



Managing a European R&D Project

What makes a well managed project?

Paul JAMET

Ministry in charge of Higher Education and Research

French NCP co-ordinator

paul.jamet@recherche.gouv.fr



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Good management is crucial

The Commission lays great emphasis on the quality of management.

The proposal must set out definitively:

- what each member of the consortium will do (no overlapping).
- how they will work together effectively (exchanges).
- how the various work packages relate to each other (charts).
- that the consortium has the skills and each activity has been properly resourced.
- deliverables and milestones must be clearly identified in each workpackages



What is a European project ⁽¹⁾

What is a project?

A project is a **unique set of coordinated activities**, with definite starting and finishing points, undertaken by an individual or organization **to meet specific objectives** within **defined time, cost and performance parameters**. *From ISO 10006.*

What is an EC project?

- ❑ **Partnership**; partners will depend of each other, jointly responsible
- ❑ **Foreigners** with different cultures



What is a European project ⁽²⁾

- **A European project is**
 - a joint project
 - from partners established in different countries
- It is always initiated by an organisation or a small group of persons
- But finally the initial project is enriched by other partners and the final project differs from the initial one
- The final project must be endorsed by all partners



Who are stakeholders?

- European Commission: EC is a stakeholder, the SO (scientific Officer) must be associated to successful projects;
- Industries, both big Companies (exploration) and SMEs (closer to the market)
- Universities and Research Institutions
- Citizens

Roles and responsibilities

- **Coordinator** (Project manager): project direction, cost control, EC contact (reporting)
- WP Leaders: deliver work package results, reporting
- Participants (Contractors): deliver participants contribution
- Administrative: deliver cost statements



What is project management? Overview

Four basic elements:

1 – Project scope

Project size, objectives

2 – Ressources

People, equipment, material

3 – Time and schedule

Task durations, dependencies, critical path, timeline

4 – Money and reporting

Costs, contingencies, meetings and reporting



What is project management? Overview

Managing the project scope

- **Define objectives:** what the project is suppose to accomplish?
- **Decide research strategy:** how the objectives will be achieved?
- Define scope in terms of **deliverables**
- Then, associate the project scope with a **budget**, other ressources (Partnership) and a **timeline**.



What is project management? Overview

Managing Resources: People, Equipment, and Material

- **People**

Efforts per partners, (and subcontractants); right people and right skills/competencies

- **Equipment**

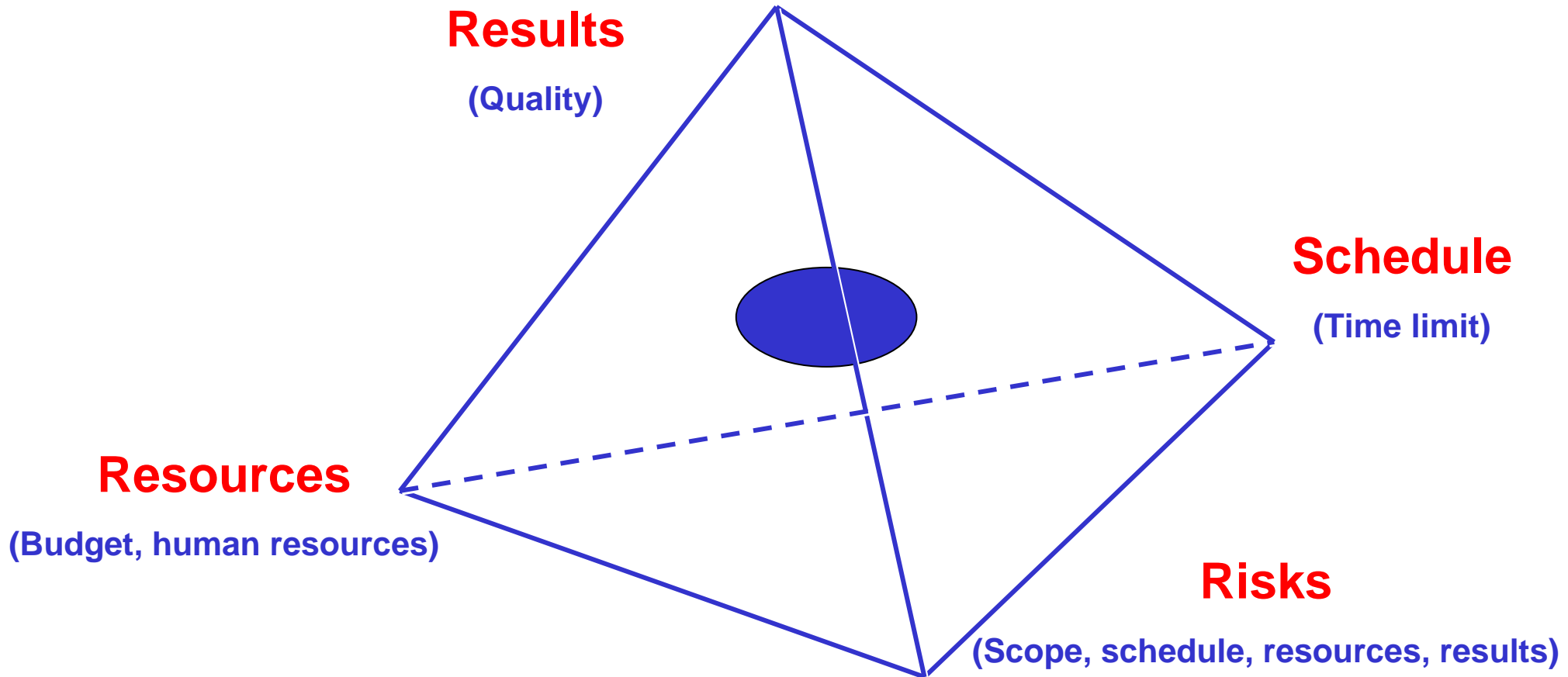
Usage and access to equipments (subcontracting?)

- **Material**

Follow expensees; Is it needed?

Four constraints of a project:

Achieving specific results within a time limit, within a budget & managing risks





What is project management? Overview

Managing Time and Schedule

- **Tasks**

Duration, resources, dependencies

- **Schedule**

Tasks, before a task, after a task

- **Critical Path**

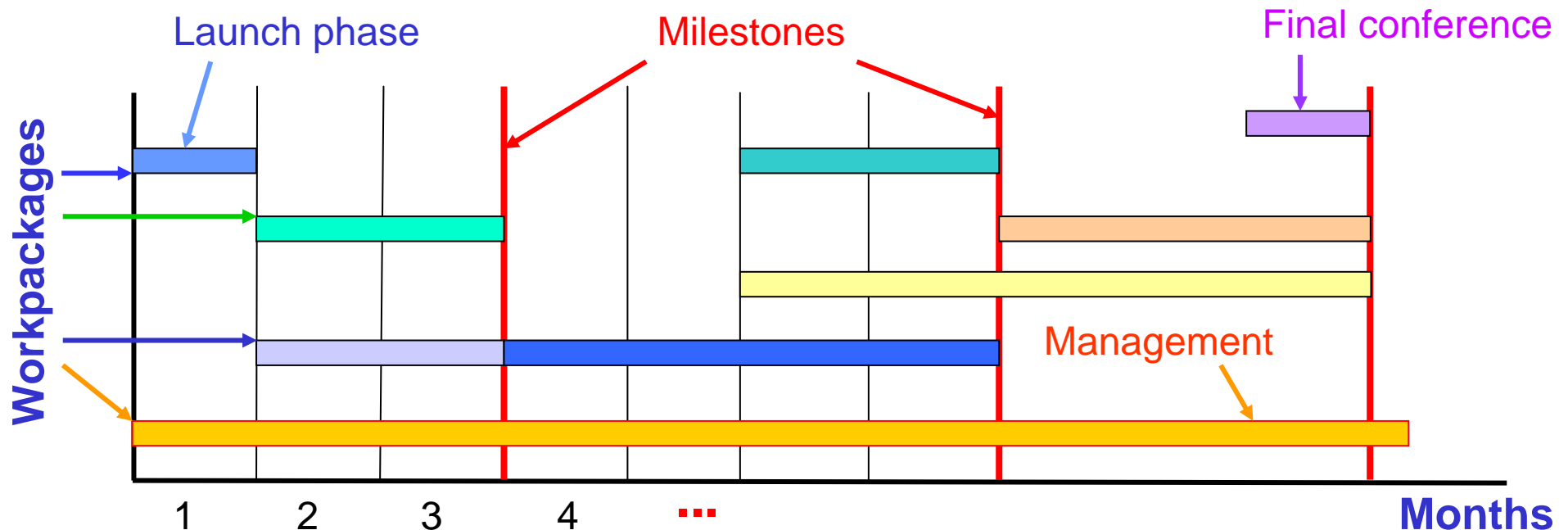
Changeable, often multiple (see risk analysis)

See **PERT** and **GANTT Charts**



Producing a Gantt Chart

A Gantt Chart helps organize **a plan** to implement a (research) project. It documents **what** is to be accomplished, **who** will be involved and **when** workpackages and tasks will take place and how they will interrelate. It shows at a quick glance **the course of the project**. Additionally it provides guidance for managing the project. A simple example looks like:





What is project management? Overview

Managing Costs, Meetings and reporting:

- **Costs**

Estimated & actual costs, variability during the course of the project

- **Contingencies**

Delays, unpredictable events (see risk analysis)

- **Meetings and Reporting**

- Kick off meeting
- Annual meeting
- Final meeting



What is project management? Overview

Communication management:

Promote effective communications between the :

- Project members (coordinators/WP leaders/Participants) and
- Project team members and :
 - Project officer (make the Commission a friend!)
 - Key stakeholders,
 - Scientists,
 - End users,
 - Etc.



What is project management? Overview

Risk Management:

Identify and analyze project risks

The coordinator has to:

- prepare alternative Activities/Tasks
- take action in due time



What is project management? Overview

Why projects fail?

- The goal of the project is not clear enough
- The project is not planned properly
- The resources are inadequate compared to the project planning
- Participants' rôle is not clear and overlap
- The project is not managed during its course
- The reporting is non-existent



What is project management? Overview

Tips for a successful project management:

- **Define clear objectives** and be sure these objectives are understood and shared by all participants (submission; kick off meeting)
- Manage the **project scope**
- **Identify the risks** and take appropriate actions
- Decide before/during the kick off meeting **how problems will be solved** (Consortium agreement, rules for a good management)
- **Plan, plan then plan** some more
- **Communicate** towards all participants and keep the team happy!