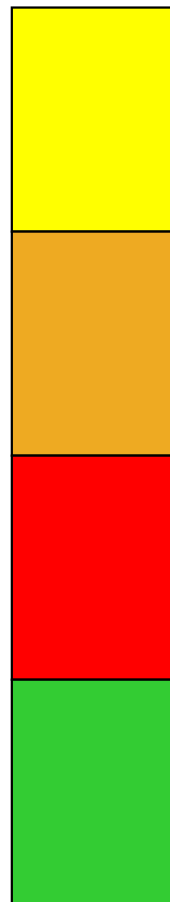
Contract Management

Initiating

Planning

Executing

**Closing**

- *Financial planning / decision*

- *Tender specifications*
- *Tender procedure*
- *Contract signature*
- *Contract administration / monitoring*
- *Final acceptance of deliverables*
- *Contract closure and documentation*

Challenges of Multi-Project Management

- **Dealing with the competition for resources**

- **Levelling of peak periods**

- **Following up on deadlines**

- **Consideration of interdependencies**

- **Management efficiency**
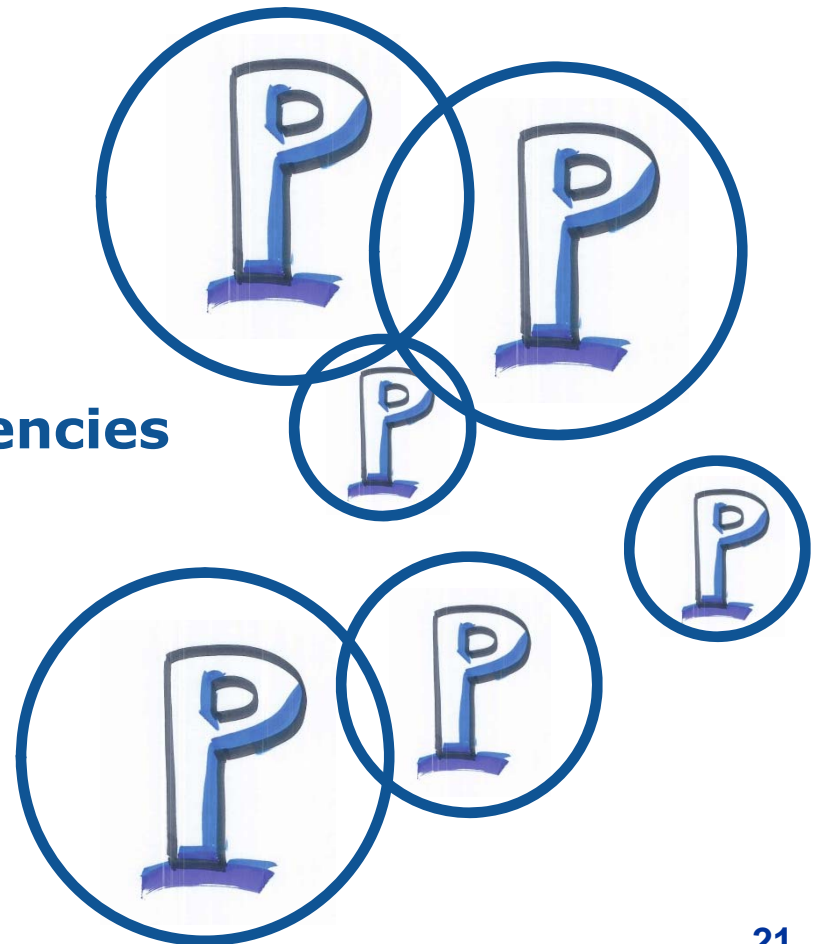
Monitoring and Controlling

Working together: The ESS Vision 2020 Portfolio.
Project, Programme and Portfolio Management
for the ESS

Monitor Project Performance

Objective:

**know whether the project is advancing satisfactorily**

Progress reporting

A monitoring report
- reviews what has happened during a performance period
- describes problems and the corrective actions taken
- previews what is planned for the next period

Contents:
- Achievements (1)
- Resources & project indicators (2)
- Issues and risks (3)
- Key objectives next period (4)
- Impact of change (5)
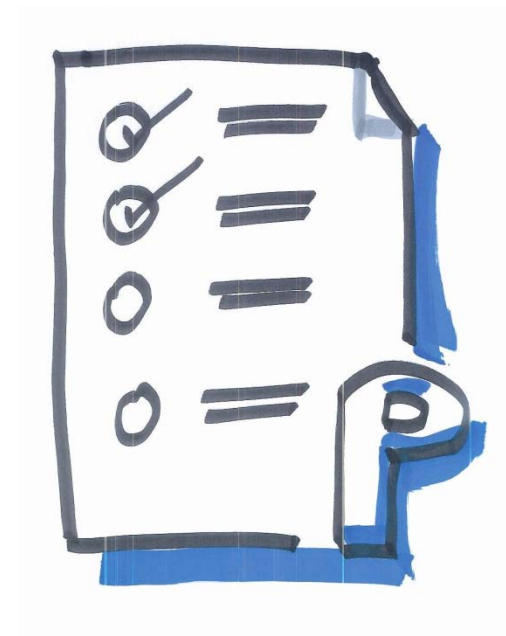
WHO?

The Project Manager (PM)

- tracks project variables (i.e. cost, schedule, scope and quality),

- monitors risks, project change and overall project performance, and

- should be in a position to report and **forecast project evolution to the project Stakeholders**.

TO WHO?

This information is then made available (distributed) to the necessary **stakeholders** as defined in the **Communications Management Plan.**

Key questions in phase 3

- **Do you feel the project is under control?**

- **Have you monitored progress and emerging risks together with the project team?**

- **Do you always know where the project stands against the plan?**

- **Do you keep your planning and monitoring document up-to-date?**

- **Have you reported progress regularly to the project owner?**

- **Have you quality assured and signed off deliverables?**

- **Have you planned for the next stage (if necessary)?**
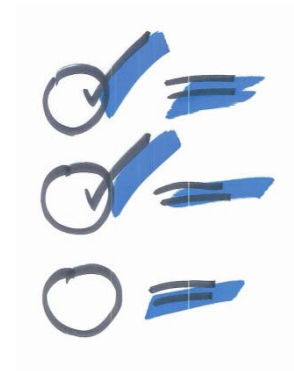
Tools of the trade:

MONITOR & CONTROL		
Meeting Agenda v2.5 (nov. 2015)	Risk Log v2.5 (nov. 2015)	Phase-exit Review Checklist v2.5 (nov. 2015)
Minutes of Meeting (MoM) v2.5 (nov. 2015)	Issue Log v2.5 (nov. 2015)	Quality Review Checklist v2.5 (nov. 2015)
	Decision Log v2.5 (nov. 2015)	Deliverables Acceptance Checklist v2.5 (nov. 2015)
	Change Log v2.5 (nov. 2013)	Transition Checklist v2.5 (nov. 2015)
		Business Implementation Checklist v2.5 (nov. 2015)
		Stakeholder Checklist v2.5 (nov. 2015)