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Project management and the RI Life Cycle

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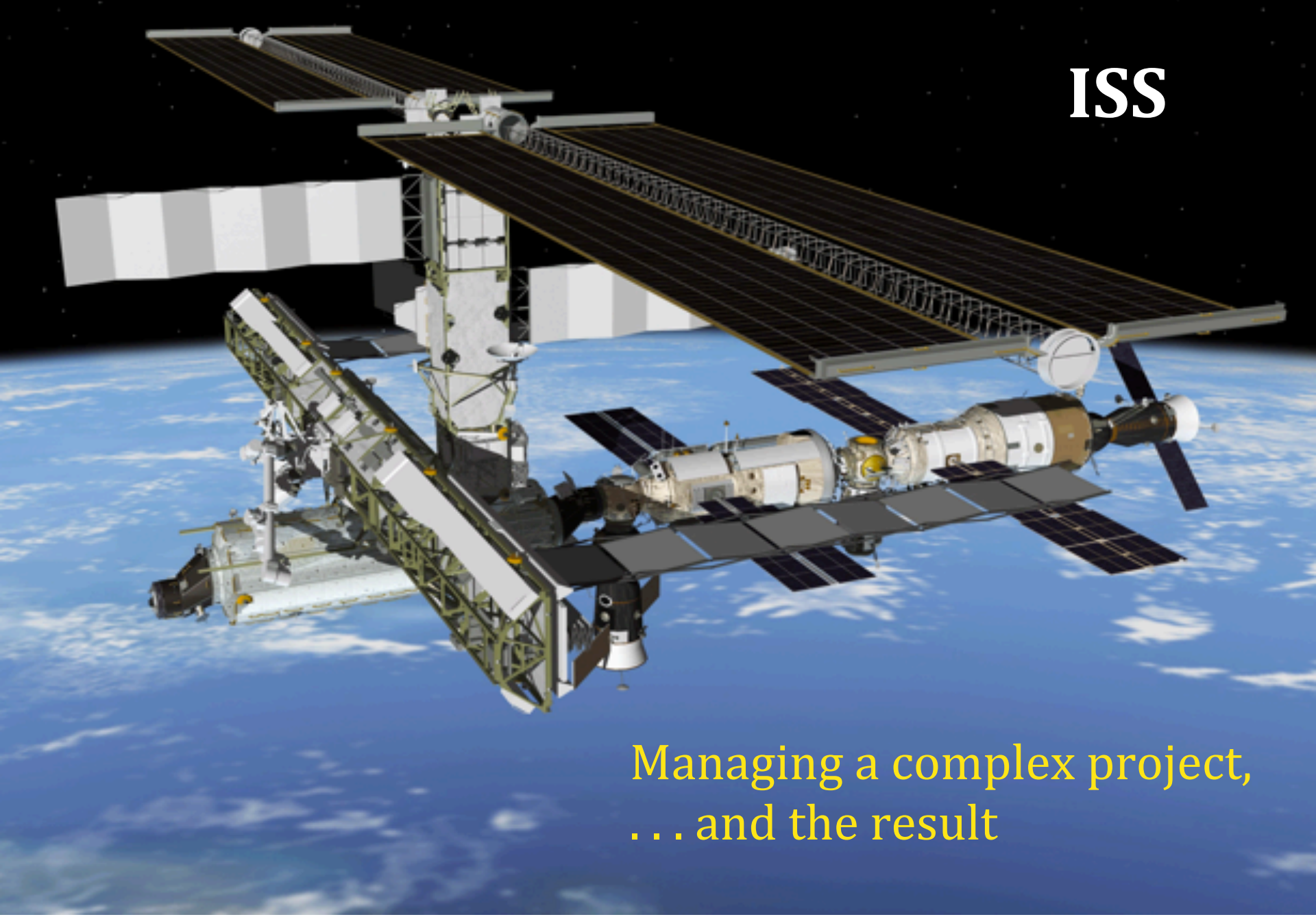
ISS
Managing a complex project,
. . . and the result

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Project Management =

- planning
- organising
- securing
- controlling resources
- leading and managing

to achieve defined goals of a (time/resource) limited project

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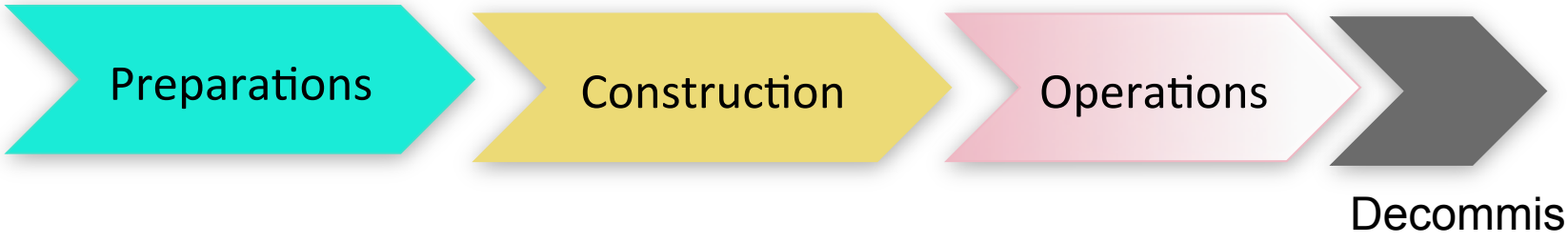
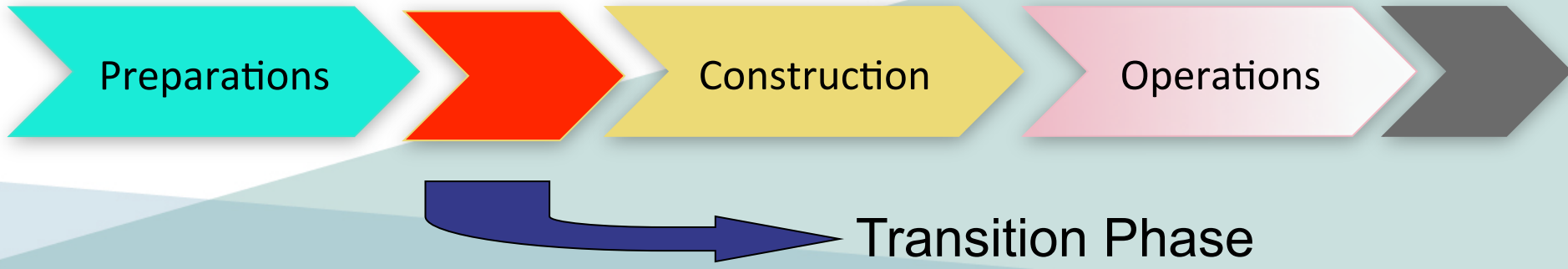
The ideal sequence of RI project phases



The reality



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Management considerations

1. Who is in charge and makes the decisions?
2. Who is paying?
3. Who is managing?
4. How to secure continuity?

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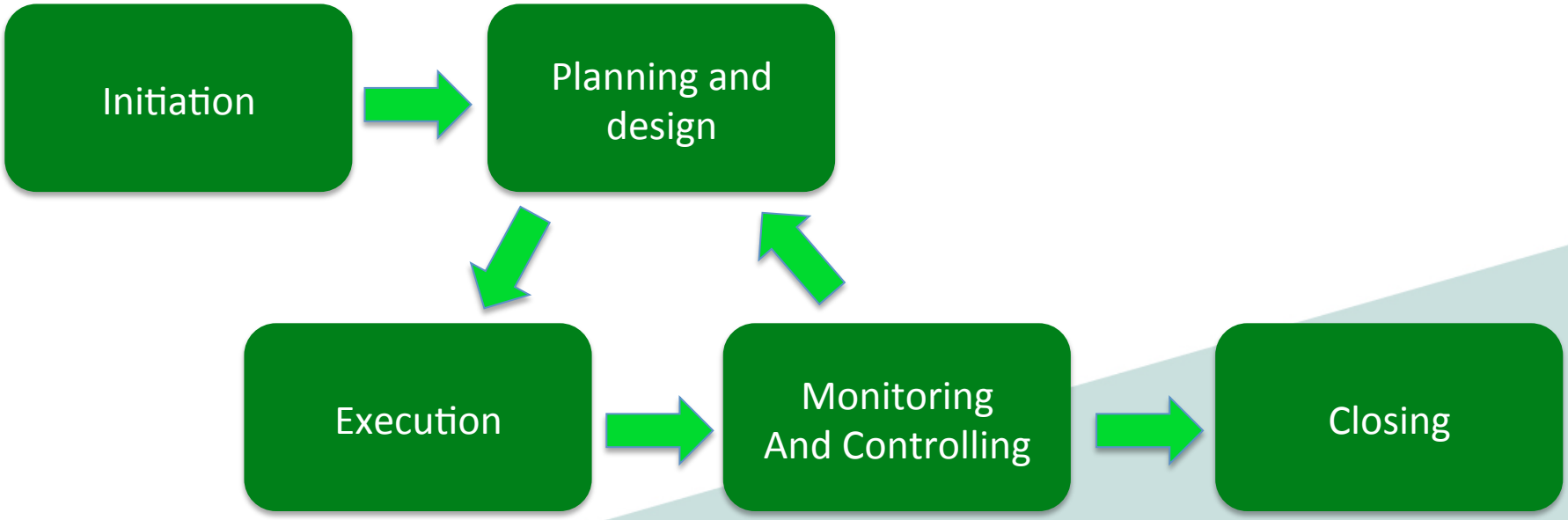
The ideal project time line



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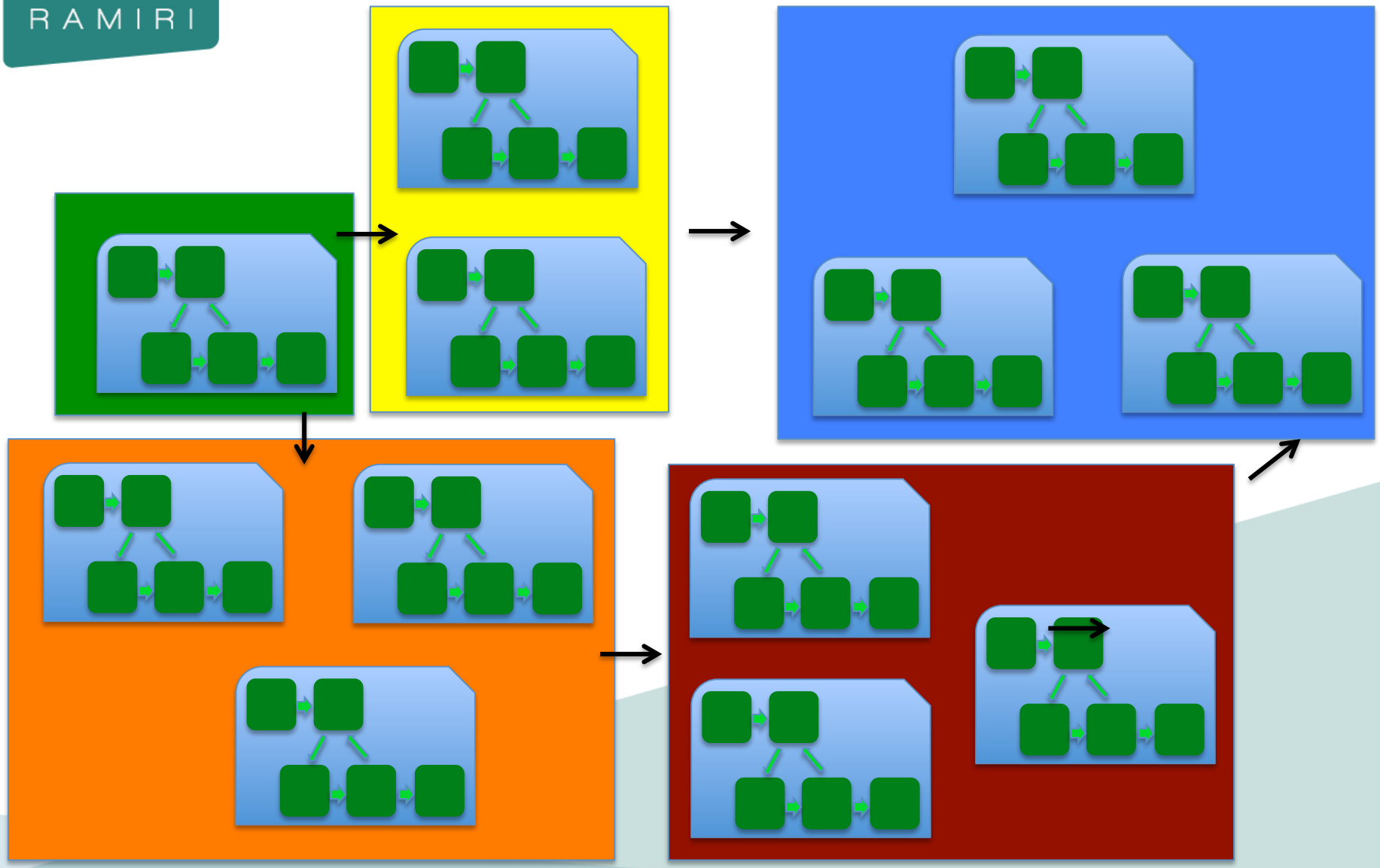

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Project management methodologies - 1

Waterfall model (for example PRINCE2)

- one series of subprojects (tasks) after another in linear sequence
- each process is specified with its key inputs and outputs and with specific goals and activities
- works well for small, well defined projects

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Project management methodologies - 2

Critical chain project management

- Is considering resource limitation as key parameter,
- to reduce uncertainties
- Identify priority tasks in the critical chain

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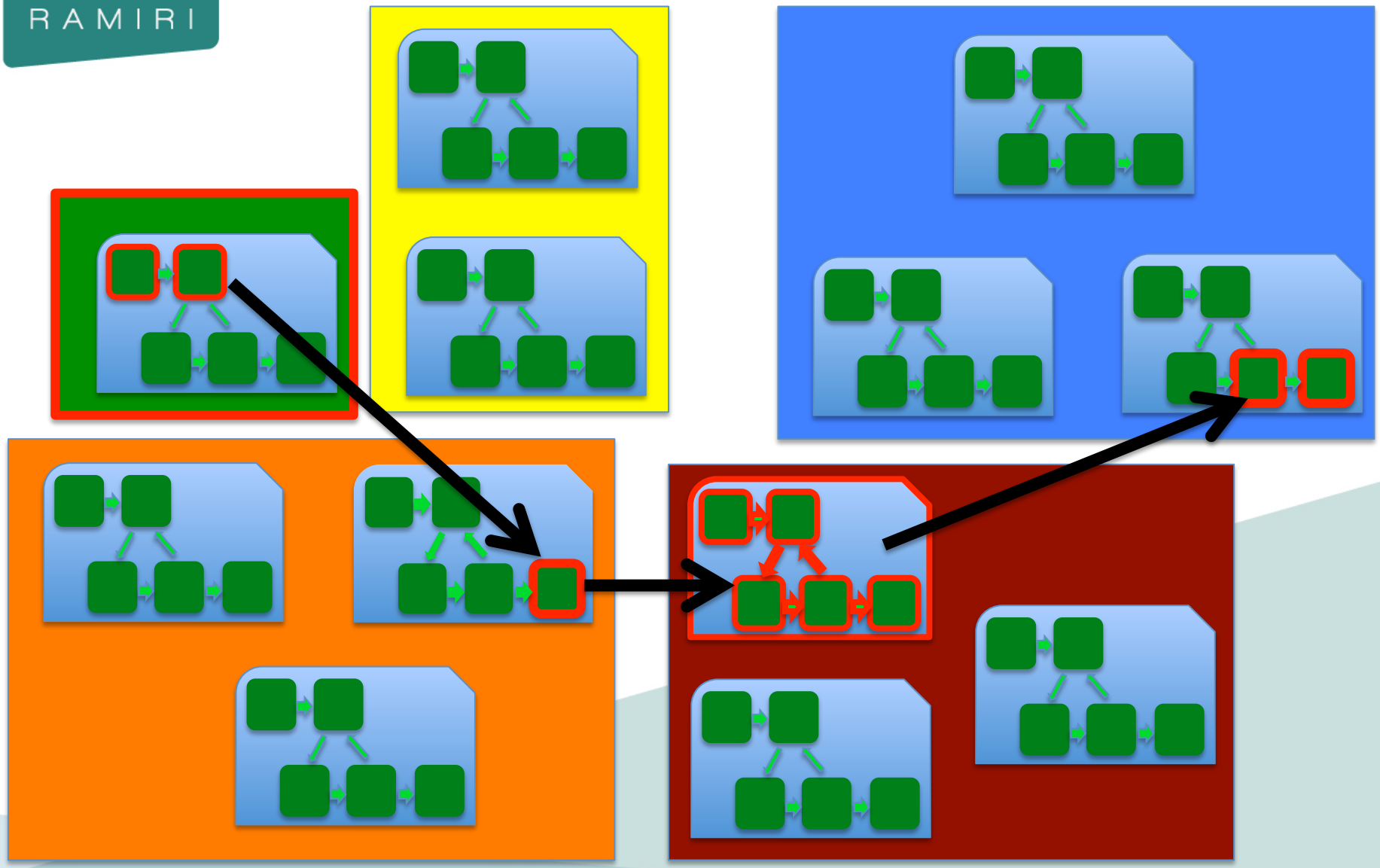

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Project management methodologies - 3

Event chain methodology

- Consider probably of (external) disruptions and risks
- Manage on mitigating (potential) negative impacts rather than the project process itself

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Project management methodologies - 4

- Agile project management

- all small project tasks are conceived and executed in an adaptive manner
- and rather than as a completely pre-planned process

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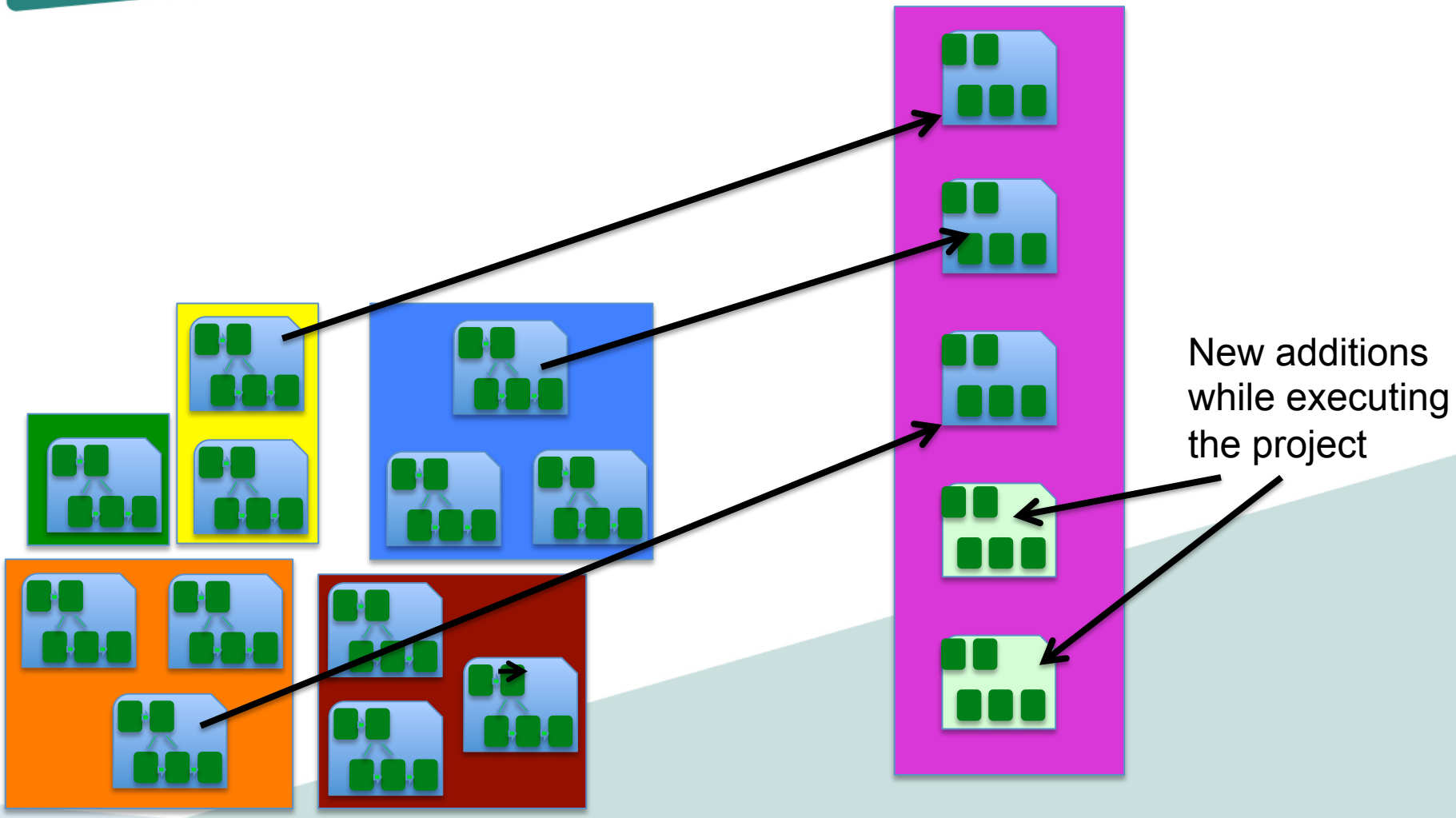

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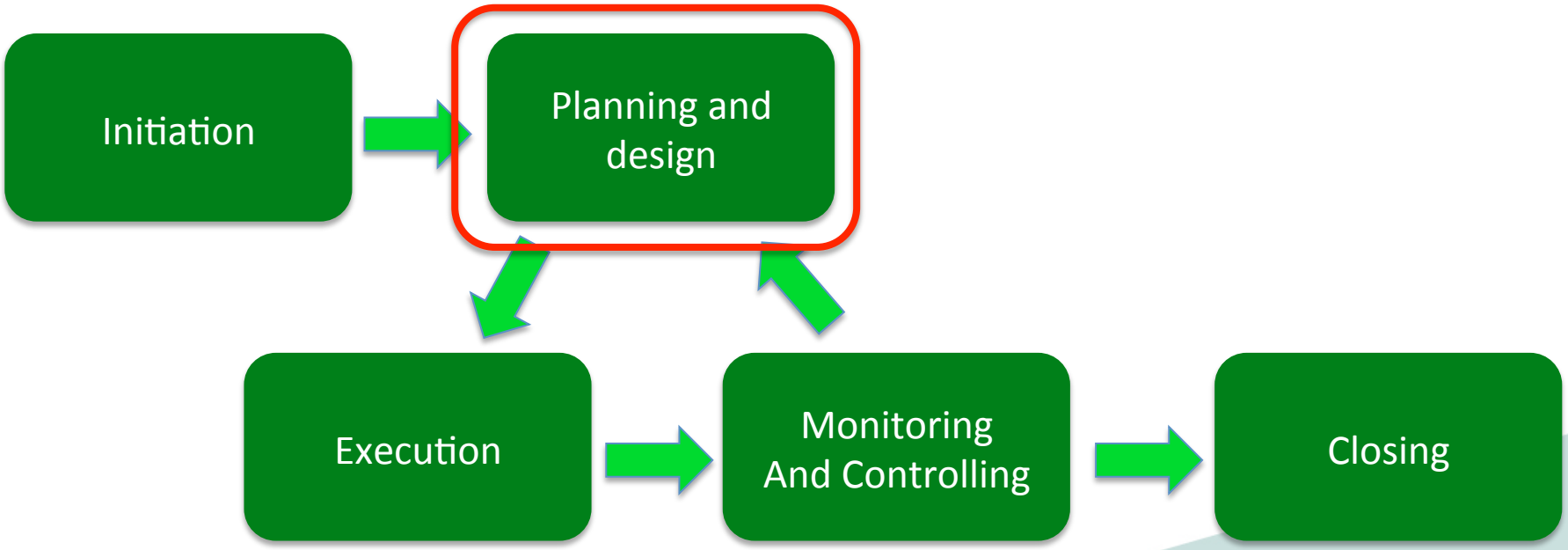
Initiation
Planning and design
Execution
Monitoring And Controlling
Closing

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Planning and design

- Design specification, process steps, internal/outsourced activities
- What kind of project planning (waterfall etc?)
- Identify deliverables and work breakdown
- Identify activities required to deliver
- Estimate resource requirements and match with budget and time
- Organise rick planning
- Select project team, suppliers and management
- Get approval

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Execute and produce

- Complete each task within budget and time
- Coordinate people and resources
- Integrate with conditional and dependent other tasks
- Document processes and deliverable results
- Communicate

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Monitoring and controlling

- Measuring “where are we?”
- Monitor variables (cost, effort, scope) against the plan
- Identify corrective actions to address
- Check feed back with related tasks
- Consider updates

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Into operation or closure

- Formal acceptance of delivery and end of (sub) project
- Closure, when no or not sufficient delivery
- Archive “lessons learned”
- Re-locate staff and settle any contracts

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RI project management

- Projects may involve:
  - A new research infrastructure
  - A machine
  - A sensor network
  - Interoperable databases and tools
  - The RI service organisation
  - A user involvement programme
  - A (new) user selection procedure
- Consider in which phase the project is running
  - Preparations, transition to construction, construction, upgrade, decommission
- Be aware of:
  - Who is in charge and makes the decisions?
  - Who is paying?
  - Who is managing?
  - How to secure continuity?

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Perspectives in RI project management

- Manage product development and delivery
- Manage distributed (tendered and in-kind) contributions
- Manage performance and risks
- Manage expectations of multiple stakeholders -> strategies
- Manage the project organisation
- Manage accountability
- Manage the management