

Q&A

Project ideas started in engagement channels

- The initiation pathway leader always needs to be informed about any new project ideas and give approval. This works as an endorsement before asking for resources.
- Once the initiation pathway leader gives OK it is time to make the Project charter.
- Even if the initiative comes from business engagement or outside (several departments involved) it still needs to go through the process if there is need for resources. It is important to respect that the IT department is aware of all the projects it is involved in and knows how resources are used and which needs might come up.
- Exceptions can be made for EC project as their timeline is different.
- **Initiatives:**
 - For initiatives going through engagement channels the Project charter is not required when a similar document is presented instead (PSO document).

Project charter and resource requests:

- All projects that ask for resources must have the Project charter prepared before presenting it to the DMRB.
- In case of ongoing projects, Arash has prepared and [document](#) that anyone can use to ask for resources. Note: The project ID and Charter are needed to do so!
- **How often are decision made?**
 - DMRB meets every month. For EU projects exceptions can be made.

Impact reports:

- **Will the reports be used to do cost tracking/resource usage?**
 - There is no intention in asking for timesheets other than for EC projects.
- **Bob:** Writing an impact report gives you an opportunity to step back and reflect on what went well/or not so well and to get ideas for future use. It is all a valuable newsworthy material.
- Impact reports are desirable for all projects not only those that successfully ended → those that failed to deliver, were rejected or withdrawn too.

Project repository:

- The option to give access to external project partners to the project's repository is to be decided. Project managers/team with edit access to SharePoint sites created by the PMO can grant access to the site.
- It is mentioned that it would be desirable to evaluate more carefully what documents PMO needs to store and which document repositories are available and fit for purpose if a PMO tool is to be adopted.

Project plan:

- All projects (even ongoing) need to provide the project plan. Only the main milestones and deliverables are needed for now (can even be only one).
- This will be used to create a calendar tracking all these main milestones and deliverables for all projects and to check up on the progress. The detailed checking will be done by other boards.

Wrap up of the 1st Project managers workshop held on 26th of January 2023.

- **What to do in case of projects that don't have a clear picture of the process and only have a major deliverable planned at the end of the project?**
 - The idea is to try to give some smaller deliverables throughout the lifecycle of the project and see how this works.
- The plan is to work together with the project managers to see what else might be needed for the project plan.

Project Templates

- **It was suggested to create an example template.** The PMO is already provides an example project charter and has presented an example of mail milestones and deliverables today.
- **Project management training:**
 - It is mentioned that OpenSE is already available in the CERN training catalogue and has a part specifically oriented on small projects and risk management. Some people comment this methodology is oriented to engineer projects (in particular large scientific facilities, like LHC) and is not the best fit for IT. IT should decide first on which areas of project management we want to put effort and learn. It could be external training or sharing in-house expertise via the community of practice.

Workshop:

- Every single person running projects has valuable insight and is encouraged to give feedback on project templates, lifecycle, etc.
- In the future, PMO would like to discuss whether other areas like risk management or stakeholder management should be added to the project plan. It is also mentioned that it might be good to consider a deliverable acceptance process.
- PMO believes we should benefit from the extensive project management knowledge that is already in the department, so the community of practice can be a place to exchange and share this knowledge.

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